



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

**FACTORS AFFECTING EMPLOYEE RETENTION
IN G-GLOBAL GAS & CHEMICAL PLC**

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*FACTORS AFFECTING EMPLOYEE RETENTION
IN G.GLOBAL GAS & CHEMICAL PLC*

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Certification

This is to certify that AEMIRO TILAHUN HAILE has done the study on the topic of “FACTORS AFFECTING EMPLOYEE RETENTION” of compensation and reward, training and development, supervisor support and work environment: in G Global Gas & Chemical plc for the partial fulfillment of Masters of Art in Human Resources Management at Addis Ababa University-School of Commerce. This study is original and suitable for submission for the award of Masters Degree in Human Resources Management.

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Declaration

I, Aemiro Tilahun Haile, declare that the research project (thesis) entitled “Factors Affecting Employee Retention; in G-Global Gas & Chemical plc”, is my own work that is done under the guidance and advice of my advisor, Dr. Worku Mekonnin.

This research project was done as partial fulfillment for Masters of Arts Degree in Human Resource Management.

All sources that have been referred to and quoted have been indicated and acknowledged with complete references.

Aemiro Tilahun Haile

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List of Abbreviations and Acronyms

ANNOVA: Analysis of Variance

GGG & C: G. Global Gas & Chemical plc

HR and Admin: Human Resource and Administration

HRM: Human Resource Management

IV: Independent Variables

N / N₀: Number of items

OJT: On Job Training

OSH: Occupational Health and Safety

PPE: Personal Protective Equipment

SPSS: Statistical Package for Social Science

T & D: Training and Development

*^R:-Reversed questionnaires

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Abstract

*Human resource is the most important resources in the organization. Making an effort to retain is very essential for the achievement of the given objective. However, the issue of employee retention exists in most of the organization throughout the world. To prevent an excessive employee turnover rate, an organization has to set an effective retention mechanism by identifying affecting factors. The main objective of this study was to assess factors effects employee retention in GGG & C. The specific objectives were to examine their relationships, and to measure the level of influence or effect on employee retention. An explanatory research design with survey method is applied in this study. The total number of population was 220. Out of total population 142 sample size were drawn using Taro Yemani's statistical formula and then stratified followed by purposive sampling technique was used. The study used both primary and secondary source of data. Data was collected using structured questionnaires and the data was analyzed using Statistical Package for Social Sciences (SPSS). The data was presented using tables, percentage, frequency and graphs. From statistical tools, Pearson product-moment correlation and multiple regression were used to investigate the relationship and effect of identified variables on employee retention. The correlation result implied that supervisor support has strong positive relationship ($r=.892$, $p<0.01$), training & development ($r=.672$, $p<0.01$), work environment ($r=.736$, $p<0.01$), and compensation & reward ($r=.661$, $p<0.01$) with employees' retention. The major finding of this study is that the independent variables, which are supervisor support, training & development, work environment and compensation & reward have strong positive relationship and significantly high association and effect on employee retention. From the study, it is concluded that the **99.8%** of variation in employee retention is explained by supervisor support, training & development, work environment and compensation & reward. All this variables have strong positive effect on employee retention. Among these independent variables, supervisor support has a greatest rate of influence. Concerning the existing employees' level of intention, the findings indicated that there is a neutral level of retention intention in the company. In order to minimize and control the existing retention intent of employees', the researcher recommended that the concerned company authorized parties have to revise and improve the identified four factors that have strong influence to retain its employee for long period.*

Key terms: *employee retention, supervisor support, training and development, work environment, compensation and reward.*

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Chapter one

Introduction

1.1 Background of the study

Employees are important resources to any organization. Based on their critical character, they can be termed as the life-blood of an organization. Human resource is the most important resources in the organization. Making an effort to retain skilled and efficient workforce is very essential for the achievement of the given objective. However, the issue of employee turnover exists in most of the organization throughout the world (Tariq et al. 2013). Human resource management play pivotal role in employee's retention. Managing retention of promising employees' is considered as fundamental means of achieving competitive advantage amongst organizations (walker, 2001). Advancement in technology has caused most organizations to be more and more technology driven. However, this situation does not reduce the value of employees in an organization because technology requires human resources to operate.

Previous researches suggested several factors which play pivotal role in employee retention (Cappelli, 2000). The factors which are considered and have direct effect are; career opportunities, work environment, work life balance, training and development, compensation and rewards and existing leave policy and organization image. Employees are stay and loyal with such organization where employees have value, sense of pride and work to their full potential (Cole, 2000). The reasons to stay employee in organization are organization reward system, growth and development, pay package and work life balance.

According to Fitz-enz (1990), only one factor is not responsible in management of employee's retention, but there are several factors influenced in employee's retention which need to manage congruently. Researcher's finds out that human resource management practices in compensation & rewards, job security, training & developments, supervisor support culture & work environment can help to reduce absenteeism, employee retention and better quality work (Meyer and Allen, 1991).

Employees retaining is the most imperative target for the organization like G-Global Gas & Chemical plc as the company is losing more number of qualified workers every year. So hiring of qualified candidate is essential for organization but their retention is more important than hiring, as a huge amount is spending on the orientation and training of the new indicated employees. Research finds that the cost of replacing of old employees with new is estimated up to twice the employee annual salary. When Employee leaves the job, organization lost not only employee, but also lost the customers & client who were loyal with the employee, knowledge of production, current projects, competitor and past history of the organization.

As discussed above, studies concluded that employee's retention factors are a source of motivation to the employee's retention based on the situations. From different literatures reviewed for the purpose of this study have variations which type of factors can affect employees to retain. Organizations make enormous efforts to attract handfuls of employees and sustain them in the organization. In today's business scenario, only high salary and designation is not significant for employees to retain them in the organization, but others factors like compensation & rewards, training & developments, supervisor support culture, & work environment, job security, work life balance, organization image, etc also play important role in their retention.

G- Global Gas & Chemical plc is losing the skilled, educated and young employees with an estimation of around one fourth of the employees were resigned every year from this company. The intent of this research is to identify which factors affect the organization to retain qualified, young and talented employees, their relationships and to identify which factors have significant effect in the organization. So to tackle such problem, the study was made by identifying the major influential variables through pre assessment. Based on pre assessment made, four major variables were identified. Such as compensation & rewards, training & developments, supervisory support culture & work environment identified to know why employees leave the company and to put the reflection of the study at the end.

1.2 Statement of the Problem

From literature review it is recognized that human resource management play pivotal role in employee's retention. Employees have been important resources to any organization. Based on their critical character, they can be termed the life-blood of an organization.

