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Addis Ababa University

College of Business and Economics

**Department of Public Administration and Development
Management**

**Causes and Consequences of Medical Staff Turnover the Case
of Menelik II Referral Hospital: in Addis Ababa**

**Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment to the Requirements of
Master in Public Management and Policy**

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ADDIS ABABA UNIVERSITY
MPMP PROGRAM

**CAUSES AND CONSEQUENCES OF MEDICAL STAFF
TURNOVER THE CASE OF MENELIK II REFERRAL
HOSPITAL: IN ADDIS ABABA**

BY:

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DEED OF DECLARATION

I, **Shimelis Tsehayu**, hereby declare that this research thesis entitled “Causes and Consequences of Medical Staff Turnover the Case of Menelik II Referral Hospital: in Addis Ababa” is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been previously, in its entirety or in part, submitted at any University in order to obtain academic qualifications.

Date: _____

Shimelis Tsehayu

CERTIFICATE

This is to certify that Mr. Shimelis Tsehayu has completed his thesis entitled “Causes and Consequences of Medical Staff Turnover the Case of Menelik II Referral Hospital: in Addis Ababa” under my supervision. In my opinion, this thesis is appropriate to be submitted as a partial fulfillment of the requirements for the award of the degree of Masters in Public Administration and Development Management.

Filmon Hadaro (PhD)

Advisor _____

Signature and Date

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ABSTRACT

The high turnover of staff is unhealthy for the smooth running of institutions since it affects the growth, profitability and customer satisfaction whenever it occurs in the workplace. This research is aimed at assessing the causes and consequences of medical staffs turnover in Addis Ababa city hospitals with particular reference to Menelik II Referral Hospital considering personal, pull and push factors as causes of turnover and separation and hiring costs, team cohesion, patient satisfaction, quality of services, productivity and workload and burnout as consequences of turnover. Respondents were only medical staffs (existing and those quitted their job) and supporters of medical staffs. The staff was categorized into three strata, namely medical staffs on the job; medical staffs quit their job and vital non- medical staffs (coordinators, senior officers and support staff) who have a direct relation with human resources of the hospital. Thus, stratified random sampling method was employed and 210 respondents were selected from 235 staffs. The response rate was 89.36%. Qualitative and quantitative approaches were employed. Interview data generated qualitative data and the survey questionnaire responses generated quantitative data. Thematic analysis was conducted for qualitative data and descriptive summary was used for quantitative data analysis. The findings of the study revealed that personal factors are not the vital causes for turnover and from pull factors, high salary elsewhere, availability of more financial benefits elsewhere, availability of promotional opportunities external to the hospital and higher educational opportunities are the most important causes initiating medical staffs to leave their job. The study also revealed that push factors such as low salary and benefits, lack of motivation and encouragement for good work and absence of recognition for work done and lack of career advancement are causes triggering staff turn-over. The study has also found that turnover increased separation and hiring costs; affected team cohesion, patient satisfaction, quality of services, productivity and workload and burnout of existing staffs. The study concluded with the recommendation that hospital and health sector actors should work to improve work conductions (controlling push and pull as well as personal factors) and reduce turnover. The actors of the health sector require effective strategies that for managing turn-over in hospitals in Addis Ababa.

Key words: Causes & consequences of turnover, Menelik II Referral Hospital

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Acronyms

CSH- Costs of separation and hiring

GTP- Growth Transformation Program

PF- Personal factors

pf- pull factor

Pf- Push factors

PS- Patient satisfaction

QS- Quality of services

TC- Team Cohesiveness

WLB- Work Load and Burnout

CHAPTER ONE:

INTRODUCTION

1.1. Background of the Study

In today's competitive business world, it is considered to be an important task to manage employees' turnover in an organization. People would want diversity in everyday life; and organizations seek employees that can fit for new and challenging jobs. Workers require good working environment including job safety, facilities, salary, benefits and proper human resource management platform. Though it is challenging to accommodate all employee needs in all dimensions, it is also crucial for an organization to retain its talented employees. Every organization wishes to have high productivity, less turnovers and high profit margin (in business firms and high achievement of targets and impact in non-profit organizations). Turnover management is therefore a key factor for the implementation of organizational activities and achievement of organizational goals (Sharmistha, 2010, p.2).

The "seeds" or initial causes of turnover, arising out of the frustration related to budget cutting, hiring freezes, layoffs, and lack of development funds and opportunities, are more likely to be sown at such times (Sharmistha, 2010, p.1). Studies conducted regarding staff turnover in the service industry across the world indicate that, the hospitality sector leads with many employees and dynamics in jobs from time to time. Subsequently, some causes of labor turnover are believed to be industry-specific. Both the internal and external causes of labor turnover affect the growth, profitability and customer satisfaction whenever it occurs in the workplace (Kuria and Alice, 2012, p. 311). Employers see the process of staff leaving and being replaced as a natural and inevitable feature of the industry. The importance of employee's retention and cost of employees' quitting is well known in the literature. Quitting of an employee means quitting of tacit knowledge and loss of social capital at one hand and increases turnover. On the other hand turnover increases operation cost and cost on induction and training for organizations (Ongori, 2007, p. 51).

According to Griffeth (2012, as cited in Matthew et al. 2006, p.3) high rate of employee turnover results from job dissatisfaction, organizational commitment, comparison of alternatives and intention to quit.

The key argument of this paper is that high employee turnover is not just a financial cost to the organization, but also detracts the organization from satisfying its customer by providing adequate services, achieves targets of the organization and reduces individuals and organization's positive contribution to the sustainable development of their nations. The argument presupposes that sustainable development principles ought to apply to the spheres of economic, human and social capital in organizations i.e. impacts on people by implementing activities and achieving service provision targets of organizations (Hooke, 2013, p. 29).

In line with this conceptualization, this study considers the effects of employee turnover on the activities of Menelik II Referral Hospital. Menelik II Referral Hospital is a hospital in Addis Ababa, Ethiopia. Currently, 4504 overall employees including janitors and related staff are working under Menelik II Referral Hospital. Out of this 3422 (76%) of them are professionals including medicals and non-medicals. A turnover of more than 5% in an organization is not a healthy phenomenon while the current overall turnover rate of Menelik II Referral Hospital is 24%. Out of the medical staff positions about 102 are vacant; not filled with medical personnel. The factors that triggered this rate of employee turnover need to be investigated and requires appropriate policy along with recommendations on applicable solutions. Thus, emanating from the above fact, the researcher is initiated to assess the causes and consequences of employee turnover in the case of Menelik II referral hospital in Addis Ababa City Administration.

1.2. Statement of the Problem

To be competent enough in the current competitive era, every type of organization requires employees who are committed, competent, ethical, motivated and have eagerness to work in that organization. If an organization fails to motivate and retain its experienced and talented employees, profit-making business organizations may face bankruptcy or its survival is under a question.

A number of researches were conducted on similar issues out of which Owence et. al. (2014, pp.74-75) mentioned a number of factors found to be the causes of high turnover of staff in academic development in South Africa. They included the issue of staying as contract workers for too long; lack of promotional prospects, salaries not being competitive with other institutions, lack of appreciation of the work by management and lack of job security.

The government of Ethiopia has been making a concerted effort to bring a considerable change to the capital city, Addis Ababa. Since referral hospitals like Menelik II, play key role in rendering services to the community, they are in need of committed academic staffs (medical and support), those that can continuously strive towards the better achievement of the hospital's missions. Medical staffs (employees) require support from the employers (hospital) and government in general.

Employee turnover from government organization has been the responsibility of the civil service for a long period of time. Even though several reforms were made to improve the management of service, the number of employee turnover is increasing and the impact has become a serious threat to the implementation activities and achievement of targets of organizations like Minilik II Referral Hospital.

Preliminary reconnaissance assessment of the problems in Menelik II Referral Hospital shows that workers are not satisfied on their job. According to official records of the Hospital, most people do not want to continue on their job. The hospital management is not sure of the reasons; whether it is related to contract type, promotional prospects, low salary, motivational measures and issues of job security that has been the case in scholarly literature and empirical findings.

Employee turnover increases as the causes remain misunderstood and policy measures are not taken. Besides this, the current employee turnover is high (24%) for Menelik II Referral Hospital. There are many vacant positions. The services and activities of the hospital are going to be disrupted or underperformed if more professional staff keeps on quitting. These problems are witnessed by the researcher and initiated this research endeavor.

Therefore, the study is aimed at assessing the causes and consequences of this high medical staffs' turnover of the present in Menelik II Referral Hospital and to inform with policy solutions.

1.3. Objective of the Study

The study is mainly aimed at assessing the causes and consequences of employment turnover in Menelik II Referral Hospital.

1.3.1. Specific objectives

- Identify the causes of employees' turnover in the hospital;
- Analyze the turnover intention of the existing medical staffs in the hospital;
- Analyze the effects of employees' turnover on the hospital;
- Present policy information on reducing staffs turnover in the hospital.

1.4. Research questions

The research mainly questions enquired over the causes and consequences employee turnover in the Menelik II Referral Hospital in Addis Ababa. The specific research questions are:

- What are the causes of employee turnover in Menelik II Referral Hospital?
- What are the opinions of existing medical staff regarding staying in their job?
- In what ways do employee turnover affect the performance of the hospital in providing services and ensuring satisfaction of customers?
- In what ways should Menelik II Referral Hospital manage employee turnover?

1.5. Scope of the Study

The study is aimed at examining the causes and consequences of employee turnover specifically focusing on medical staffs' turnover. The independent variables considered include personal factors, push factors and pull factors. These are conceptualized as causes of employee turnover. The employees' turnover and its consequence on services provided by the hospital are taken as dependent variables. The employee turnover is measured in this study by the number of staffs quitting the hospital.

The consequences of the turnover are measured by the problems encountered by the hospital in providing its services to clients and achieving targets. On the basis of the findings, the recommendations focused on managing the dissatisfaction of the existing staff and ways of enhancing staff stay in Menelik II Referral Hospital.

In terms of time frame, the study focused on employee turnover from the year 2012 - 2015 to show the trends in employee turnover at the critical GTP I implementation period. The analysis of the satisfaction of the existing staff helps to forecast and manage the future turnover scenarios in the Hospital. This coincides with the second GTP, and gives the study important policy relevance.

1.6. Significance of the Study

The study is believed to have the following importance for Menelik II Referral Hospital, policy-makers of the health sector, the researcher and other potential researchers.

The research depicted the factors that caused the turnover of employees of the Hospital and the consequences in terms of providing services and achieving targets of the hospital. These findings are assumed to give policy information towards taking corrective actions by the hospital and its partners.

It will also help the researcher in identifying the problems, learning through this study and broadening the understanding on how to cope up with such problems using academic concepts and theories obtained. In this respect, it enhanced experience in doing scientific research on important policy practice such as hospital service provision.

Finally, the study will serve as a document for future reference and further study on the same thematic area in other hospitals and related policy implementing public institutions.

1.7. Limitations of the Study

In conducting this study, the researcher faced limitations like reluctance of few respondents, even though majority of them replied in a well manner, to fill the questionnaire and conduct interview which is crucial for the realization of the study on time. Also the finding of the study is applicable only for medical staffs even though different experts exist in the hospital. In addition, the researcher encountered shortage of properly documented data and reference material which was a challenge to effective completion of the study.

1.8. Organization of the Report

The Study is divided into five chapters and an appendix section. The first chapter mainly provides a brief introduction about the area of the study, the rationale for the study, the rationale for using qualitative and quantitative research methods, statement of the problem, and the research questions.

Chapter two presents a comprehensive review of the literature which includes definition of turnover, its causes, consequences, types and benefits, empirical findings of different researchers and finally conceptual framework of the study.

The third chapter describes the research methodology including research design, population and sample size, types of data to be utilized, instruments used to collect data, how data was analyzed, and potential ethical issues must be taken into consideration.

Chapter four presents and highlights the results of the data analysis. The data was described and analyzed in detail along with the themes that emerged from each data.

The last chapter, chapter five presents conclusions, and policy recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1. Theoretical concepts

2.1.1. Definition of Employee Turnover

Employee turnover is described as employees who have left, are leaving and will intend to leave an institution for various reasons (Grobler, Warrnich, Elbert & Hatfield, 2006: p. 125). A similar definition is provided by Morrell, Loan-Clarke & Wilkinson (2001: p. 4) who state that turnover means voluntary cessation of membership of an organization by an employee of that organization. Another study suggests that employee turnover is the rotation of workers around the labor market, between different companies, occupations and jobs, and also between states of employment and unemployment (Abassi & Hollman 2000: 333-342). Employee turnover is defined by Price (1989: p. 462) as being both “the entrance of new employees into the organization and the departure of existing employees from the organization”. Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained and this replacement cycle is known as turnover. This is also supported by Woods (as cited in Ongori, 2007: p. 49).

2.1.2. Types of Employee Turnover

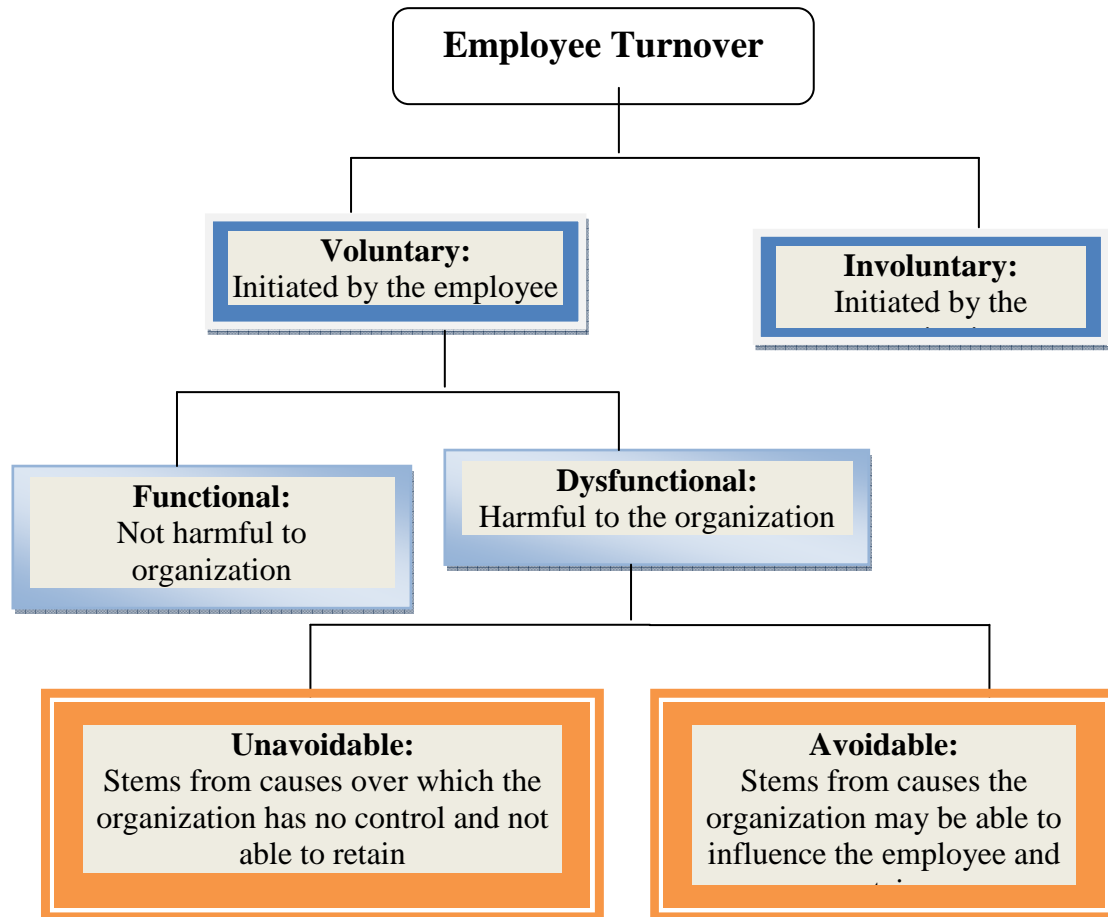
In most instances, the bulk of employee turnover is represented by voluntary turnover. To understand turnover, it is important to understand that there are different types of turnover that have various impacts on the organization. Even though employees quit their job voluntarily or involuntarily, Debora Kraft (2014, P.3) categorized employee turnover into two basic groups: functional and dysfunctional turnover.

The functional turnover doesn't hurt the company. Employees who elect to leave their jobs might be part-time employees without unique skills, or they're simply not top performers. The loss of their talents doesn't prevent work from getting done effectively. If they're poor performers, the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs. With functional turnover, the benefits gained by replacing outgoing employees exceed the costs incurred.

While the dysfunctional turnover does hurt the company and the costs exceed any potential benefits. Some employees who are leaving might be top performers whose work has proved to have a direct impact on profitability. Others might have unique skills that are hard to come by, making it difficult – and costly – to recruit and hire replacements. Losing too many minority group members can affect the diversity of a company's workforce. When a company loses too many employees that fit any of these scenarios, the costs associated with replacing them combine with other costs, such as those associated with quality problems and customer complaints.

Further, dysfunctional turnover can be categorized into two groups' i.e. avoidable or unavoidable. The turnover might be unavoidable if it is caused by employees leaving to address family or health issues, to move to new locations, to go to school full-time, or for other reasons over which the company has no control. The turnover is avoidable when the company does have control – employees choose to leave because the company is not satisfying their job or career needs. Examples of avoidable turnover might include poor pay scales or the lack of opportunities to advance.

Figure 1: Types of labor turnover



Source: R. Griffeth & Peter H. (2001, as cited in Loquercio, 2006, p.4) Retaining Valued Employees (Thousand Oaks, CA: Sage)

2.1.3. Causes of Employee Turnover

Review of various research studies indicated that employees resign for a variety of reasons. Studies classified the reasons related to demographic, personal, push (controlled) and pull (uncontrolled) factors. The demographic factors consider turnover across the age, marital status, gender, number of children, education, experience, employment tenure (Shah et al. 2010, P. 169).

The personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions. However, very little amount of empirical research work is available on personal related factors. There is another important variable “Job-Hoping” also contributes in turnover intentions.

When there is a labor shortage, employees have plenty of jobs available. Consequently, they can afford to switch jobs for a few extra dollars. Many employees are believed to job-hop for no reason or even for fun. For example, an employee changes his or her job because some of his or her friends or relatives have done so. Employees may job-hop over trivial things such as a dislike for the hairstyle of the boss. Or, if an employee faces a minor problem (e.g., minor disagreement with the boss or other colleagues), he or she may simply resign (Debrah, 1993: 89). Unrealistic expectation of employee is also an important personal factor which contributes in turnover. Many people keep unrealistic expectations from organization when they join. When these unrealistic expectations are not realized, the worker becomes disappointed and they quit. One of the personal factors which have been missed in many research studies is the inability of employee to follow organizations timings, rules, regulations, and requirement, as a result they resign.

Masahudu (2008, as cited in Ali Shah et al, 2010, p.170) has identified another important variables “employers’ geographic location” that may determine turnover. The closeness of employees to their families and significant others may be a reason to look elsewhere for opportunities or stay with their current employers. For instance, two families living and working across two time zones may decide to look for opportunities closer to each other.

The push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations.

According to Loquercio (2006, as cited in Shah et al, 2010, p. 170) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability.

However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:

- a) **Organizational Factors:** There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and policies; employees' empowerment. There is another push variable called organizational justice. According to Folger & Greenberg (1985, as cited in Shah, 2010, p. 170), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.
- b) **Attitude Factors:** In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into job satisfaction and job stress.
- c) **Job satisfaction** is a collection of positive and/or negative feelings that an individual holds towards his or her job. Satisfied employees are less likely to quit. Job satisfaction is further divided into extrinsic factors and intrinsic factors. Extrinsic factors include variables such as job security, physical conditions/working environment, fringe benefits, and pay. Intrinsic factors include variables such as recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status (workers with a high hierarchical position who link their social position with their job want to retain it). Job stress includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work-overload (e.g. it seems to me that I have more work at my job than I can handle) and work-family conflicts (e.g. my work makes me too tired to enjoy family life) (Ali Shah et al, 2010, p.171).

d) ***Organizational Commitment***: There are many factors which are attached with employee and organization and work as push factors for employee to quit. Organizations are interested in not only finding high performing employees, but those who will be committed to the organization.

Similarly employees are also interested to work in an organization which is committed to pursue their carriers and benefits. Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover (Mohammad, 2006) and according to Ugboro (2006, as cited in Shah, 2010, p. 171) identified three types of organizational commitment: affective, continuance and normative.

The organizational commitment factors further relate to affective commitment. This relates to employee emotional attachment to the organization. It results from and is induced by an individual and organizational value congruency. It is almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization. It also relates to continuance commitment which relates to willingness of employee to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere. The third aspect of organizational commitment relates to normative commitment is induced by a feeling of obligation to remain with an organization.

According to Ongori (2007, as cited in Shah, 2010: 171-172), organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations.

Various pull factors derived from literature are: high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, and life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss.

Other researchers mentioned different factors resulted in employee turnover among which the followings are some of them:

- ✓ **The organizational culture:** The more the organization has the ability to elicit a sense of commitment on the part of employees, and its development of a sense of shared goals, among other factors, the more employees experience job satisfaction and in turn the less the turnover intentions and turnover rate (Kuria, Alice and Wanderi, 2012, as cited in Owence, 2014, p. 71).
- ✓ **The characteristics of the job:** According to Taylor (2002, as cited in Owence, 2014, p. 71), some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment (Kuria, Alice and Wanderi, 2012, as cited in Owence, 2014:70-71). Such characteristics as short contracts may pose a danger of being out of employment within a short notice.
- ✓ **Better pay elsewhere:** Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization (Kuria, Alice and Wanderi, 2012, *ibid*). Most employees feel that they are worth more than they are actually paid and there is a natural disparity between what people think they should be paid and what organizations spend in compensation. One of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs (Wood and Macaulay, 1991, *ibid*). Gupta and Shaw (2001, *ibid*), argue pay as the most critical outcome of organizational membership for employees.

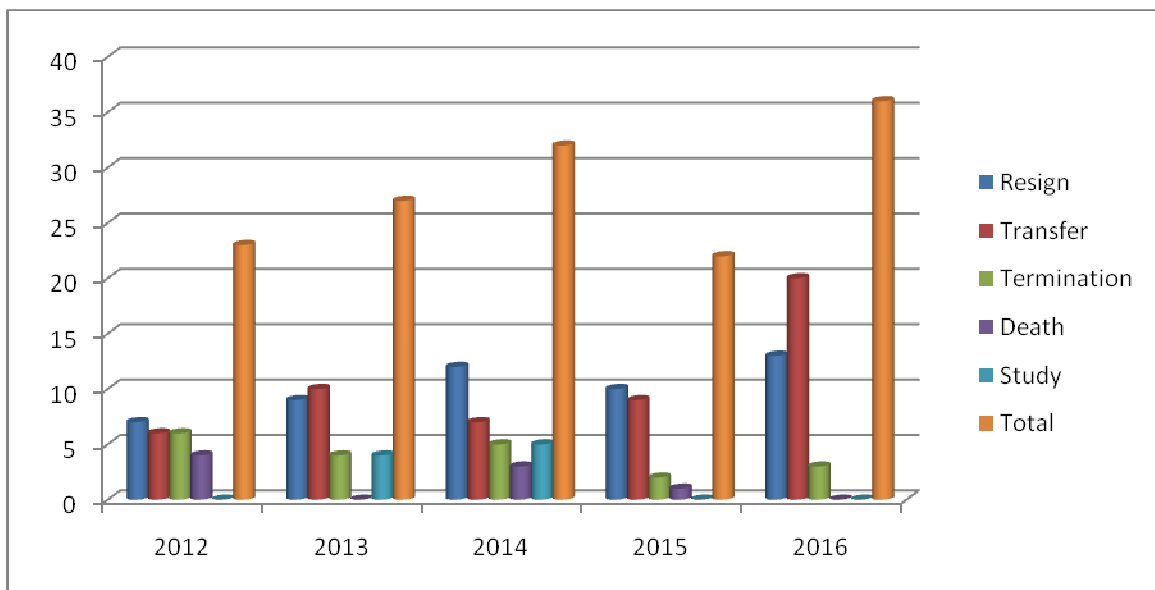
On a similar note, Kusluvan (2003, *ibid*) also said one of the major causes of friction between the employers and their employees is a real or perceived lack of fairness in the distribution of wages. It is further argued that that when the difference becomes too great and another opportunity occurs, turnover can result (Taylor, 2002, *ibid*).

According to Shamsuzzoha and Shumon (n.d, p.65) the followings are factors that contributes to employee turnover.

- i. ***The economy*** - in exit interviews, one of the most common reasons given for leaving the job is the availability of higher paying jobs. Some minimum wage workers reported for leaving one job to another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
- ii. ***The characteristics of the job*** - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.
- iii. ***Demographics*** - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers.
- iv. ***The person*** - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.
- v. ***A bad match between the employee's skills and the job:*** Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit the job.
- vi. ***Substandard equipment, tools or facilities*** – If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time.

- vii. ***Lack of opportunity for advancement or growth*** – If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.
- viii. ***Feelings of not being appreciated*** – Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.
- ix. ***Inadequate or lackluster supervision and training*** – Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking.
- x. ***Unequal or substandard wage structures*** – Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work.

Figure 2: Turnover progress of Menelik II Referral Hospital from the year 2012-2016



Source: Documentation of the Menelik II Referral Hospital, 2016

2.1.4. Consequences of employee turnover

The importance of employee's retention and cost of employees' quitting is well known in the literature. Quitting of an employee means quitting of tacit knowledge and loss of social capital. Turnover increased operation cost and cost on induction and training (Ongori, 2007, p. 52). The available literature indicated various factors that why employees quit job. There is also much discussion on the relationship between various factors and turnover.