According to Mobely (1982), a huge amount of money is spending on the orientation and training of the new employees if not employees are retained; in the other way if employees retained as well, increased structural flexibility -decrease in other "withdrawal" behavior Reduction conflict. When employee leaves the job, organization will lose not only employee, but also lose the customers & client who are loyal with the employee, knowledge of production, current projects, competitor and past history of the organization.

Pearson (2001) suggests job satisfaction seems to be the retention factor ranking highest in the nursing Field, Andreas (2003) suggests compensation highest in among high technology employees. Poor working conditions and lack of better facilities were top among the list of factors affecting retention while compensation ranked fourth (Pearson, Reilly and Robinson 2004). Based on those studies, it can be concluded as retention factors vary from one industry to the other and a factor could rank high in one industry, lower or is totally irreverent for another company/industry.

According to human resource report, the average employee turnover rate within one year period was 23.6% and 22.8% (G Global Gas & Chemical plc HR report, Aug 2016 and 2017 respectively). High employees' turnover has become a problem for G Global Gas & Chemical plc. Well experienced and qualified professionals leave position they held in this company. Employee retaining is the most imperative target for the organization like G Global Gas & Chemical plc at all its sites because hiring of qualified candidate is essential for organization but their retention is more important than hiring.

As mentioned on the top, the average turnover rate of employee within one year period was 23.6% and 22.8%. In order to retain the skilled employees, it is necessary to identify the significant factor(s) that affect the retention to tackle employee turnover. Arising out this, there

shall be a need to carry out a survey of the factors that influence employee retention in this company at its entire sites.

The study therefore seeks to identify

- 1) What are the identified factors of employee retention?
- 2) What is the extent of relationship between compensation & rewards, training & developments, supervisory support culture & work environment with employee retention?
- 3) What is the effect of compensation & rewards, training & developments, supervisory support culture & work environment on employee retention?

1.3. Objective of the Study

1.3.1. General Objective

To identify factors that affect employee retention in the company of G Global Gas & chemical plc at all its site.

1.3.2. Specific Objectives of the Study

- 1) To identify factors that influence employee retention
- 2) To analyze the extent of relationship between compensation & rewards, training & developments, supervisory support culture & work environment with employee retention
- 3) To identify the effect of compensation & rewards, training & developments, supervisory support culture & work environment on retention

1.4 Significance of the Study

The significance of the study is:

- **For the company:** The findings of this research was gave an outlook for the corporation to regularly review its employee retention systems based on labur market and competitors situation. It helps the company to tackle problems associated with loss of skilled employees
- **For the Company's Human Resource Department:** The Human Resource department of the company is also benefited from this research in designing a competitive and attractive retention policy and procedures. This can improve compensation & reward,

training & development, working environment and supervisory support systems and practices in the company and ultimately improve productivity and quality of work.

- **Other researchers:** This study will serve other researchers as springboard by adding a literature on employee retention systems and can be used as a reference material for further study with more sample size, more variables and more number of company with the given time and resource assigned.

1.5 Scope of the Research

To make this research manageable, the scope of the research is limited to only G Global Gas & Chemical plc employees located at Addis Ababa plant site, Dukem Plant site and the head office. Among the variables which have association with employee retention, the researcher was initiated to identify the effect of selected factors (compensation & reward, training and development, supervisor support, and work environment) with the intention of selecting variables which have a strong relation with employee's retention based on pre assessment made. The researcher intends to make the research by taking representative of the entire employees of G- Global Gas & Chemical plc as a target population. Finally, this study can be further analyzed in terms of different dimensions like retention factors among different education level, gender, and work experience as well as various other factors that shall be included in this study.

1.6 Limitation of the Study

Few respondents were not able to return a questionnaire timely and it was a difficult task to wait until all are returned. In addition to this, it was difficult to get managers to give them the questionnaire because of their work nature. The study was conducted on GGG &C plc. Therefore, the results might be difficult for generalization.

1.7 Operational Definition

Employee Retention: the process of keeping employees on the staff, and not losing them to rival firms (Dictionary of HRM, 2006)

Employee Turnover: Rotation of workers around the labor markets, between firms (Abassi and Hollman, 2000)

Turnover intention: refers to mental decisions intervening between an individual's attitudes regarding a job and the stay or leaves decision (Sager, Griffeth & Hom, 1998:255).

Employee retention is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements' Mita (2014).

Compensation and reward is the total benefit of financial and non financial that employees can get for the job they perform

Training and development is the process of capacity building for the employees to adapt themselves with their job based on the identified gap/s.

1.8 Organization of the Paper

This study was organized and has the overall contents of five chapters. The first chapter deals with the introduction part of the study which includes background of the study, Statement of the problem, research question, research objectives of the study, significance of the study, scope of the study and organization of study. Review of related literature presented in the second chapter. The third chapter focuses on research methodology. The fourth chapter focuses on data analysis and presentation and the fifth chapter was deals with summary of findings, conclusions and recommendations were presented. At the end of the chapters, references and annexes were attached.

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 Introduction

The primary purpose of this chapter is to give the theoretical understanding in identifying factors affecting employee retention, extent of relationship with employee retention and its effect on employee retention. The chapter consists of different topics and sub topics with the review of the related literature. It tries to present some of the facts obtained from various researches, journal articles, and books concerning the issue of the study topic. It consists of retention definition, concept of employee retention, causes of employee intention to leave, the reasons for employee retention, selected components of employee retention are the major topics to be addressed in this research. Based on the review of literature, conceptual frame work and hypothesis were developed. Among the available components, only selected variables are used for this study. The selected components for this study purposes consists of supervisor support, training and development, work environment and compensation & reward.

2.2. Retention Definition

Retention management is defined as the ability to hold onto those employees you want to keep longer than your competitors (Johnson 2000). Leighn (2002) further defines retention as keeping those employees who keep you in business. The idea that employers should retain and develop their human resources in order to obtain competitive advantage is one of the core believes of human resources literature today (De young, 2000).

According to Mita (2014) employee retention is defined as “a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements’. Bidisha (2013) described it as “a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project”.

On the title unanimously acknowledges that successful organizations share a fundamental philosophy of valuing and investing in their employees (Maguire, 1995) and managing retention of promising employees’ is considered as fundamental means of achieving competitive advantage amongst organization (Walker, 2001).

2.3. Concept of Employee Retention

Jackson et al (2009) state that retention includes all the activities an employer does to encourage qualified and productive employees to continue working for the organization. The objective of retention activities is to reduce the unwanted voluntary turnover by people the organization would like to keep in its workforce. Effective retention practices attract individuals to the organization and increase the chances of retaining them. They are also critical in supporting organizations' strategies, improving productivity, reducing labour costs in relation to cost of employee turnover, staying competitive since high employee turnover threatens an organizations' strategic competitiveness, company reputation which makes an organization a great place to work, easy to attract and retain best talent. Parkinson (1990) defines employee retention as the efforts by which employers attempt to retain employees in their workforce. Organizations develop employee retention strategy with focus of gaining competitive advantage which is aligned with the overall organization strategy.