According to the finding of Msomi (2010, p. 5) which was conducted on a title a survey of staff turnover and retention in the Eastern Cape Department of agriculture Ukhahlamba district, in terms of organizational-specific factors, the top three primary turnover factors were identified, namely: a) communication within the organization, b) leadership and the organization and participation in decision making.

The research results further revealed that communication within the organization had a significant impact with regard to race, but division, location, and grades did not. With regard to the external factors, research results identified the following most important external labor turnover factors arranged according to their importance, namely: lack of availability and quality of health care services and infrastructural development; lack of available sport and recreation facilities; crime in the area and people living in the neighborhood; lack of educational opportunities available for the family, and geographic location of place of employment. The findings further revealed the top three retention factors, were strongly significantly correlated to each other, namely: resource availability, use of discretion in handling customer complaints, and the impact of the job on society. These are positively related to intention to stay. The implications these results to the management would require there view of the organizational Human Resource Management Policy and the introduction of Attraction and Retention Policy because at present it is non existence at DOA Eastern Cape.

Labor turnover is significant to organization, individuals and management (Kuria, Alice and Wanderi, 2012, as cited in Owence et al, 2014, p.71) and lack of employees' continuity involves high costs in the induction and training of new staff.

From the organizational perspective, labor turnover represents a significant direct cost in terms of recruiting, poor production practices and reduced standards as well as high replacement and training costs (Hiemstra, 1990, *ibid*).

On a similar note, Fair (1992) suggests that, there are other costs associated with labor turnover which include separation costs (exit interviews and severance pay), recruitment costs (advertising and search fees), selection costs (interview and reference checking), hiring costs (induction and initial training), relocation expenses, uniforms and lost productivity costs associated with the unfilled vacancy and the learning curve associated with the new employee. Indirect costs however are associated with decreased levels of employee motivation, absenteeism, tardiness leading to customer dissatisfaction and ultimately customer defection (Fair, 1992, as cited in Owence et al, 2014, p. 71).

Similarly, Sutherland (2000, as cited in Owence et al, 2014, p. 72) said these replacement costs include for example, search of the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit. Turnover has many hidden or invisible costs affect the profitability of the organization and customer service and satisfaction (Kemal, Din & Qadir, 2002, *ibid*). Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson et al., 2000, *ibid*).

2.1.5. Benefits of Turnover

Even though the costs of high staffs turnover outweighs its positive outcomes, the followings are some of the potential advantages of labor turnover. The first benefit of employees' turnover is leave of relatively expensive employees which applies especially in case a firm uses a compensation system based on seniority or if the premiums for

social security are age related. If the rise of labor costs exceeds the increase of productivity of an employee, replacement of the latter becomes profitable (Glebbeek & Bax, n.d, p. 4).

Leave of less productive employees is also another bright side of turnover which refers to workers who lose productivity due to aging, physical and mental wear or because they cannot cope with rising work pressures. Termination of bad matches can be mentioned as another advantage of staff turnover. Even under the conditions of careful recruitment and selection procedures, some matches turn out to be better than others. This holds especially when productivity and performance do not so much depend on technology as well as on social relations and contextual skills (McEvoy & Cascio, 2009, *ibid*). Labor turnover creates possibilities for replacing employees and therefore enables firms to import new types of knowledge, ideas, experience and skills which results in new innovation.

The personnel demand of a firm is dependent on external conditions of which the market and the business cycle are important ones in order to adjust the market conditions.

Hence, some variation in the number of staff employed is inevitable. Compulsory redundancies may lead to substantial costs because of severance pays and may weaken the psychological contract with those workers who leave behind. A sufficient amount of 'natural' labor turnover may facilitate these adjustments (Glebbeek & Bax, n.d, p.5).

Internal labor markets provide the opportunities for career development of employees and are therefore an important instrument for motivation, the more if productivity is not easy to measure in the short run (Baron & Kreps, 1999: pp. 171-172). Turnover creates the vacancies required for the internal labor market to function properly via facilitating internal labor market.

Labor turnover is the price organizations have to pay for the employment of young highly skilled and well-educated professionals. Although these 'job hoppers' will leave the organization inevitably, during their stay they contribute significantly to the organization's success. Prevention of this kind of turnover would be the employment of more 'average' employees who are less attracted by the external labor market (Cappelli, 2000, *ibid*).

2.2. Empirical Studies on Employee Turnover

A Canadian study by Lum et. al. (1998, as cited by MINTRAC, n.d, p.3) assessed the impact of certain pay policies upon the turnover intentions of pediatric nurses. Two types of salary supplements were introduced which include bonuses to intensive care nurses only and a 5 per cent salary differential for all staff nurses – to reduce turnover. The supplements were structured in such a way as to have the most favorable influence on the senior staff nurses who were presumed to be the most experienced and those most valuable employees. Satisfaction with pay had both direct and indirect effects on turnover intent.

They found that although pay satisfaction (unlike job satisfaction) was significantly associated with reducing intended turnover, its indirect effect upon turnover intent, mediated through job satisfaction and organizational commitment was weaker. In particular, nurses with greater experience were more satisfied with their pay and were less likely to leave, which was the anticipated effect of the salary supplements. The anecdotal evidence showed that the senior nurses perceived the pay supplements to be an important recognition of their contribution to the organization.

Costs related to the leaving and replacement of employees can be considered to be costs of labor turnover. These embrace not only the costs of recruitment and selection. As Gaudet (2012, p.82) put forward a rather comprehensive list of turnover costs with items such as advertising, college recruiting, applicant's travel expenses, medical examinations and psychological testing, recruitment awards for employees, and 'hotel entertainment'. The costs of these items can be accounted for, and the same roughly holds for the loss of sales because of vacancies and higher average pay due to extra overtime.

More difficult to estimate are the extra expenditures for training and learning contextual skills, because these include also the costs of coaching, supervision and the loss of quality and product output.

Even more complicated is the accounting for items like the loss of team productivity, the loss of effectiveness of informal communication and coordination processes and a decreased motivation of those employees who are left behind (Mobley, 1982, p.p.20-21).

Sailors & Sylvester (1994, p.32) estimated the costs of labor turnover to US companies “to be several billion dollars per year” of which 20 per cent consists of direct turnover costs and 80 per cent of costs that can be associated but are not directly visible.

High commitment requires long periods of training and socialization. Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments is reached. Therefore, in a context of high commitment the costs of labor turnover will be relatively high (ibid).

Study conducted by Derek (2006, p. 45) shows that employee turnover negatively affects the overall efficiency of the organization. If proper action is taken on employee workload, work stress, salary, job satisfaction, and work to family conflict, the turnover ratio is alternatively decreasing and enhance the organizational performance. He found a positive relationship between employee turnover and organization efficiency and organizational development activities.

The findings Olivia Gialuisi (2012, p.44) revealed that voluntary turnover of key employees have a number of adverse consequences for small businesses, including, but not limited to, lowered productivity and disrupted business continuity. A lack of financial resources to retain staff and limited long term career prospects, amongst other factors, were identified as common reasons for actual and intended turnover amongst key employees of the institution.

Ronra and Chaisawat (2011, as cited by Mwirigi & Simon, 2013,p.6) explored the factors affecting employee turnover of Amari Hotels and Resorts, the employee job satisfaction and the impact of satisfaction on employee turnover at Amari Hotels and Resorts, Thailand. The finding clarified that the highest influencing factors affecting employee turnover was the insufficient tools and resources to do daily job (Mean=3.15), followed by inadequate recognition and rewards for a job well done (Mean=3.30), the benefits received were not met with employees’ needs (Mean=3.40), the salary and responsibilities were not compatible (Mean=3.47), and the career path advancement was not compensate for lack of salary increase (Mean=3.48).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Study area

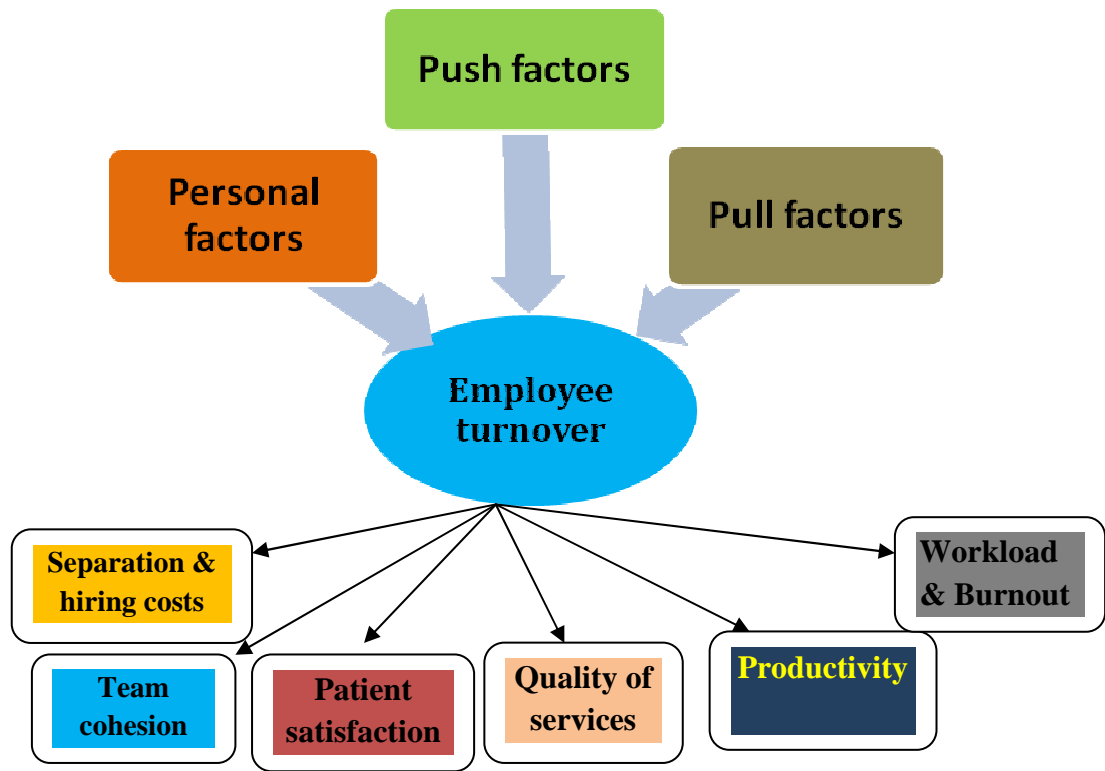
Menelik II Referral Hospital is found in the north eastern part of Addis Ababa, higher 13 Kebele 06. The hospital was established in 1896 following the defeat of the Italian military force at the battle of ‘Adwa’ and the settlement of the Ethiopian patriots in Addis Ababa in the area called Janmeda “(ጃንሜዳ)”. After settling the Ethiopian patriots, Emperor Menelik II had thought how to give medical treatment for those patriots injured during the war. Accordingly, after conducting minimum study, a 6,1946sq.m area holding the drainage of ‘Kebena’ (ቀበና) river was selected and tents were planted and started temporary service inside the tents. The area was selected strategically in order to give medical treatment for the injured patriots by washing wounds by the ‘Kebena’ river water. At that time the name of the area become “Hakim Seffer” or “Hakim Meda” and the Russian medical doctors gave treatment in the area.

Later on, the hospital was established by emperor Menelik II in 1902 E.C and started national service as the first hospital of Ethiopia. During and after establishment of the hospital, the Russians played great role in educating, training and graduating medical experts, and also serving in the Hospital for a long period of time. In general it was impossible to separate Menelik Hospital from Russians and Russians from Menelik Hospital. Currently, the hospital is administered by the Ministry of Health (MoH) and provides more than ten (10) Medical services and is the only hospital in Ethiopia providing pathology service. (Document obtained from Menelik II Hospital, 2016).

3.2 Analytical Framework of the Study

The aim of the research is to assess causes and consequences of medical staffs' turnover with a particular reference to Menelik II Referral Hospital. The figure below shows the proposed conceptual framework developed by the researcher which is going to be thoroughly dealt in order to come up with relevant information.

Figure 3: Analytical framework of the study



Source: Adopted and developed by the researcher, 2016

3.3 Research Design

This research calls for examining the causes and consequences of employee turnover in the implementation of activities and achievement of targets at Menelik II Referral Hospital. The study used descriptive survey since the respondents was categorized in to two; medical staffs currently on their job and also those who quitted their job.

To achieve the research objectives and answer the questions of the study, mixed research design (Quantitative and Qualitative); with predominantly quantitative method was employed. The mixed research design helps in gaining a complementary advantage in substantiating data and evidence.

The descriptive method was predominantly used because the study was intended to make detailed description and analysis. As explained by Best and Kahn (2013, p.34) a descriptive survey method is used for research on conditions that exist, opinions that are held, process that are going on and effects that are evident or trends that are developing.

The qualitative research focused on hospital staff retention mechanisms and interview questions for cross-checking results of the quantitative survey data. The survey design involved time; the effects of the turnover, as it changes in extent from time to time; taking the year of low turnover and the year of high turnover. Besides the primary qualitative research works, extensive document and secondary data were also used.

3.4 Sources and Types of Data

To conduct the study, both quantitative and qualitative data collection were used. Both primarily and secondary sources of data were also collected. Primary data was gathered via dispatching structured questionnaire to both existing and those who left as medical doctors, coordinators, senior officers, officers, and support staffs of Menelik II Referral Hospital. Quantitative data is gathered from the questionnaire.

Also qualitative data was generated through preparing interview for few concerned party of the hospital to come up with consequences of turnover. The researcher selected this method due to the existence of large number of respondents and it's hardly to make interview with all of them.

The researcher also used secondary sources like, the implementation plan, annual review, official report, policy frameworks, strategies and guidelines as well as relevant literature on employee turnover of the hospital.

3.5 Study Population

Menelik II Referral Hospital has medical and non-medical staffs. These are the researcher's target population. There are a total of 570 staffs were 380 are existing medical staffs, 50 selected non- medical staff (coordinators, senior officers and support staff) who have a direct relation with human resources of the hospital, and 140 ex-medical staffs who left the hospital between 2012-2015/16 due to various reasons.

3.5.1 Sample and Sampling Techniques

The researcher categorized the respondents into three strata, namely medical staffs on the job, medical staffs that quit their job and vital non- medical staffs (coordinators, senior officers and support staff) whose have a direct relation with human resources of the hospital. Thus, stratified random sampling method was employed, due to their homogeneity of their task and this method guarantees representation of each sub group. Stratified sampling technique has the advantage in some cases, of more accurately reflecting the characteristics of the population than do simple random or systematic random sampling. Then proportionate sample size was drawn from each stratum in order come up with relevant findings.

3.5.2 Sample Size Determination

Estimation of sample size in research using Taro Yamane (1973) was employed in the study. The formula for estimating the sample size based on 95% confidence level needed from a given population was provided by Taro Yamane (1973).

$$n = \frac{N}{1 + N(e)^2}$$

Where; n= sample size

N= Population

e= Allowable error (i.e. with 95 confidence level, 5% margin of error)

$$n = \frac{570}{1+570(0.05)^2} = \frac{570}{2.425} = 235$$

From the above computation 235 staffs are the representative of the population and the sample proportion was:

$$\frac{235}{570} = 41.2\%$$

Table 3.1: Sample size of the respondents

S/N	Stratum	Size of the stratum	Proportion	Sample
1	Medical staffs on the job	380	41.2%	157
2	Medical staffs quit their job	140	41.2%	58
3	Supporters of medical staffs	50	41.2%	20
	Total	570		235

Source: HRM, of the hospital

3.6 Instrument and Procedures of Data Collection

3.6.1 Questionnaire

In order to obtain relevant data about the study the researcher used questionnaire as a major tool of data collection. The questionnaire is preferred for it enables to gather data about situation, practices and problems from large number of respondents within a relatively short period of time. All measures was made on the 5-point Likert type scale (1-strongly disagree to 5 strongly agree). Two types of questionnaire were prepared for medical staffs who quitted their job and staffs currently on their job.

The questionnaire which was prepared for ‘currently on the job’ medical staffs contains causes that initiate them to depart from the hospital along with turnover consequences.

While the second category of the questionnaire measures what factors initiated those medical staffs' those ceased up their employment contract with the hospital. The questionnaires have two parts. The first part is on personal information of respondents; and the second part covered the assessment of factors that initiates them to depart from the hospital.

In order to test the validity and reliability of the questionnaires, a pilot test was carried out at hospitals via dispatching 12 questionnaires to medical staffs 'on the job' and 6 staffs that had already left their job. The questionnaire was adopted from the research done by Ali Shah et al. (2010) in Pakistan and modified by the researcher for the sake of simplicity (clarity).

3.6.2 Interview

According to Patton (2012), an interview guide is a list of questions or issues that are to be used in the course of an interview and it provided topics or subject areas about which the interview is free to explore, probe and ask questions that will elucidate and illuminate that particular subject. Thus, interview was employed to generate and obtain information from the concerned bodies of Menelik II Referral Hospital and department heads. The data obtained qualitatively was analyzed and triangulated with quantitative ones where it is appropriate. Besides, documents review (project implementation plan, impact evaluation report) was made to enrich the qualitative data.

Finally, non-random sampling technique called convenience sampling was applied to select the final respondents since it is very difficult to get names (list) of all employees with their current address to apply lottery method of simple random sampling because respondents are both medical staffs 'currently on the job' and those who quit their career for about one to four years.

3.7 Reliability of the Instruments (Questionnaire)

The researcher conducted a pilot study before dispatching the questionnaire to the final respondents for 12 'on the job' medical staffs and 6 medical staffs who have already 'left their job' and found the below mentioned results:

Table 3.2: Reliability of the questionnaire

Variables	N of items	Reliability coefficient (Cronbach's alpha) for existing staffs; N=12	Reliability coefficient (Cronbach's alpha) for quitted staffs; N=6
Personal factors	8	0.735	0.740
Pull factors	11	0.765	0.754
Push factors	14	0.872	0.816
Overall factors	33	0.792	0.776
Turnover consequences	12	0.98	

Source: Researcher's own survey, 2016

A benchmark alpha of .70 was set as an acceptable measure of reliability (Cronbach, 1951). Reliability assessments using Cronbach alpha coefficient has exceeded '0.735' for all variables in this study.

3.8 Data Analysis and Interpretation

The collected data were processed using statistical package for social science (SPSS, version 20) in order to come up with some descriptive and inferential statistics which allows the researcher to present the data acquired in a structured, accurate and summarized way. Thus, frequencies, percentages, graphs, means, and standard deviations were used in data analysis and presentation.

The variables to be analyzed by using the quantitative data are independent variables which include personal, push and pull factors and also dependent variables including

separation and hiring costs, team cohesion, patient satisfaction, quality of services, productivity and work load and burnout.

To analyze the qualitative data gathered through interview guides, the responses were transcribed and summarized using narrative statements and thematic groups in line with the research questions of the study, because while conducting an interview with concerned party, respondents provided their feedback depending upon their opinion which can't be quantified.

3.9 Ethical consideration

Ethical considerations of confidentiality and privacy were addressed. A concerted and conscious effort was made at all times to uphold the promise. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire and interview got permission from the management of the hospital. A guarantee was given to the Menelik II Referral Hospital respondents that their names will not be revealed in the research report. Finally, the findings along with the recommendations will be presented to the hospital on an ad hoc basis.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1. INTRODUCTION

The previous chapter discussed the methodology of the study followed to conduct the study and this chapter presents results and discussion of the study using descriptive statistics. Descriptive statistics was used to summarize characteristics and responses of the targeted sample as it was presented below.

4.2. CHARACTERISTICS OF THE TARGETED SAMPLE

4.2.1. Response rate

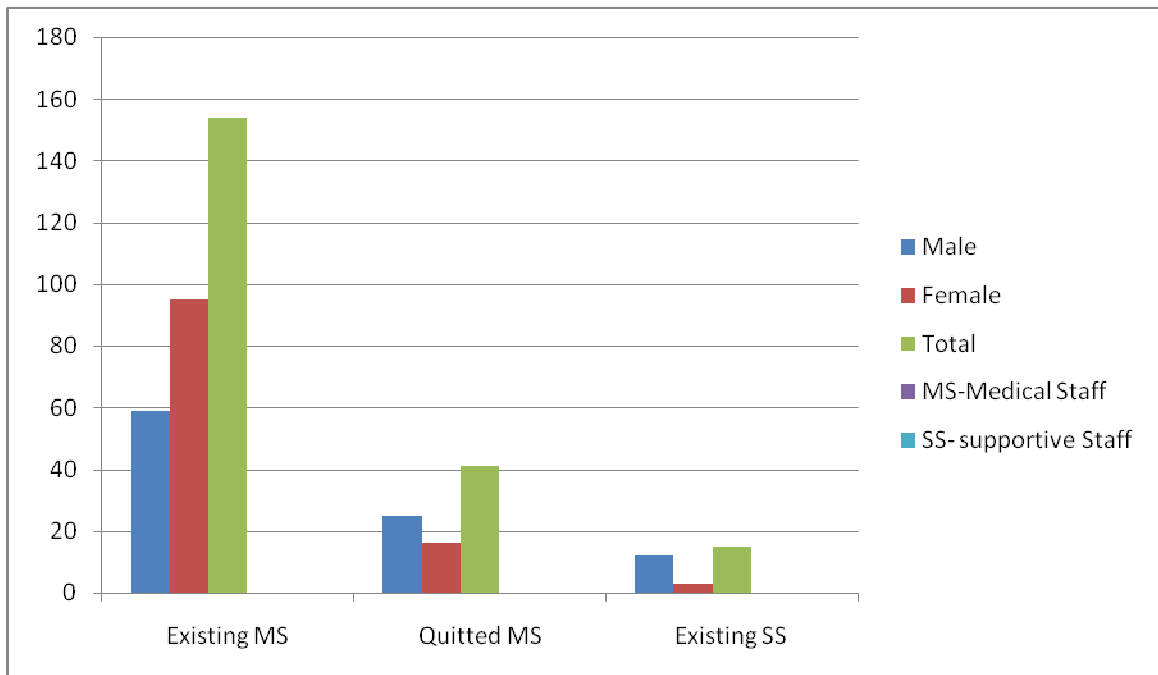
Out of the 20 medical staff surveyed in the sample, interview was conducted with 15 (75%) of them. Samples of 157 existing medical staff were targeted from a population of 380 and a total of 154 questionnaires were completed and returned, resulting in a response rate of 98.1%. Similarly, samples of 58 medical staff were targeted from 140 staff who quit their job and 41 of them are contacted and filled the questionnaire resulting in a response rate of 71.7%. The overall response rate of the study is 89.36%.

4.2.2. Demographic data

Demographic data was collected in various aspects and figure 4 (below) presents the frequency distribution of medical staffs currently on the job and also medical staffs who quit their job respectively. In the medical staffs currently on the job sample, 59 of them are males constituting 38.3% and the rest are females constituting 61.7%.

While from medical staffs those quitted their job, 25 of them are male (61%) and the remaining 16 which is 39% are female staffs. From this one can generalize that majority of the medical staffs working and used to work in Menelik II referral hospital are females.

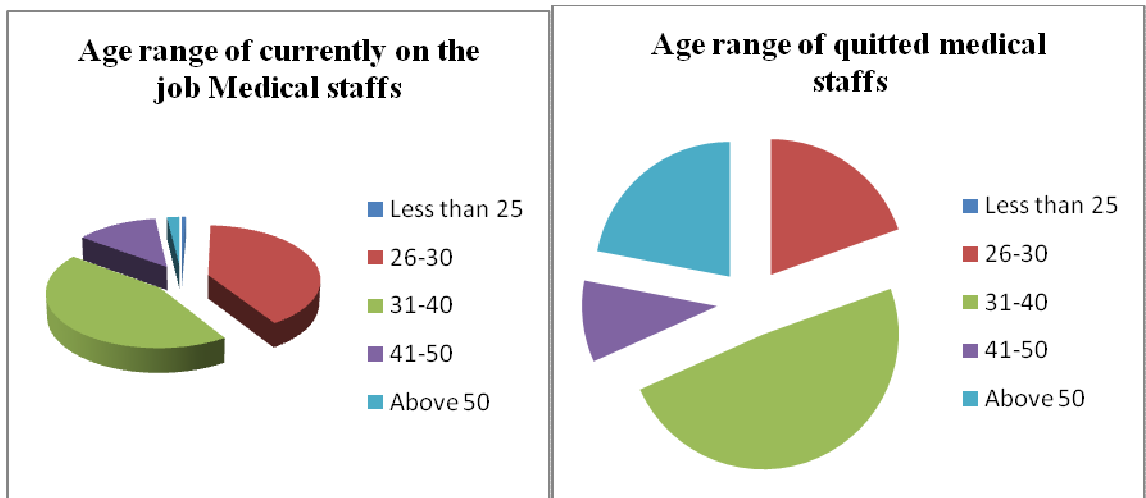
Figure 4: Gender Composition of the Respondents



Source: Own survey, 2016

As clearly depicted in the below table, majority of respondents from existing staffs are categorized within age range of 31-40 constituting 44.2%, followed by 26-30 age group containing 40.3%. Out of all respondents, 20 respondents are from 41-50 age group constituting 13% and only 1.9% of them are from age level of above 50 and lastly 1 of the respondent is from age group of less than 25. Thus, one can conclude from the above statement that almost all medical staffs working and used to work in the hospital are on the adulthood stage.