According to Branham (2005) it is estimated that the costs associated with recruiting and training a new employee average between half and one and a half times the annual salary for the post in question, depending on the approaches used. Managers therefore seek to reduce the time and money spent on these activities by trying to ensure that people choose not to leave an organization voluntarily in the first place.

2.4. Causes of Employee intention to leave the company

Employees in different organization leave their job due to multiple factors. As explained by Arokiasamy (2013), job satisfaction can be one of the reasons for employee turnover. It might happen due to low pay, lack of career progression, poor relationship between employer and employees and bad fit between the work force and the job. In addition, Chaitra and Murthy (2015), argue that employees leave their job due to demographics and biographic factors e.g. financial rewards, work environment, promotion, feeling of employee self-accomplishment and self-recognition, over stress of employees, alternative opportunities, relationship with top management etc. Mathis and Jackson (1994) classified the factors that are associated with employee turnover as external factors, personal characteristics, and work related factors. External factors are the attractiveness and availability of alternative; it can be other job alternative.

Personal characteristics include high education level, age and so on. The work related factor can be poor reward system and other reasons. Fanaye Sharew, (June 2017).

In general, employees resign for many different reasons. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce that 'pulls' them. On other occasions they are 'pushed' (as a result of dissatisfaction in their present jobs, possibly because of lack of training & development to increase job satisfaction, to attain better pay and benefits and to learn new things) to seek alternative employment. The move might also be prompted by a combination of both 'pull' and 'push' factors. A poor relationship with a line manger, leading to disengagement, can often be a 'push' factor behind an individual's decision to leave the organization.

2.5. The Reason for Employee Retention

Employees retaining is the most imperative target for the organization because hiring of qualified candidate is essential for organization but their retention is more important than hiring, because a huge amount is spending on the orientation and training of the new indicated employees. As stated by Branham (2005), the cost of replacing of old employees with new is estimated up to twice the employee annual salary. When Employee leaves the job, organization lost not only employee, but also lost the customers & client who were loyal with the employee, knowledge of production, current projects, competitor and past history of the organization.

Organizations make enormous efforts to attract handfuls of employees and sustain them in the organization. In today's business scenario only high salary and designation is not significant for employees to retain them in the organization, but others factors also play important role in their retention.

Availability of advanced technology does not reduce the value of employees in an organization because technology requires human resources to operate. With issues such as globalization, competition is becoming keener and keener in most industries. This situation also affects the job market in the sense that organization demand in human resources to remain competition in their respective industries is higher. To remain more competitive, organizations need therefore not to only attract the best talents but also to retain them on the job for a long term. The toughest

challenge that organizations encounter nowadays is not only how to manage the people but also how to keep them on the job as long as possible and how to maintain them vigorous and ambitious.

2.6. COMPONENTS OF EMPLOYEE RETENTION

According to Fitz-enz (1990) recognized that only one factor is not responsible in management of employee's retention, but there are several factors influenced in employee's retention which need to manage congruently i.e. compensation & rewards, training & developments, supervisor support culture, and work environment etc. Accordingly, organization utilizes extensive range of human resource management factors influence in employee commitment and retention (Stein, 2000).

The intent of this research is how the organizations like G- Global Gas & Chemical plc retain the talented employees in the organization focusing on the factors that affect retention i.e. compensation & rewards, training & developments, supervisor support culture & work environment.

2.5.1 COMPENSATION & REWARDS

The literature considered that compensation is one of the highest factors for the retention of employees. Compensation plays significant role in attracting and retaining good employees specially those employees whose gives outstanding performance or unique skill which is indispensable to the organization because company invest more amounts on their training and orientation.

Some researchers argue that on the company side competitive compensation package is the only strong commitment and also build strong commitment on the workers side. However, the contribution of compensation towards retention, help in retention of employee irrespective of their skill and contribution to the company and it likely affect both turnovers desirable and undesirable. The total amount of compensation offered by other companies also affects the turnover. Organization offered high compensation package is compared to others a large numbers of candidates applying for induction and have lower turnover rate. Moreover high compensation package organizations also create culture of excellence (Lawler 1990),

From literatures study relived that it is much important to separate normal and standard compensation i.e. salaries, wages and benefits etc. and what are normally referred to as compensation on performance based or performance pay. Company have objective to retain their valuable employee performance pay is considered important factor for it (Harris and Brannick, 1999). Compensation is considered the most important factor for attracting and retaining the talent (Willis, 2000). A fair wages are the fundamental element of the implied and contractual bond between employers and employees, the underlying supposition being that monetary can persuade behavior (Parker and Wright, 2001). Organizations often offer high pay packages i.e. stock options, special pay, retention pay, gain share pay, performance base pay and bonus etc. for attraction and retention of talented employees of the market.

As explained by Armstrong (2006) “efficiency wages theory proposes that firms will pay more than the market rate because they believe that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labor turnover and persuading workers that they are being treated fairly”. In order to be competitive in the market the company uses this theory at the time of pay policies formulation.

The recognition and appreciation are a process of giving employees a certain status within an organization to motivate and enhance their contribution in the company. Recognition describes how the work of an employee evaluated and how much the appreciation he/she receives in return from the organization. It also specifies the way an organization gives its employee the reward and status for his work and activities (Danish and Usman, 2010). Since employees generally want to do a good job, they also want to be appreciating and recognized for their works. As explained by AlSayed and AlBraiki (2015), tangible and intangible rewards are a great way to show management appreciation for employees who excel.

According to Williams and Dreher (1992), wages is the key factor influence in the employee attraction and retention, and play important role in the recruitment process. The literature meaning of word “reward” as it is something the offer by the organization to the workers in response of their performance and contributions which are expected by the workers (Agarwal, 1998). The amount of pay, benefits, or equivalents employee received in return for service which employee render to organization. A reward can be intrinsic or extrinsic, it can be in form of cash

i.e. bonuses etc or reward can be in form of recognition / certificate such as recommendation certificate or worker of the month etc. In business environment rewards are offered in several forms e.g. recognition, cash bonuses, awards, free trips and free merchandise etc. However reward is the thing which offered by the organization in any form in response of employee's contribution, to become employees motivated for doing well with positive behavior in future. Rewards are very important because it has enduring impression on employees and support the perception of employee's that they are valued (Silbert, 2005).

According to Walker (2001), compensation offer recognition, but non-monetary forms of recognition are also not ignored and important. Recognition from bosses, team members, coworkers and customer enhance loyalty. Employee participation in decision making and influence in actions are also important (Davies, 2001; Gold, 2001).

Research studies highlighted the linkage between rewards and employee retention (Watson Wyatt, 1999) and give insights into what workers want to do, their words about the rewards and their feeling regarding the work and reward matters. The recent research studies on talent management also support assumption that well and broad implemented reward practices help in talent retention and management.

2.5.2. TRAINING AND DEVELOPMENT

According to Gomez et al, (1995), training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy etc.

According to Messmer (2000), a key factor to employee retention is training and development. Deery (2008) observed that on the job training increases retention and commitment. Leidner (2013) is also of the view that employee loyalty is improved through training and development.

Training and development often used to close the gap between current performances and expected future performance. According to Idrees et al. (2015), the basic purpose of training is to help employees, build their skills that will increase their performance and ultimately it will lead

towards greater organizational productivity. Similarly as noted by Nassazi (2013), training and development program is one of the most important potential motivators, which can lead to both short-term and long-term benefits for individuals and organizations. Inadequate training and development program that not goes to specific needs of employees lead to job dissatisfaction. In the same way, Sadra (2012), stated that, employees forced to leave their organization due to the absence of training. Pigors and Myers (1989) cited by Nassazi (2013), also stated that, dissatisfaction, complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities.

Investment on employee Training and development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment (Messmer, 2000). Wetland (2003) suggest that firms and individual made investment on human capital in the form of training. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program (Goldstein, 1991).

According to Gomez et al, (1995), training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy etc. According to Garg & Rastogi (2006), in today's competitive environment feedback is essential for organizations to give and receive from employees and the more knowledge the employee learn the more he or she will perform and meet the global challenges of the market place.

Management development is also crucial in employee retention as it serves as a supplement to management selection especially where the firm is committed to internally generated growth rather than growth by acquisition (Morgan 1992). Further management development is most effective when incorporated with the company strategic plan and the performance management process that serves to identify needs for development in individuals (Parkinson 1990).

According to Frazis et al, (1998), firms that offer more benefits as compared to others and train their workers by adopting innovative job practices. Leading firms of the industry recognize that comprehensive range of training, skill and development is the key factor of attraction and retention the form of flexible, sophisticated and technological employees that firms strategy to succeed in the computerized economy (Bassi and Van Buren, 1999).

Organizations that have greater productivity will also likely to increase employee's wages beyond their expectation; thus help in employee retention. In short training help to lower turnover rate and considered as important factor in employee retention (Wetland, 2003).

It is concluded from the literature review that employee turnover ratio are inversely related with training: higher the rate of turnover, if lower the volume of training. This statement is based on the opinion that longer the worker stay in organization acquired higher amount of training.

2.5.3. SUPERVISORY SUPPORT

The leadership style consider affective factor in employee retention. The relationship between supervisor and worker play pivotal role in employee turnover intention. The organization "human face" is supervisors. Leaders are the human face of the firm. Eisenberger and associates (1990) suggested that an employee's view regarding organization is strongly concerned to their relationship with supervisor. If supervisor support, open communication and have good relationship with employees, the employees turnover intention are likely less and more engaged with organization (Greenhaus,1994).

Leaders interact as a bond to perform application between expectations and stated goals. By harmonizing the rivaling demands supervisor support and manage the inside / outside work environment. If the relationship among workers and supervisor is exceeding / strong, the worker will never seek to any other new employment opportunity but stay in the organization and vice versa. Employees leave the leaders not jobs so leader support is also essential in this regard. (Ontario, 2004)

Employees who are valued and they feel esteemed will take active part in the organization goals, show productive behavior, workplace and increased job involvements, which decrease absenteeism and turnover intention rates. The effective leadership style can be revealed by

formal and informal acknowledgment. In organization employees responds to admire, support and encouragement, no matter the environment is profession or personal (Silbert, 2005). To ensure accurate performance appraisal management leader must discusses the progress with employees outside the time of formal evaluation process. They assist workers to find the right place in the firm, not only move in the hierarchy next position (Freyermuth, 2007).

According to Silbert (2005), well skilled and talented workers may easily find good job, position and workplace elsewhere however the effective way for retention these talented employees is to enhance friendly and close working environment and to promote leader support. Freyermuth (2007), recommended that organization must groom leader to support the employees and to well build the work environment where workers want to stay. Providing opportunities test their abilities and providing level of performance can enhance employees' capabilities and want to stay in the organization.

2.5.4. WORK ENVIRONMENT

Work environment is considered one of the most important factors in employee's retention (Zeytinoglu & Denton, 2005). According to Hytter (2008) work environment is generally discussed as industrial perspective, focus on aspect i.e. noise, toxic substances exposure and heavy lifts etc. As it was argued (Kazi and Zadeh, 2011), basic work condition like relationship with colleagues, clean workroom, proper lighting, furniture, and office equipment's are some of the major constituents of work environment which is the major reason due to which an organization experiences of employees turnover.

The interesting part of work environment is; work environment characteristics in services sector is differ from production sector, because services sector directly deal with consumers / clients (Normann 1986).

According to Ramlall,(2003), people are strive to work and to stay in those corporation that provide good and positive work environment, where employee feel that they are valued and making difference. Proficient employees of such organizations are dragging together to push the organization forward. Researches find that work environment play pivotal role in employee's decision whether to leave the job or stay and consider as a major factor in employee retention.

Light has been identified as a casual factor of job performance, sometime noise disturb the working environments and create a hitch in office which is harmful to employees psychological & physical welfare, encouragement and at times productivity. The most plentiful audio grievances are, short of speech isolation, such as over noise people discussion and receiving the same feeling as well. It is beneficial for office environment as well as for health to reduce apprehension and stress.

If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, rest room, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008).

2.6. Empirical Studies on the Relationship between Factors and Employee Retention

According to Fitz-enz, stated that the single component of compensation will not bring the necessary outcome, so there are different studies on the relationship of compensation & reward, Training & Development, Supervisor Support culture and Working environment with Retention. Andreas (2003) suggests compensation highest in among high technology employees. According to the results of Milgrom & Roberts (1992), shows the level of employee retention in Essilor manufacturing (Thailand) co.ltd. is in moderate level. The research proved that some of the factors do affect the employee retention. The factor that most affect employee retention is compensation and welfare. This is key factor which attract employee to working with company in long term. Compensation packages may differ from organization to organization.

Generally employees always have high expectations of their compensation package from the company. So, an attractive compensation always helps to retaining good employees. Refer to Milgrom & Roberts (1992), the compensation plan can affect organization performance by influencing recruitment and retention in addition to influencing employees.