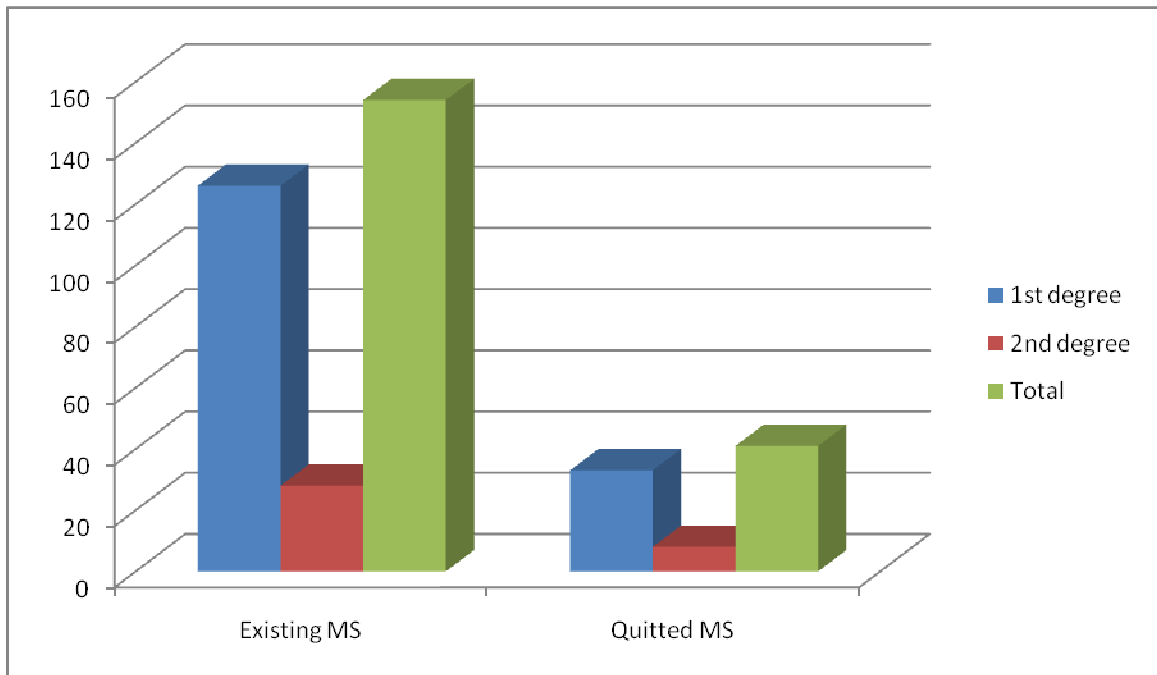
Figure 5: Age range of both medical staffs



Source: Researcher' survey, 2016

Regarding their education levels (highest qualification) of both groups, figure 6 below depicted figure shows that 126 (81.8%) of existing medical staffs are BSc degree (1st degree) holders and the rest 28 (18.2%) are masters or 2nd degree holders while with 80.5% & 19.5% having first degree and masters degree from the side of staffs already left their job respectively. Thus, almost all of them are said to be first degree holders since the overall percentage (81%) of medical staffs education level is first degree.

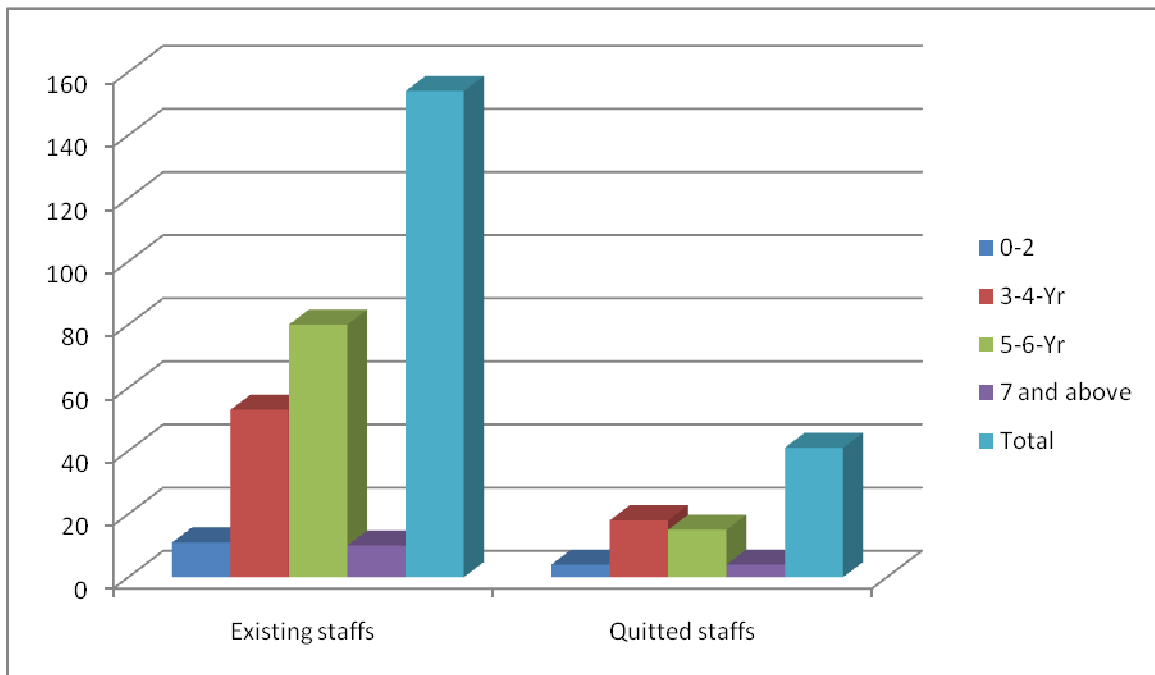
Figure 6: Highest qualification of the respondents



Source: Researcher's survey, 2016

Regarding the service time of currently on the job medical staffs, 80 (51.9%), 53 (34.4%), 11 (7.1%), and 10 (6.5%) have served the hospital for 5-6 years, 3-4 years, 0-2 years and above 7 years respectively. From the side of staffs who have already quitted their job, 18 (43.9%), 15 (36.6%), 4 (9.8%) and similarly 4 (4.8%) of them have served the hospital for 3-4 years, 5-6 years, above 7 years and 0-2 years respectively. So, majority of the medical staffs have served above 3 years in aggregate.

Figure 7: Service years of the respondents



Source: Own survey, 2016

4.3. Descriptive statistics of respondents

Medical staffs currently on the job are asked whether they are satisfied or not with their current job and almost all of them, 145 (94.5%) of them responded that they are not satisfied with their present job and the rest, only 9 (5.8%) of them responded yes and said they like their present job. Thus, one can conclude from this that if some condition is fulfilled for them, almost all medical staffs are on the way to leave their job.

In situations where organizations are not stable, employees tend to quit and look for stable organizations because with stable organizations they would be able to predict their career advancement.

Regarding the question which asks them about why they stayed in the hospital, table 4.1 below shows that 107 (69.5%) of them replied that they didn't get better job followed by they are thinking to quit, but not yet decided with 16.9% (26), 15 of them which accounts for 9.7% replied that they don't want to leave the hospital and finally 6 respondents (3.9%) responded that they have applied for other job and didn't yet secure.

Table 4.1: Reason for staying in the hospital

Reason for staying	Frequency	Valid %	Cumulative %
1. Applying for job & not yet secure	6	3.9	3.9
2. I didn't get better job	107	69.5	73.4
3. I am thinking to quit, but not yet decided.	26	16.9	90.3
4. I don't want to leave Menelik II R/Hospital.	15	9.7	100
Total	154	100	

Source: Researcher's Field Survey Result (2016)

4.4. Causes of Medical staffs turnover

4.4.1. Actual causes of staffs turnover for those who quitted their job

For both groups of medical staffs (i.e. 'on the job' and 'quitted their job'), similar questions were raised with some modifications and their response, were analyzed using mean score and standard deviation. Here mean score and frequency were calculated to determine the level of agreement of respondents to each question. With five point scales, the intervals for breaking the range in measuring each variable are calculated as follows.

$(\text{Max} - \text{min})/5 = (5-1)/5 = 0.8 = \text{agreement level}$. The translation of level ranking is analyzed based on the following criteria designed by Best (1977: 174);

Table 4.2: Agreement level classification

Agreement level (Range)	Meaning
1.00-1.80	Strongly disagree

1.81-2.60	Disagree
2.61-3.40	Neutral
3.41-4.20	Agree
4.21-5.00	Strongly agree

Source: Best (1977: 174)

With respect to staffs who have already quitted their job, the below mentioned tables (Table 4.3-4.5) shows their actual causes why they have quitted their job.

A) Personal factors as causes of medical staffs turnover

Regarding personal factors, medical staffs who quitted their career have neither agreed nor disagreed with the idea that their cause of quitting their job was derived from the health problem did they face with mean score of 2.66. They also perceived neutral that wanting to leave with their family as the hospital is located in other area was not a reason to quit their job with mean value of 2.83. They were asked whether they have stopped doing for Menelik II Referral Hospital due to the family related problems and the mean score for this item is 3.44 with standard deviation of 1.266 which means they have agreed with this cause according to Best (1977: 174).

Respondents disagreed with the idea that their causes of quitting their job was due to the fact that difficulty of treating patients is a difficult job and some of their friends or relatives are changing their jobs with mean score of 2.15 and 2.10 respectively.

They agreed with the questions raised for them whether they quitted their job due to the fact that they don't like the style/personality of their boss and what they expected from their job are not available and they were unable to follow the hospital's timing, rules and regulations with mean score of 3.49, 4.05 and 4.05 respectively.

The overall result of personal factors as a cause of turnover is 3.09 with standard deviation of 0.7223 which shows that respondents are on the middle of the point, means neutral about this cause as the reason of their turnover.

Table 4.3: Personal factors as causes of turnover for staffs that left their job

Personal Factors				
Code	Personal factors that make you unhappy while you are a member of Menelik II Referral Hospital;	Valid N	Mean	S.D
PF1	Because of my health problem.	41	2.66	1.606
PF 2	Because of my family related problem.	41	3.44	1.266
PF 3	Because treating patient is difficult job	41	2.15	.573
PF4	Because some of my friends/relatives are changing jobs.	41	2.10	.831
PF5	Because I do not like the style/personality of my boss.	41	3.49	1.306
PF6	What I expected from my present job, are not available.	41	4.05	1.161
PF7	Because I want to leave with my family as my organization is located in other area	41	2.83	1.202
PF8	I am unable to follow hospital's timing, rules and regulation	41	4.05	1.161
Total	Overall Personal factor	41	3.095	.7223

Source: Researcher's Field Survey Result (2016)

B) Pull factors as causes of medical staffs turnover who quitted their jobs

As it is shown on table 4.4 below, out of 11 questions raised regarding pull factors which attracts them from external environment and made them hate Menelik II Referral

Hospital, respondents disagree with the idea that existence of job security outside the hospital with the mean score of 2.44 and standard deviation of 1.097.

This is due to the fact that they are not certain that they will be hired on the job which is secured after they left their membership with Menelik II Referral Hospital.

Respondents also perceived that they neither agree nor disagree with the idea that there will be good research environment and higher education opportunities with the mean score of 2.63 and 3.20 respectively. Thus, they have a neutral opinion about the existence of conducive research environment after they quit their job and also they are on the dilemma that getting educational opportunity will depend on other factors, not only being a member of Menelik II Referral Hospital.

They agreed with the idea that externally career advancement, more freedom and autonomy, more respect and values, good organization cultures, less work load (life-work balance) and finally good organization support attracted them and made them to leave their membership with Menelik II Referral Hospital with mean score of 4.05, 4.10, 4.05, 3.56, 3.68 and 4.20 and standard deviation of 0.498, 0.625, 0.669, 0.808, 1.105 and 0.872 respectively. Majority of the respondents agreed that in Menelik II Referral Hospital there is a lack of promotion, freedom and autonomy, no respect and no values for staff members, high level work load which hinders members to have a balance of life-work and no organizational support provided to them which are the primary causes that enforces them to leave their job in the mentioned hospital.

Finally, respondents strongly agreed with the idea that their primary causes of turnover is due to the existence of high salary elsewhere and more financial benefits gained from outside Menelik II Referral Hospital with mean score of 4.80 and 4.68 respectively. From this one can conclude that majority of medical staffs are running for the increment of their salary package and earning higher level of financial benefits which is the characteristics of majority of public servants.

The overall mean score and standard deviation of pull factors as causes of medical staffs turnover is 3.7627 and 0.3894 respectively which means that respondents agree with the issues raised under pull factors (externally attracting conditions) which made them to decide to leave their membership with Menelik II Referral Hospital.