As explained by Lockwood and Walton, (2008) cited in (Terera and Ngirande, 2014) an organization can only be successful in its retention strategy if it offers competitive, market-related pay and benefits because this motivates employees to become committed to the

organization. The study result which conducted by Hassen (2014) shows pays level and promotion opportunities have negative and significant effect on turnover intentions. In order to retain employees and achieve the set objective implementation of effective reward system is crucial.

The study result conducted by Samuel et al. (2009) shows that, training and development have significantly influence on employees' retention. Similarly, (Smit and Cronje, 2002 and Hay 1999, cited in Samuel et al. 2009) found training and development as one of the major retention strategies being used by managers in retaining their best employees.

According to Divya M. et al (2014), reasons for high turnover in non-profit organizations as lower pay, frustration with the lack of resources, lack of job satisfaction, lack of extrinsic motivators, absence of leadership skills, lack of training and development programs, unhealthy employee and employer relationship.

In the same way an empirical study which conducted by Rizwan et al. work place environment and recognition have found significant positive relation with job satisfaction. According to Qureshi et al. (2013), the work environment and turn over intentions are negatively associated with each other and the result shows that good working conditions can reduce employee turnover intentions. Poor working conditions and lack of better facilities were top among the list of factors affecting retention while compensation ranked fourth (Pearson, Reilly and Robinson 2004).

Almost all of the studies have showed that there is a significant relationship between them. But, though almost all concluded the positive impact of factors on employee retention, there are varying conclusions on which factors are affecting.

2.7. Conceptual Frame Work

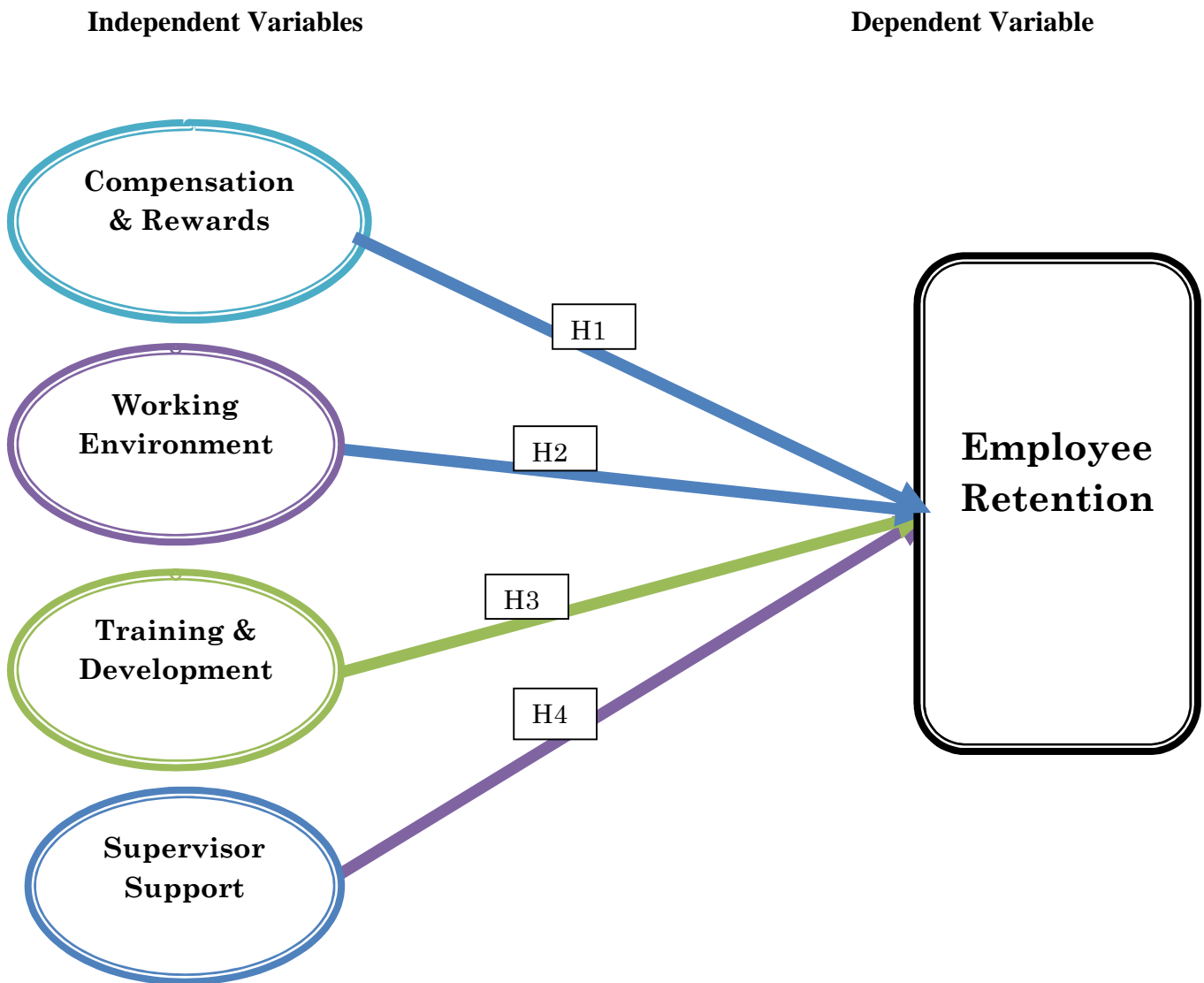
Based on the literature review theoretical background, the conceptual frame work is designed as follows. The frame work illustrates the objective of this study, which is to investigate the factors that affect employee retention in G Global Gas & Chemical industry at all sites, impact of factors and the extent of relationship between factors with employee retention.

The dependent variable is the variable that is the effect or is the result or outcome of other (independent) variables (Neumann, 2007). In this study the dependent variables are compensation & rewards, Training & Development, Work environment and Supervisor support. Retention of employees is the dependent variable.

The independent variables are the cause variables or the one that identifies forces or conditions that acts on something else (Neumann, 2007).

Based on the above related literature review and concepts the conceptual frame work for this study is developed.

Figure 2.1 Conceptual frame work structure of the study



Source: Developed by the researcher from literature review, 2018

2.8. Research Hypotheses

H1: Compensation and Rewards have significant effect on employee retention

H2: Training & Development have significant effect on employee retention

H3: Supervisor support has significant effect on employee retention

H4: Work environment has significant effect on employee retention

CHAPTER 3

Research Methodology

The purpose of this chapter was to describe the research methodology and techniques that was used to conduct the study. In this chapter, the practical methods to be used in order to answer the research questions and fulfill the purpose of the research are presented. It consists of Description of the study area, research approach, research design, target population, sample size, sampling technique, data source & type, data collection procedure, data analysis and ethical consideration.