Table 4.4: Pull factors as causes of turnover for staff that left their jobs

Pull factors				
Code	Main factors attracted (pulling) you from external environment & made you leave your job in Menelik II Referral hospital;	Valid N	Mean	S.D
pf 1	High salary elsewhere.	41	4.8	0.401
pf 2	Career advancement (promotion)	41	4.05	0.498
pf 3	Good research environment	41	2.63	1.220
pf 4	Job security	41	2.44	1.097
pf 5	More freedom and autonomy	41	4.10	0.625
pf 6	More respect and values	41	4.05	0.669
pf 7	Good organizational cultures	41	3.56	0.808
pf 8	More financial benefits	41	4.68	0.722
pf 9	Less work-load (life-work balance)	41	3.68	1.105
pf 10	Higher education opportunities	41	3.20	1.436
pf 11	Good organizational support	41	4.20	0.872
Total	Overall Pull factors	41	3.7627	0.3894

Source: Researcher's Field Survey Result (2016)

C) Push factors as causes of medical staffs turnover quitted their job

Push factors questionnaire which measures medical staffs' internal causes of turnover contains 14 items out of which respondents are neutral for 5 questions depending upon the mean score results, which means they neither agree nor disagree with the raised issues as causes.

As depicted on table 4.5 below, respondents' perception regarding security of their job, working in the hospital goes in line with their social status, lack of motivation and encouragement for good work, existence of conflict among employees, and job make them too tired to enjoy their family life with mean score of 2.88, 2.59, 3.39, 2.56, and 2.68 respectively.

According to the above mentioned facts, respondents have not decided yet whether their reason of leaving their employment contract with Menelik II Referral Hospital was due to lack of motivation and encouragement for good work and prevalence of disputes among employees and lack of enjoyment time with their family.

Respondents agree with the fact that their reason of quitting their job was due to lack of good working environment, lack of recognition for their work, lack of freedom, lack of career advancement, existence of work load, and bad behavior of their boss with mean score of 3.66, 3.98, 3.63, 3.68, 3.56 and 3.54 respectively along with standard deviation of 0.883, 1.129, 1.280, 1.293, 1.184 and 1.142 respectively for each items mentioned above.

Lastly, respondents strongly agree with regard to push (internal) factors as causes of their turnover factors including earning less salary, less fringe benefits, and lack of fairness or justice in the hospital with mean score of 4.39, 4.27 and 4.22 respectively along with standard deviation of 0.494, 0.672 and 1.037 consecutively.

The overall mean score of push factors as a cause of medical staffs' turnover is 3.5017 with standard deviation of 0.4801 which shows respondents who have already given up their job in the Menelik II Referral Hospital agreed about the fact that different push (internally emanating) factors triggers medical staffs' turnover.

Table: 4.5: Push factors as causes of turnover for staffs left their job

Push Factors				
Code	Main factors pushing you to be unhappy with your job in Menelik II Referral hospital;	Valid N	Mean	S.D
Pf 1	B/c I have less salary	41	4.39	0.494
Pf 2	B/c fringe benefits are less	41	4.27	0.672
Pf 3	B/c my job is not secure	41	2.88	1.249
Pf 4	B/c it is not according to my social status	41	2.59	1.183
Pf 5	B/c working environment is not good	41	3.66	0.883
Pf 6	Lack of motivation and encouragement for good work	41	3.39	1.202
Pf 7	There is conflict among employees	41	2.56	1.305
Pf 8	Lack of recognition of my work	41	3.98	1.129
Pf 9	Lack of freedom in present organization	41	3.63	1.280
Pf 10	Lack of career advancement	41	3.68	1.293
Pf 11	More work load	41	3.56	1.184
Pf 12	B/c job make me too tired to enjoy my family life	41	2.68	1.171
Pf 13	Bad behavior of my boss	41	3.54	1.142
Pf 14	B/c there is no fairness/justice in organization	41	4.22	1.037
Total	Overall Push factor	41	3.5017	0.4801

Source: Researcher's Survey (2016)

4.4.2. Actual causes of staffs turnover for existing staffs

With regard to medical staffs who are currently on their job, the below mentioned tables (Table 4.6-4.8) shows their actual causes initiating them to quit their job or membership with Menelik II Referral Hospital:

A) Personal causes of medical staffs turnover currently on the job

The respondents' response shows that they strongly disagree concerning personal health problem and disliking the style or personality of their boss with mean score of 1.79 and 1.77 along with standard deviation of 0.758 and 0.566 respectively as shown on table 4.6 below. This means health problems of the medical staffs is not the main issue or cause for their turnover and also they have no problem with their bosses' personality.

Family related problems, perceiving as if treating patient is difficult, friends or relatives change of job, unavailability of expectation from current job is not their personal causes of turnover since they disagree with those ideas having mean scores of 2.19, 2.17, 2.51 and 2.24 respectively.

With regard to non-proximity (location) of the hospital to their family area with the intention of living with them and inability to follow hospital's rules and regulation, respondents neither agree nor disagree with both factors having a mean score of 2.79 and 2.74 according to Best (1977: 174).

When the mean score of both existing and already left respondents is compared, their response is similar for only 3 items, i.e. both disagree about difficulty of their job (treating patient) and some friends/relatives are changing jobs. And also both of them have a neutral response concerning the idea that they want to live with their family as Menelik II Referral Hospital is located in other area. But, regarding the following up of

hospital's timing, rules and regulation, family related problems, disliking boss personality and unavailability of staffs' expectation are agreed by left medical staffs but disagreed and strongly disagreed by existing medical staffs.

Table: 4.6: Push factors as causes of turnover for existing medical staffs

Personal Factors				
Code	Personal factors that make you unhappy with your job in Menelik II Referral Hospital;	Valid N	Mean	S.D
PF 1	Because of my health problem.	154	1.79	.758
PF 2	Because of my family related problem.	154	2.19	1.021
PF 3	Because treating patient is difficult job	154	2.17	.899
PF4	Because some of my friends/relatives are changing jobs.	154	2.51	.924
PF 5	Because I do not like the style/personality of my boss.	154	1.77	.566
PF 6	What I expected from my present job, are not available.	154	2.24	.809
PF 7	Because I want to leave with my family as my organization is located in other area	154	2.79	1.170
PF 8	I am unable to follow hospital's timing, rules and regulation	154	2.74	.854
Total	Overall Personal factor	154	2.27	.397

Source: Researcher's Survey (2016)

B) Pull factors as causes of turnover for existing medical staffs

As it is shown on table 4.7 below, out of 11 questions raised regarding pull factors which attracts them from external environment and made them develop negative outlook to Menelik II Referral Hospital, respondents disagree with the idea that existence of job security outside the hospital and existence of good research environment with the mean score of 2.44 and standard deviation of 1.097 and 2.36 and 1.027 standard deviation

respectively. This may be due to the fact that they are not certain enough that they will be hired on new job which is secured and getting good research environment after they cease up their membership with Menelik II Referral Hospital.

Respondents also perceived that they neither agree nor disagree with the idea that there will be good organizational cultures outside this hospital, and less work load (life-work balance) with the mean score of 3.09 and 2.66 respectively.

They have a neutral opinion about the existence of conducive organizational culture after they quit their job and also they are on hesitation that living a balanced lie-work will depend on different factors, not only due to a member of Menelik II Referral Hospital.

They agreed with the idea that externally career advancement, more freedom and autonomy, more respect and values, higher education opportunities and finally good organization support attracted them and made them to leave their membership with Menelik II Referral Hospital with mean score of 4.09, 3.60, 3.69, 3.70 and 3.53 respectively. Majority of the respondents agree that in the hospital there is a lack of promotion, freedom and autonomy, no respect and values for staffs and no organizational support provided to them which are the primary causes that enforces them to leave their job in the mentioned hospital which is similar with the perception of medical staffs quitted their job.

One of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs (Wood and Macaulay, 1991). At last, respondents strongly agree with the idea that their primary causes of turnover is due to the existence of high salary elsewhere and more financial benefits gained from outside Menelik II Referral Hospital with mean score of 4.38 and 4.58 respectively. From this one can conclude that majority of medical staffs are running for the increment of their salary package and earning higher level of financial benefits which is the characteristics of majority of public servants which very similar with that of medical staffs left their career in Menelik II Referral Hospital.

The aggregate mean score and standard deviation of pull factors as causes of medical staffs turnover is 3.4622 and 0.4355 respectively which means that respondents agree

with the issues raised under pull factors (externally attracting conditions) which made them to decide to leave their membership with Menelik II Referral Hospital.

Table 4.7: Pull Factors as causes to existing medical staffs turnover

Pull factors				
Code	Main factors attracting (pulling) you than Menelik II Referral Hospital;	Valid N	Mean	S.D
pf 1	High salary elsewhere.	154	4.38	.573
pf 2	Career advancement (promotion)	154	4.09	.640
pf 3	Good research environment	154	2.36	1.027
pf 4	Job security	154	2.40	1.007
pf 5	More freedom and autonomy	154	3.60	.967
pf 6	More respect and values	154	3.69	1.005
pf 7	Good organizational cultures	154	3.09	1.145
pf 8	More financial benefits	154	4.58	.568
pf 9	Less work-load (life-work balance)	154	2.66	1.05
pf10	Higher education opportunities	154	3.70	.901
pf11	Good organizational support	154	3.53	.937
Total	Overall Pull factors	154	3.462	.436

Source: Researcher's Survey (2016)

C) Push factors as causes to existing medical staffs turnover

From 14 questions tried to ask under push factors as causes of turnover for existing medical staffs, the respondents disagreed with insecurity of their job in the hospital, difference of expected social status and the reality and prevalence of bad behavior of their boss all having mean score of 2.47, 2.55 and 2.41 respectively.

But, respondents' who have already quitted their job perceived neutral level agreement regarding security of their job, working in the hospital goes in line with their social status, lack of motivation and encouragement for good work, existence of conflict among employees, and job make them too tired to enjoy their family life with mean score of 2.88, 2.59, 3.39, 2.56, and 2.68 respectively. Regarding medical staffs currently on their duty with the hospital, they have neither agreed nor disagreed with the idea that there is a conflict among employees of the hospital which will be their internally originating push factor for their intention to leave their job.

Respondents agree with the fact that the reasons which leads them to think of quitting their job was due to lack of good working environment, lack of recognition for their work, lack of freedom, lack of career advancement, existence of work load, and absence of fairness or justice in the hospital with mean score of 3.63, 4.14, 4.19, 3.64, 3.67 and 3.97 respectively along with standard deviation of 1.029, 0.984, 1.028, 0.922, 0.887 and 1.081 respectively for each items mentioned above.

Most employees feel that they are worth more than they are actually paid and there is a natural disparity between what people think they should be paid and what organizations spend in compensation. Lastly, respondents strongly agree with regard to push (internal) factors as causes of their turnover factors including earning less salary, less fringe benefits, and lack of motivation and encouragement for good work with mean score of 4.45, 4.62 and 4.34 respectively along with standard deviation of 0.648, 0.667 and 0.916 respectively. According to Kusluvan (2003) one of the major causes of friction between the employers and their employees is a real or perceived lack of fairness in the

distribution of wages which respondents of Menelik II referral Hospital have strongly agree.

The overall mean score of push factors as a cause of medical staffs turnover is 3.6067 with standard deviation of 0.41668 which shows respondents currently on their job in the Menelik II Referral Hospital agreed about the fact that different push (internally emanating) factors triggers medical staffs' turnover. The finding of this study goes in line with different researchers like Griffeth et al. (2000) who noted that pay and pay-related variables have a modest effect on turnover.

Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives the more likely employees remain with organization and vice versa.

There are also other factors which make employees to quit from organizations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment Abassi et al. (2000).

Table 4.8: Push Factors as causes of existing medical staffs turnover

Push Factors				
Code	Main factors pushing you to be unhappy with your current job in this hospital;	Valid N	Mean	S.D
Pf 1	B/c I have less salary	154	4.45	.648
Pf 2	B/c fringe benefits are less	154	4.62	.667
Pf 3	B/c my job is not secure	154	2.47	.978
Pf 4	B/c it is not according to my social status	154	2.55	1.178
Pf 5	B/c working environment is not good	154	3.63	1.029
Pf 6	Lack of motivation and encouragement for good work	154	4.34	.916
Pf 7	There is conflict among employees	154	2.81	1.210
Pf 8	Lack of recognition of my work	154	4.14	.984
Pf 9	Lack of freedom in present organization	154	4.19	1.034
Pf 10	Lack of career advancement	154	3.64	1.028

Pf 11	More work load	154	3.67	.922
Pf 12	B/c job make me too tired to enjoy my family life	154	3.62	.887
Pf 13	Bad behavior of my boss	154	2.41	1.112
Pf 14	B/c there is no fairness/justice in organization	154	3.97	1.081
Total	Overall Push factor	154	3.61	.417

Source: Researcher's Survey (2016)

4.4.3. Consequences of turnover

According to Philips (1990) and various international researchers turnover has many hidden or invisible costs and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the performance of any organization. On the other hand turnover affects on customer service and satisfaction Kemal et al. (2002, p.17). Also the findings of this study proved as if the above mentioned effects are truly happened in Menelik II Referral Hospital as per the perception of the respondents. Medical staffs currently on the job were asked the extent of their agreement regarding the effects of turnover and their level of agreement is depicted on below table (table 4.9). According to the respondents' perception, turnover increases patients resentment by the services provided to them, creates administrative mistakes in patient care and lowers level of workgroup learning with mean score of 4.01, 4.09 and 4.05 along with standard deviation of 0.863, 0.448 and 0.440 respectively.

With regard to cost increment, respondents were asked their agreement level about whether turnover enhances separation costs which include continued benefits, temporary labor overtime to existing employees and increases recruitment and on boarding costs which contains orientation and training of new hire and they strongly agree with those questions scoring mean score of 4.49 and 4.64 with standard deviation of 0.669 and 0.623

respectively. This finding is also supported by Johnson et al (2000) which said the hiring and training are placement worker for a lost employee costs approximately 50 percent of the worker's annual salary but the costs do not stop there. Each time an employee leaves the firm, one can presume that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets Meaghan et al. (2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position.

However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organizational memory) and the loss of social capital Dess et al. (2001, p.64).

Turnover also negatively affects quality of services provided by the hospital since the respondents strongly agree with the idea that turnover reduces time devoted to patient care (mean=4.75, SD=0.531), it adversely affects complication and infection rates, errors in medication and general length of patient stay (mean=4.81, SD=0.573) and turnover increases patient mortality with mean value of 4.21 and standard deviation of 0.571.

Medical staffs currently on their duty were also asked about the effect of turnover over the team cohesiveness using 3 questions which include the reduction of moral of staffs (mean=4.63, SD=0.536), lowers levels of workgroup cohesion and relational coordination with other staffs (mean=4.84, SD=0.459) and lowers levels of workgroup learning (mean=4.05, SD=0.440) which can be interpreted as the respondents are strongly agree with the first mentioned two questions since the mean score is beyond 4.21 according to Best (1977:174). But when we come to the third question related to team cohesiveness, the mean value is 4.05 which means they agree about the fact that turnover lowers levels of workgroup learning since medical staffs who are going to depart from

Menelik II Referral Hospital might be experienced, skilled manpower with an ability to share his/her knowhow.

The other consequence of turnover is reduction of productivity or performance of the hospital and respondents of the hospital strongly agree with this idea scoring mean value of 4.86 and standard deviation of 0.458. The finding of this study is supported by Olivia Gialuisi (2012, p.1) which revealed that voluntary turnover of key employees have a number of adverse consequences for small businesses, including, but not limited to, lowered productivity and disrupted business continuity. Also Arie C. Glebbeek & Erik H. Bax (n.d.) proved that labor turnover can have negative effects on firm performance.

The last consequence of turnover proposed by the researcher is workload and burnout on existing medical staffs and the mean value of this item is 4.84 and standard deviation of 0.500 which shows almost all respondents agree with the question which says turnover, excessive work load and increased pressure on existing staffs to cover and pick up the extra work often leading to burnout. This finding is supported by different scholars like Shamsuzzoha and Shumon (n.d) who said turnover negatively affects organizational performance through increasing workload and burnout on existing employees. Similarly, the research conducted by D. Rajan (2013, p.1) has found excessive work load for remaining staff, delay in daily routine procedures (e.g. transfer of the patient to operation theatre, ICU and wards), poor patient satisfaction and complaints from patients (as newly joined staffs take long time to cope with routine procedures) are foremost impact of turnover of nurses in private hospitals.

4.4.4.

Qualitative

analysis

To come up with qualitative findings, the researcher has conducted an interview with 15 human resource program officer and support staffs of the management and their response is summarized as follows.

Regarding the first question, which deals about the awareness of the management about medical staffs' movement (both in out) in the hospital and their response is yes since they are responsible to have an up-to-date information regarding their staffs while they make salary payment and announce vacancies to replace medical staffs quitted their job voluntarily.

The second interview question was about the actual causes of turnover according to personal opinion of the interviewees and they responded by simply focusing on few issues which says "private hospitals pay better salary as compared to public (government) hospitals and also give somewhat better fringe benefits than public owned hospitals which includes lack of encouragement and motivation for good work". And also few of the interviewees replied that there is more freedom and autonomy outside Menelik II Referral Hospital and lack of educational opportunities.

The third interview question dealt with the consequences of turnover as per the interviewees' perception. They responded that there is a discontinuation of operation which on average require around six months to replace staff quitting his/her job and it is very costly to replace the leaving employees the cost includes; cost of recruitment, selection, training, interview, advertising cost, personnel and stationary expenses for different purpose.

Also, the negative effect on the health care service for patients due to lack of man power in a given department hinders patients treatment as a result of the prevalence of vacant position.

Regarding the retention mechanisms pursued by the hospital, they replied that the hospital and human resource department have not taken any mechanism to control staff turnover because it was controlled by Ministry of Health and Addis Ababa Health office. But, as much as possible they are trying to retain them via facilitating conditions which are controllable by them like providing respect and values for staffs, creating supportive organization, providing them freedom in present organization and creating friendly relationships with medical staffs.

Finally, they were asked if they have information about currently on the job medical staffs view to stay by being a member of Menelik II referral hospital or not. Almost all the interviewees replied yes and most of medical staffs are ready to leave the organization to search for better payment in the private sector.

4.4.5.

Conclusion

This subtopic concludes the major finding of the study inculcating both medical staffs those quitted their job and currently on the job medical staffs response.

Existing medical staffs were asked whether they are satisfied or not with their current job and almost all of them (94.2%) are not satisfied with their current job. Also the main reasons for their stay in the hospital now includes unavailability of better job (69.5%), and they are thinking to quit but not yet decided (16.9%).

Regarding to the causes of turnover for medical staffs who already quitted their job, from personal factors, family related problems, disliking personality (style) of their boss, unavailability of what they expected from their current job and inability to follow hospital's timing, rules and regulations are the main causes triggering their termination. From pull factors, they strongly agreed with existence of high salary elsewhere and more financial benefits outside the hospital as causes for their high rate of turnover. Also they agree with absence of career advancement, more freedom and autonomy, more respect and values, good organization cultures, less work-load and good organization support outside Menelik II Referral Hospital attracted them to leave their job. Finally, they were asked whether pushing factors are there in the hospital and they replied that the prevailing less salary and fringe benefits and absence of fairness (justice in the organization) are the predominant causes from push factors and also lack of good working environment, lack of recognition to their work, absence of freedom, career advancement, more work load, and misbehavior of their boss are among pushing factors influencing them to quit their job.

For currently on the job medical staffs, personal factors are not the causes for turnover since they strongly disagreed and disagreed with the items mentioned under this variable

and not yet decided whether location of the hospital and timing, rules and regulations of the hospital are influencing them to quit their job. Like that of medical staffs who quit their job, high salary and fringe benefits elsewhere are the crucial causes of their turnover and other factors like promotion opportunity, more freedom and autonomy, more respect and values, higher education opportunities, and good organizational support outside the hospital are among the pull factors initiating turnover. From the third factor (push factors), they strongly agreed with the idea that they earn less salary and fringe benefits compared to other hospitals and there is lack of motivation and encouragement for good work in Menelik II Referral Hospital which are the main causes triggering turnover.

Regarding the consequences of turnover, they all strongly agreed with the idea that high rate of turnover increases costs of separation and hiring, decreases patient satisfaction, reduces quality of services, reduces team cohesiveness, reduce productivity and increase workload and burnout.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1.

Summary of

Findings

The researcher asked currently on the job medical staffs whether they are satisfied or not with their current job and almost all of them are not satisfied with their current job. Also the main reasons for their stay in the hospital now includes unavailability of better job and they are thinking to quit but not yet decided.

Concerning to the causes of turnover for medical staffs who already quit their job, from personal factors, family related problems, disliking personality (style) of their boss, unavailability of what they expected from their current job and inability to follow hospital's timing, rules and regulations are the main causes triggering their termination.

Respondents strongly agreed with existence of high salary elsewhere and more financial benefits outside the hospital as causes for their high rate of turnover from pull factors attracting them from external environment. Also they agree with absence of career advancement, more freedom and autonomy, more respect and values, good organization cultures, less work-load and good organization support outside Menelik II Referral Hospital attracted them to leave their job.

Finally, they were asked whether pushing factors are there in the hospital and they replied that the prevailing less salary and fringe benefits and absence of fairness (justice in the organization) are the predominant causes from push factors and also lack of good working environment, lack of recognition to their work, absence of freedom, career advancement, more work load, and misbehavior of their boss are among pushing factors influencing them to quit their job.

For currently on the job medical staffs, personal factors are not the causes for turnover since they strongly disagreed and disagreed with the items mentioned under this variable and not yet decided whether location of the hospital and timing, rules and regulations of the hospital are influencing them to quit their job.

Like that of medical staffs quitted their job, high salary and fringe benefits elsewhere are the crucial causes of their turnover and other factors like promotion opportunity, more freedom and autonomy, more respect and values, higher education opportunities, and good organizational support outside the hospital are among the pull factors initiating turnover.

From the third factor (push factors), they strongly agreed with the idea that they earn less salary and fringe benefits compared to other hospitals and there is lack of motivation and encouragement for good work in Menelik II Referral Hospital which are the main causes triggering turnover.

Regarding the consequences of turnover, they all strongly agreed with the idea that high rate of turnover increases costs of separation and hiring, decreases patient satisfaction, reduces quality of services, reduces team cohesiveness, reduce productivity and increase workload and burnout.

5.2.

Conclusions

Employee turnover is one of the most serious issues in the current scenario in public institutions. Educational growth, rapid technology and economical changes and cultural variations have influenced all occupations. The main objective of this study is to assess the causes and consequences of employment turnover in Menelik II Referral Hospital.

For medical staffs who quitted their job, the actual causes from personal factors include family related problems, disliking personality of their boss and unavailability of what they expected from their job and unable to follow hospital's timing, rules and regulations.

From pull factors, they have mentioned that high salary elsewhere and more financial benefits available outside the hospital are the two crucial causes made them leave the hospital and also lack of advancement (promotion) in the hospital, absence of freedom and autonomy in the hospital, lack of respect and values, availability of good

organizational culture outside the hospital, and good organizational support outside Menelik II Referral Hospital are also actual causes which made them quit their job.

Regarding push factors, medical staffs who quit their job gave priority for less amount of salary and fringe benefits paid to them when compared with other external hospitals, and absence of fairness (justice) in the hospital. Even though the level of agreement varies, the next actual causes from push factors include not good working environment, lack of recognition for their work, lack of freedom in the hospital, lack of career advancement, prevalence of more workload and boss misbehavior.

From the above mentioned three causes the most important one is pull factors for medical staffs who quit their job with mean score of 3.7627 and second one is push factor with mean score of 3.5017 and lastly personal factor (mean=3.0945).

On the job medical staffs were asked whether they are satisfied or not with their work now and the result shows 94.2% of them are not satisfied. This directly shows that they are on the way to quit their job unless some measurement is undertaken by responsible bodies.

Also, for 69.5% of the respondents the primary reason for their stay in the hospital is absence of a better job and for 16.9%, they are thinking to quit but not yet decided and only 9.7% of them don't want to leave their current work place.

Turnover occurs for many different reasons. Sometimes new job attracts employees and pull them to leave the old one. On the contrary employees are also pushed to leave job due to the dissatisfaction in their present workplace or by domestic circumstances when someone reallocates with their spouse or partner. A poor relationship with the management can be another important reason for the employees to leave their jobs.

For medical staffs currently on their job, from personal factors side, none of the items mentioned in the questionnaire are strongly agreed or agreed by the respondents which means none of the personal factors are the actual causes of medical staffs turnover. And they are neutral with respect to two questions, wanting to leave with their family and unable to follow hospital's timing, rules and regulation.

Concerning the pull factors, similar to that of medical staffs who quitted their career, they strongly agree with two questions, high salary elsewhere and more financial benefits available outside Menelik II Referral Hospital are the actual causes attracting them externally and triggering them to quit their employment contract with this hospital. Also they agree with the idea that career advancement, more freedom and autonomy, more respect and values, higher education opportunities and good organizational support outside their current job place are actual causes enhancing them to quit their job.

From push factors side, respondents disagree on three items, namely bad behavior of their boss, their job is not in accordance with their social status and insecurity of their jobs. The primary causes initiating them to leave their current job are payment of less salary, less amount of fringe benefits and lack of motivation and encouragement for good work.

Similarly, they agree with the following ideas raised under push factors: working environment is not good, lack of recognition for their work, lack of freedom in present hospital, lack of career advancement, more workload, tiresome of the job to enjoy with family and lack of fairness (justice) in the hospital.

From the three actual causes, the most important one is push factor having mean score of 3.6067 and second rated cause is pull factors with mean score of 3.4622.

Currently on the job medical staffs (respondents) were also asked the consequences of turnover and they strongly agree that turnover increases separation and hiring costs, decrease patients satisfaction, decrease quality of services, lowers level of team cohesiveness, negatively affect productivity and leads to workload and burnout to existing medical staffs.