3.1. Description of the Study Area

The study was intended to attain a detailed awareness and understanding on the relationship that exists between independent variable and dependent variable, in the G- Global Gas & Chemical plc. G- Global Gas & Chemical plc is currently operating in Addis Ababa located around Germen Square at the back side of TAF oil and the sister company is also located at Dukem, Oromia special zone on the way of Bishoftu near Elswed Cable. The Head office is also located in Addis Ababa around Gotera. The study will cover all the production and operation areas.

3.2. Research Approach

To realize this target and provide a conclusive answer for the research questions outlined in chapter one and to test the hypothesis, the study employed mostly quantitative approach methods was used. The reason behind is to better understand the reality of both objectively and subjectively and to use the different advantages of the two methods like better explain ability and generalizability. The quantitative involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher's insights and impressions (Kothari 2004). Though it a mixed approach, most of the data were gathered using quantitative approach and some qualitative approach was used to cover subjective issues, to better explain realities, and to triangulate findings of the quantitative data. Hence it was sequential explanatory design to help examine, explain, and contextualize quantitative findings. Accordingly, the quantitative responses were analyzed using SPSS to acquire objective cause effect relationship among the variables.

3.3. Research Design

The study was mainly employed explanatory research design. The purpose of explanatory research design is mainly to understand and explain what relationship and effect shall exist between the dependent variable and the independent variables quantitatively to know extent of relationship and effect of variables. Explanatory approach was conducted with the objective of establishing the cause and effect relationship between the dependent and independent variables by correlation i.e. between independent variables and employee retention; multiple regression analysis was used to identify influential factors to see the effect of independent variables on dependent variables. Explanatory research looks for causes and reasons. It aims to understand phenomena by discovering and measuring causal relations among them (Mitchell and Jolley, 2004). In order to summarize the demographic characteristics of the respondents and to know the level of employees perception about independent variables, descriptive analysis was used by comparing the frequency, percentage, mean and standard deviation score of each variable.

3.4. Target Population

The study population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. It forms the basis from which the sample or subjects for the study has drawn. Blumberg et al. (2005) refers to it as total collection of elements about which we wish to make some inferences.

The target population of this study was managers, supervisors, senior technicians, junior technicians, General operators, Casual workers and supportive staffs at both Addis Ababa and Dukem site which accounts a total number of 220.

Table. 3.1 Target Population Size Based on Working Place

	A	B	C	D=A+B+C
Target population	Addis Ababa Plant	Dukem Plant	Head Office	Target population size
Managers	6	2	6	14
Supervisors	8	6	2	16
senior Mechanical	9	8	-	17
Senior Electrical	8	7	-	15
Junior Electrical	16	17	-	33
Junior Mechanical	17	17	-	34
General Operators	10	7	-	17
Finance	4	-	7	11
Marketing	7	5	5	17
Other supportive staffs	8	7	7	22
Casual Workers	10	9	5	24
TOTAL	103	85	32	220

Source:- From G. Global Gas & Chemical plc Attendance Sheet

3.5. Sample Size & Sampling Technique

3.5.1. Sample Size

As mentioned on the top, the target population of this study should be managers, supervisors, senior technicians, junior technicians, and supportive staff members at both Addis Ababa and Dukem site. The total size of the population should be 220 (Two hundred twenty) for both sites and Head office. A total sample size of 142 was drawn to collect data from respondents. The sample size should be determined at 5 % margin of error and 95% confidence level using sample determination method developed by (Taro Yamane 1967).

$$n=N/(1+N(e^2))$$

$$\begin{aligned}n &= 220 / (1 + 220(.05^2)) \\ &= 220 / 1.55 \\ &= \underline{\underline{142}}\end{aligned}$$

N- Stands for population size

n- Stands for sample size

e- Stands for error level

3.5.2. Sampling Technique

The sample size is a smaller set of the larger population (Cooper and Schindler, 2003). They argue that the sample must be carefully selected to be representative of the population and the need for the researcher to ensure that the subdivisions entailed in the analysis are accurately fit for.

Out of total population of 220, Addis Ababa site plant employees was a total of 103 (one hundred three), Dukem site employees was a total of 85 (Eighty five) and the rest 32 (Thirty two) are Head office workers.

All this was further divided into senior electrical, senior mechanical, junior electrical, junior mechanical, general operators, casual technical workers, Managers, finance, Marketing, supervisors based on their population size. In addition, the sample was further prorated based on the size as shown on table 1.3. Decimals were rounded to the next larger number.

Table. 3.2 Sample Size Determination (Stratum)

Target population	Population Size					Sample Size			
	Addis Ababa	Dukem	Head Office	Total	%ge	AA	DK	HO	Total
Managers	6	2	6	14	6	4	1	4	9
Supervisors	8	6	2	16	7	5	4	1	10
senior Mechanical	9	8	0	17	8	6	5	0	11
Senior Electrical	8	7	0	15	7	5	5	0	10
Junior Electrical	16	17	0	33	15	10	11	0	21
Junior Mechanical	17	17	0	34	15	11	11	0	22
General Operators	10	7	0	17	8	6	5	0	11
Finance	4	0	7	11	5	3	0	5	7
Marketing	7	5	5	17	8	5	3	3	11
Other supportive staffs	8	7	7	22	10	5	5	5	14
Casual Workers	10	9	5	24	11	6	6	3	15
TOTAL	103	85	32	220	100	66	55	21	142

Source:-from G.Global Gas & Chemical plc Attendance Sheet Sample Size Determination

Distributions = (no of sample size X 100)/Total number of population

$$=142*100/220=14200/220$$

$$= \underline{\underline{64.55\%}}$$

Stratified sampling method was used by the researcher to select respondents based on their work place that has the advantage of more accuracy reflecting the job characteristics of the population as indicated on the above table. The sample size represents averagely 64.55% of the total target population. Based on this percentage the sample from each selected proportionately stratified. According to Kothari (2004), stratified sampling method is applied if a population from which a sample is to be drawn does not constitute a homogeneous group. Once the sample from each stratum is determined, selection of the specific respondent's was be made using purposive sampling technique. Purposive sampling helps the researcher to use his\her judgment to select cases that has enable the study address the hypotheses or research question(s) and to meet the objective of the research (Sekaran, 2003).

3.6. Data Sources and Type

The study was used both primary and secondary sources of data.

I. Primary Sources: it realizes its objective and to describe the relationship and influence between the independent and dependent variables. The study mainly collected most of the data using survey questionnaire. The data was collected from identified respondents (employees) of G Global Gas & Chemical plc.

II. Secondary data was generated from HR manual, reports, books, and published documents to make the study comprehensive. Further to support the findings from the questionnaire, review of related literature was conducted to compare the alignment of the research findings with previous studies and enrich the findings. The secondary data was also used to construct the basic conceptual framework of the study.

3.7. Data Collection Methods

The main data gathering instruments of this study were questionnaire and document review. The main data-gathering instrument of this study is questionnaire. The questionnaire consists of three parts; such as demographic, likert 5 point scales and open ended. It is considered as primary data collection method. To support the study, document review was made. The documents that were reviewed were company report, company manual, literatures and journals. It was considered as secondary data collection method for supporting primary data collection as evidence.

3.8. Data Collection Procedures

The data collection procedure began with document and literature review. The documents related to employee retention were reviewed. After document review had been made, related literatures were reviewed. The primary data for this study was collected through questionnaire. A self structured and tested questionnaire was developed based on factors affecting employee retention, their relationship and influence for every work place employees according to the sample size. The questionnaire was divided in to three different sections. The first part is about the respondents' background information. The second part contains a 5-point Likert scale. The third part contains one closed and one open ended question to get suggestions of respondents. The questions related to independent variables are classified in to four broad categories based on their similarity. They were categorized as Compensation & Reward, working environment, Training

and development, and Supervisory Support Culture. The hardcopy questionnaires was distributed and collected by the researcher to and from all participants at working sites. The questionnaire was written in simple English language by avoiding jargon included in the items which could confuse respondents. All distributed questionnaires were collected, coded and entered in SPSS for analysis. Whereas secondary data was collected during library research of books, company HR manual, journals, research articles and websites.

3.9. Reliability and Validity

Reliability refers to the consistency or dependability of a measurement technique and it is concerned with the consistency or stability of the score that will be obtained from a measure or assessment over time and across settings or conditions (Marczyk, Demateo & Festinger: 2005).

The internal consistencies of items were measured using Cronbach's alpha technique. According to Raigama (2010), Cronbach Alpha is a measure for the internal consistencies of the items that together cover the specific factor. According to Zikmund et al., (2010) scales with coefficient alpha of 0.7 indicate fair reliability. Thus, for this study, a Cronbach's alpha score of 0.7 or higher is considered adequate to determine reliability. This shows as an indication of acceptability of the scale for further analysis.

Table 3.3 Cronbach's Alpha Reliability Statistics result

VARIABLES	Cronbach's Alpha	N of Items
Compensation and Reward	.725	6
Training and Development	.716	6
Supervisor Support	.716	6
Work Environment	.884	7
Employee Retention	.728	7

Source: Developed for this research

Moreover, before distributing the questionnaire, the researcher made a pilot study on 32 participants. Among 32 (14.55%) questionnaires distributed, 32 (100%) returned. Based on the result of the pilot study the reliability of the questions were checked. The result of the Cronbach's alpha was found to be within the acceptance range

According to Vlachos (2009), answering a research question or testing the research hypotheses in a specific sector adds to the validity of the research design because managerial skills are to a large extent industry-specific. To assure validity, questionnaires were designed on the basis of previous studies' questionnaires and review of related literatures. In order to ensure the content of validity and ethicality of the items incorporated in the instrument, it was given to the research advisor for required comment. Accordingly, based on the given comments, necessary corrections were made to the instruments. Furthermore, this study deduce hypothesis from a theory that is relevant to the concept.

3.10. Methods of Data Analysis

The data in this study was analyzed using explanatory statistics. In order to analyze the data gathered and come up with answers to the research questions raised. The collected questionnaires analyzed statistically with the help of SPSS (statistical package for social science) version 20. Moreover, the demographic variables of the respondents were summarizing mean, frequencies, standard deviation and percentages. Determination of the relationship between the identified retention influencing factors (independent variable) and employee retention (dependent variable), the researcher was used Pearson's correlation coefficient. And to show the extent of variation in the dependent variable (employee retention) that explained the independent variable (retention influencing factors), the data was computed by regression analysis based on test of model fit.

The following regression model was used to determine the variation or quantitative associations between the variables as follows:

$$Y = \alpha + 1X_1 + 2X_2 + 3X_3 + 4X_4 + e$$

Where: Y = Employees' retention

α = Constant

1= is the coefficient of Compensation & Reward;

2= is the coefficient of Training & Development;

3= is the coefficient of Supervisor support;

4= is the coefficient of work environment;

e = is the error term

3.11. Ethical Considerations

Saunders et al (2009) stated that “Ethics refers to the appropriateness of your behavior in relation to the rights of those who became the subject of your work, or are affected by it. They indicated that access and ethics are really important for the success of any researches. It is necessary to pay more attention on how to get access to the data required and acting ethically.

In order to keep the confidentiality of the data given by respondents, the respondents were not required to write their name and assured that their responses was treated in strict manner. The purpose of the study was disclosed in the introductory part of the questionnaire. Furthermore, the researcher was tried to avoid misleading statements in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

Primary data was collected from the employees of GGG & C plc by using likert scale and open ended questionnaire. Secondary data was collected through reviewing of different books, journal articles, company's HR manual, and web sites. Out of 220 employees, 142 or $(142/220)*100= 64.56\%$ of the employees were selected for sample for this study purpose. The selection of samples was based on the strata. The collected data are analyzed and described with the help of SPSS version 20. The output found from SPSS version 20 were presented and interpreted based on the analysis. Out of 142 distributed questionnaires, 142 (100%) were returned for the analysis purpose.

This chapter was tried to see the effect of compensation and reward, training and development, supervisory support and work environment on employee retention. So the analysis part tried to go through descriptive statistics to find the mean, standard deviation, frequency and valid percent of the respondents; Pearson correlation to find out the relationship and then multiple regression analysis to know the influence of each independent variables on the dependent variable.

4.1. Descriptive Analysis

4.1.1. Demographic Characteristics of Participants

The personal information of respondents obtained from returned questionnaires summarized and described as follows.

Table 4.1 Gender Verses Age Cross tabulation									
			Age					Total	Percent
			0	18-25	26-33	34-41	>41		
Gender	Female	Frequency	1	9	22	7	1	40	28.17%
	Male	Frequency	0	25	55	19	3	102	71.83%
Total			1	34	77	26	4	142	100%

Source: developed by the researcher from respondent's response

From Table 4.1, we can see that most of 102 (71.83%) of the respondents were male. Among these respondents, 111 (78.2%) were within the age range of older than 18 and younger than 33 years old. The number of male respondents within this age range was 80 (56.34%).