Finally, from the interview conducted with the concerned bodies, they responded that they are aware of the movement of their staffs especially for the purpose of economic problems and supported the idea of the majority respondents (questionnaire) with respect to consequences of turnover and mentioned as the hospital and human resource department have not taken any mechanism to control staff turnover because it was controlled by Ministry of Health and Addis Ababa Health office. But, as much as possible they are trying to retain them through facilitating conditions which are

controllable by them like providing respect and values for staffs, creating supportive organization, providing them freedom in present organization and creating friendly relationships with medical staffs.

Finally, they were asked if they have an information about currently on the job medical staffs view to stay by being a member of Menelik II referral hospital or not and almost all the interviewees replied yes and most of medical staff are ready to leave the organization to search for better payment in private sector.

5.3. RECOMMENDATIONS

5.3.1. For Menelik II Referral Hospital

The recommendation is made considering currently on the job medical staffs due to the fact that they must be retained in order to minimize the negative effects of turnover. So, the concerned body including human resource program officer and support staffs of the management must take some measurement in order to reduce the increasing rate of turnover. Losing a single key worker can decrease the likelihood of a hospital's success and can reduce public confidence in the hospital. Thus, the following important recommendations are forwarded by the researcher:

- ✓ From the personal factors mentioned as actual causes of turnover, respondents have a neutral kind of feeling regarding the follow up of hospital's timing, rules and regulations. Thus, the above mentioned responsible parties of the hospital should give orientation about the hospital's policies for newly hired medical staffs since this might be changed to actual cause of their turnover.

- ✓ From the outside causes of turnover attracting the staffs (pull factors), priority must be given for salary and monetary financial benefit. Since determining salary package and different fringe benefits is beyond the control of the hospital's top level management, they must forward this problem to Ministry of Health (MoH) to be solved accordingly.
- ✓ Also from the pull factors what are perceived to trigger the rate of turnover are externally available career advancement (promotion), lack of freedom and autonomy in this hospital, absence of respect and values, higher education opportunities found outside this hospital and availability of good organization support. So, Menelik II Referral Hospital should communicate with the concerned body and develop or inculcate career promotion in its strategy to retain its valuable manpower. The hospital must allow freedom and autonomy of the medical staffs that can perform their duties without affecting the performance of the hospital. It must also respect and provide values for its staffs, should facilitate study opportunities through reaching on the consensus with ministry of health (MoH) and have to support the medical staffs via all possible ways in order to reduce staffs turnover.
- ✓ Related to push factors, internally originating causes of turnover, respondents strongly agree with payment of less salary and fringe benefits and lack of motivation and encouragement for good works are first ranked causes and the management of the hospital should communicate upwardly about this vital issue and then solution might be made for them which enhances their retention rate. The hospital should also encourage and motivate outstanding medical staffs on the annual basis or semiannually.
- ✓ Respondents also agree that the working environment of the hospital is not good, lack of recognition of one's work, lack of freedom in the hospital, lack of career advancement, existence of more workload, tiresome of the job which hinders them for enjoying with their family and finally absence of fairness (justice) in the hospital. All the above mentioned causes are essential ones' that should be solved without taking some time. The hospital should create conducive working environment, must recognize staffs' work, should give freedom of job in the hospital, and reduce workload and difficulties of job of medical staffs in general. The contribution,

involvement, hard work and discipline of medical staffs should be recognized and rewarded with both monetary and non monetary compensation.

- ✓ Consequences of turnover. Turnover is very costly for the hospital since it requires different cost to take account such as administrative costs of recruitment, cost of covering during the period which there is a vacancy, training cost for the new employee etc. So, the hospital should retain its medical staffs in order to reduce its expenses of hiring and separation.
- ✓ Since patients are dissatisfied by the services provided to them by different medical staffs due to turnover, it should prepare and implement appropriate employee retention mechanisms.
- ✓ Turnover also adversely affects complication and infection rates, errors in medication and general length of patient stay which can be generalized as reduction of quality of services. So, the hospital should be free from this adverse effect of turnover via holding its current medical staffs.

- ✓ Turnover also adversely affects team cohesiveness and productivity and increases pressure on existing staffs to cover and pick up the extra work often leads to burnout. So, the hospital reduce adverse effects of turnover over team cohesiveness and productivity and finally reduce existing staffs workload and burnout through developing new set of guidelines which helps the authorized party in retaining them all.

5.3.2. For existing medical staffs of Menelik II Referral Hospital

- Since majority of them are first degree holders and also perceived that availability for higher education opportunities is only available outside Menelik II Referral Hospital, they should compete with this dynamic environment through continuing their study like masters through arranging and rearranging their schedule than waiting from the hospital.
- They should frankly tell their actual causes of turnover to the management of the hospital and some corrective action within their scope (control) should be taken before leaving the hospital since turnover has a number of side effects even

though it has few positive impacts like replacing costly employees with cheaper ones, replacing aged staffs with younger one and so on.

5.3.3. Suggestions for future research

- ✓ Future researchers can conduct a study on similar topic by taking the overall staffs of Menelik II Referral Hospital like nurses, midwifery's, and so on.
- ✓ They may also utilize other causes of turnover, not only by focusing on the three dimensions mentioned in this study.
- ✓ They may also conduct a study by taking as many as possible hospitals found in Addis Ababa, private hospitals or else at the national level.

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APPENDICES

APPENDIX A: Questionnaire to be filled by currently existing Medical Staffs of

Menelik II Referral Hospital

Addis Ababa University

Faculty of Business and Economics

MPA program

**Causes and Consequences of Medical Staffs' Turnover amongst the Medical Staffs
of Menelik II Referral Hospital**

Dear Dr/Sir/Madam:

Currently I am attending my Master's Degree in Public Administration under the support in Addis Ababa University. Here below, there is a questionnaire having the purpose of investigating the causes and consequences of Medical Staffs' Turnover amongst the medical staffs of Menelik II Referral Hospital. It will be appreciated if you could answer

all the questions attached in the questionnaire. Thus, your genuine support in responding to the raised questions has a paramount importance for the attainment of the study's objective. So, I kindly request you to give me the pertinent response.

Thank you in advance!

Notice:

1. No need of writing your name!
2. Please put (X) for the options given below!
3. Please return the questionnaire within 2 days to your department secretary or directly to Mr. ShimelisTsehayu.

Part one: Personal Information

1. Sex Male Female
2. Age ≤ 25 26-30 31-40 41-50 >50
3. Highest qualification: 1st Degree Masters (2nd degree)
Doctorate Degree
4. Service time in years: 0-2 yrs 3-4 yrs 5-6 yrs 7 and Above
5. Are you satisfied with your work now? Yes No
6. If your answer for question No. 5 is "Yes", why are you staying at your current job?
 - a) Applying for job and didn't yet secure
 - b) A didn't get better job.
 - c) I am thinking to quit; but not yet decided.
 - d) I don't want to leave Menelik II hospital.

Part two: Detailed information

SD= Strongly Disagree D=Disagree N=Neutral A=Agree SA= Strongly Agree

PERSONAL FACTORS

What are the main factors that make you unhappy with your job in Menelik II

hospital?					
Questions	SD	D	N	A	SA
1. Because of my health problem.					
2. Because of my family related problem.					
3. Because treating patient is difficult job.					
4. Because some of my friends/relatives are changing jobs.					
5. Because I do not like the style/personality of my boss.					
6. What I expected from my present job, are not available.					
7. Because I want to leave with my family as my organization is located in other area					
8. I am unable to follow hospital's timing, rules and regulation					
<p>PULL FACTORS</p> <p>What are the main factors that are attracting (pulling) you to hate your job in Menelik II Hospital?</p>					
1. High salary elsewhere.					
2. Career advancement /promotion					
3. Good research environment.					
4. Job security.					
5. More freedom and autonomy					
6. More respect and values					
7. Good organization cultures					
8. More financial benefits					
9. Less work load (life-work balance)					
10. Higher education opportunities					
11. Good organization support					
<p>PUSH FACTORS</p>					

What are the main factors which pushes you to be unhappy with your current job in Menelik II Hospital?					
1. Because I have less salary					
2. Because fringe benefits are less					
3. Because my job is not secure					
4. Because it is not according to my social status					
5. Because working environment is not good					
6. Lack of motivation and encouragement for good work					
7. There is conflict among employees					
8. Lack of recognition of my work					
9. Lack of freedom in present organization					
10. Lack of career advancement					
11. More work load					
12. Because job make me too tired to enjoy my family life					
13. Bad behavior of my boss					
14. Because there is no fairness/justice in organization					

CONSEQUENCES OF TURNOVER					
Rate the following alternatives regarding consequences of medical staffs' turnover.					
Questions	SD	D	N	A	SA
1. Turnover enhances separation costs which include continued benefits, temporary labor overtime to existing employees.					
2. Turnover increases recruitment and on boarding costs which contains orientation and training of new hire.					
3. Patient will be dissatisfied by the services provided to them by different medical staffs due to turnover.					
4. Turnover reduces time devoted to patient care.					
5. Turnover creates administrative mistakes in patient					

care.					
6. Turnover adversely affects complication and infection rates, errors in medication, and general length of patient stay.					
7. Turnover increases patient mortality.					
8. Turnover reduces morale of staffs.					
9. Turnover lowers levels of workgroup cohesion and relational coordination with other healthcare providers.					
10. Turnover lowers levels of workgroup learning.					
11. Turnover reduces productivity of the hospital.					
12. Turnover increases pressure on existing staff to cover and pick up the extra work often leading to burnout.					

Thanks for your cooperation!

Appendix B: Questionnaire to be filled by Medical Staffs of Menelik II Referral

Hospital those quit their job

Addis Ababa University

Faculty of Business and Economics

MPA program

**Causes and Consequences of Medical Staffs' Turnover Amongst the Medical Staffs
of Menelik II Referral Hospital**

Dear Dr/Sir/Madam:

Currently I am attending my Master's Degree in Public Administration under the support in Addis Ababa University. Here below, there is a questionnaire having the purpose of investigating the causes and consequences of Medical Staffs' Turnover amongst the medical staffs of Menelik II Referral Hospital. It will be appreciated if you could answer

all the questions attached in the questionnaire. Thus, your genuine support in responding to the raised questions has a paramount importance for the attainment of the study's objective. So, I kindly request you to give me the pertinent response.

Thank you in advance!

Notice:

1. No need of writing your name!
2. Please put for the options given below!
3. Please return the questionnaire within 2 days to your department secretary or directly to Mr. ShimelisTsehayu.

Part one: Personal Information

1. Sex Male Female
1. Age ≤ 25 26-30 31-40 41-50 >50
2. Highest qualification: 1st Degree Masters (2nd degree)
 Doctorate Degree
3. Service time in years: 0-2 yrs 3-4 yrs 5-6 yrs 7 and Above

Part two: Detailed information

SD= Strongly Disagree D=Disagree N=Neutral A=Agree SA= Strongly Agree

PERSONAL FACTORS					
What are the main factors that forced you to resign or switch to new job?					
Questions	SD	D	N	A	SA
1. Because of my health problem.					
2. Because of my family related problem.					
3. Because treating patient is difficult job.					
4. Because some of my friends/relatives are changing jobs.					
5. Because I do not like the style/personality of my boss.					
6. What I expected from my present job, are not available.					

7. Because I want to leave with my family as my organization is located in other area					
8. I am unable to follow hospital's timing, rules and regulation					
PULL FACTORS					
What are the main factors that attracted (pulled) you to switch to new job?					
12. High salary elsewhere.					
13. Career advancement /promotion					
14. Good research environment.					
15. Job security.					
16. More freedom and autonomy					
17. More respect and values					
18. Good organization cultures					
19. More financial benefits					
20. Less work load (life-work balance)					
21. Higher education opportunities					
22. Good organization support					
PUSH FACTORS					
What are the main factors which pushed you to leave your previous job?					
23. Because I have less salary.					
24. Because fringe benefits are less.					
25. Because my job is not secure.					
26. Because it is not according to my social status					
27. Because working environment is not good					
28. Lack of motivation and encouragement for good work					
29. There is conflict among employees					
30. Lack of recognition of my work					
31. Lack of freedom in present organization					
32. Lack of career advancement					
33. More work load					

34. Because job make me too tired to enjoy my family life.					
35. Bad behavior of my boss.					
36. Because there is no fairness/justice in hospital.					

Thanks for your cooperation!

APPENDIX C: INTERVIEW QUESTIONS TO HUMAN RESOURCE PROGRAM

OFFICER AND MANAGEMENT

1. Is management aware about employee mover of the organization?
2. What is your view regarding reasons for turnover of medical staffs? Push, pull and personal factors that may initiate medical staffs to quit their career?
3. What are the consequences the hospital incurred due to medical staffs' turnover?
 - a) Regarding client satisfaction?
 - b) Productivity?
 - c) Efficiency (wise utilization of resources) of the hospital, like hiring and replacement costs? Time wasted to replace them?
 - d) Discontinuation of operation?
4. What retention mechanisms the hospital use to proactively retain existing employees?
5. What is the view of current employees to stay in the organization?