Table 4.2 Demographic Frequency Distribution of Respondents

Demographic Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Age	18-25	35	24.6	24.6	24.6
	26-33	77	54.2	54.2	78.9
	34-41	26	18.3	18.3	97.2
	>41	4	2.8	2.8	100.0
	Total	142	100.0	100.0	
Position	Management	9	6.4	6.4	6.4
	Non management	133	93.6	93.6	100.0
	Total	142	100.0	100.0	
Service year	<1 year	43	30.3	30.3	30.3
	1-3 years	68	47.9	47.9	78.2
	3-5 years	21	14.8	14.8	93.0
	5-7 years	8	5.6	5.6	98.6
	>7 years	2	1.4	1.4	100.0
	Total	142	100.0	100.0	
Education level	< Diploma	12	8.5	8.5	8.5
	Advance diploma	45	31.7	31.7	40.1
	BSc /BA	42	29.6	29.6	69.7
	Diploma	42	29.6	29.6	99.3
	MA/ MSc	1	.7	.7	100.0
	Total	142	100.0	100.0	
Income level	<2000	7	4.9	4.9	4.9
	2001-4000	45	31.7	31.7	36.6
	4001-6000	42	29.6	29.6	66.2
	6001-8000	29	20.4	20.4	86.6
	8001-10000	13	9.2	9.2	95.8
	>10000	6	4.2	4.2	100.0
	Total	142	100.0	100.0	

Source: Developed by the researcher from respondent's response

Per the table 4.2 and Annex-III, it is observed that majority of the respondents 87 (61.27%) monthly income level lies in between 2001.00 to 6000.00 ETB. Out of this (87) respondents, 76 were having an educational level ranging from diploma to first degree.

From the total respondents of the company workers, 133 (93.66%) of them were having the work experience of less than one year within this company; which means new employees. From 133 respondents, 84 of them have the monthly income level of 2001.00 to 6000.00 ETB.

The total sample of respondents, 71.8% (102) is male and the rest 28.2% (42) females. This shows that the proportion of female employees is low; this implies that from three representatives, more than two of them will be male. And the GGG & C could not ensure gender balance.

In terms of age, most of the respondents 78.9% are within the age range of between 18 to 33, those above 33 but under 41 are the most with 18.3%, and the rest 2.8% are above 41. This shows that most of the employees are matured young between 18 and 33.

Regarding education levels, 91.6% have Diploma and above, the remaining 8.4% has the educational level of below Diploma. Those who have first Degree and diploma holders are equal with 29.6% each. But most of them (31.7%) have advance diploma holder. As the number of educated employees are very high, we can say that either employees of GGG & C have a learning culture or the requirements of recruitment competition matrix is in place and/or the recruitment gives good attention to education based on the types of job.

When we see the experience of years respondents, 78.2% of the respondents have worked for less than 3 year in GGG & C, 30.3% worked less than 1 year, 21.8% worked for more than 3 years. It indicates that the organization is not good enough in retaining employees. The study of Yamrot (2014), also concludes that the average working experience in IRC is from two to four years and this is alarming for the organization as research state that the average time for a new hire to reach productivity is one year or more. And lack of competitive compensation is also considered as one of the major problems as it is the number one reason for employee's resignation in IRC Ethiopia.

Table 4.3 Mean income level

Income level		
N	Valid	142
	Missing	0
Mean		2.0986

Source: developed by the researcher from respondent's response, 2018

Regarding income level from table 4.2 above, 36.6% is getting less than 4000.00 ETB, 66.2% is getting less than 6000.00 ETB, 86.6% is getting less than 8000.00 ETB and 95.8% is getting less than 10000.00 ETB. The income level paid for the employees is averagely lies in between 4001.00 and 6000.00 ETB. But according to table 4.3 codes (value labeling) on SPSS, even more than 6000.00 ETB. So $(6000/30 = 200.00 \text{ ETB})$ per day and it seems to be fair to cover the expenses compared to Government salary payment (650.00 ETB) per month as if no minimum wage level law in Ethiopia. According to Annex- III, when we evaluate the distribution of sample, 93.6% of the respondents were from non managerial position and the remaining respondents were from managerial position. This implies that one manager can supervise more than nine (9) workers.

46.5% of the respondents are working in Addis Ababa plant, 38.7% of them are working at Dukem plant. The remaining is working at Head Office. The distribution indicates the depth and number of work sites under operation varies in different areas; but relatively more of them are working in Addis Ababa plant. This in other ways helps to collect data from all operation areas as if the challenges they face different.

4.1.2 Central Tendency Measurement Test

Most of the staffs are also in a good motivation level as the mean score is 4.02 out of 5. Hence, the reward components with higher scores most likely have contributed a lot on the overall motivation level of staff of the organization under study.

Table 4.4 Central tendency Measurement Test

Descriptive Statistics			
	N	Mean	Std. Deviation
Compensation and Reward	142	3.11	0.63
Training and Development	142	3.36	0.61
Supervisor Support	142	3.70	0.71
Work Environment	142	3.38	0.78
Employee Retention	142	3.50	0.40
Valid N (list wise)	142		

Source: Developed by the researcher using SPSS, 2018

Table 4.4 implied that majority of the respondents believed among all the components (independent variables) supervisor support, work environment and training and development are considered to be very important respectively in GGG & C plc as the mean score is above 3.35. This implies that, on the average, the employees in this company were not that much satisfied with overall job. In the other way, some of the employees are not feeling as bad or good to the compensation and reward they are getting. At the same time they don't think these components are too poor in GGG & C plc as the mean value of compensation and reward is 3.11 (almost neutral) on a five-point Likert Scale.

Averagely employee retention level (the mean score is 3.50 out of 5) of the employees are in a better position than the neutral. It means that employees are interested to stay in the company. Hence, the components with higher scores most likely have contributed a lot on the retention of employees of the organization under study. So that supervisor support is the highest of these factors have a mean value of 3.70 (SD = 0.71) on a five-point Likert Scale. This implies that the majority of the employees was requiring or relatively satisfied by supervisor support.

4.2. Pearson's Correlation Coefficient Matrix Analysis

Pearson's Product Movement Correlation Coefficient was computed to determine the relationships between compensation and reward, training and development, supervisor support and work environment with employee retention. Correlation analysis is a useful way of exploiting relation (association) among variables. The value of the coefficient (r) ranges from -1 to +1. The value of coefficient of correlation (r) indicates both the strength and direction of the relationship. If $r = -1$ there is perfectly negative correlation between the variables. If $r = 0$ there is no relationship between the variables and if $r = +1$ there is perfectly positive relationship between the variables. For values of r between +1 and 0 or between 0 and -1, the different scholars have proposed different interpretations with slight difference. For this study diction rule given by Bartz (1999) was used. Bartz (1999) described the strength of association among variables as mentioned in Table 4.5 below.

Table 4.5 Interpretation of r value

Value of r	Description
0.80 or higher	Very high
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
0.2 or lower	Very low

Source: Bartz (1999)

The Pearson's Product Moment Correlation Coefficient was computed to determine the size and magnitude of relationship between the four components or independent variables (compensation and reward, training and development, supervisory support and work environment). To do so, all the four components were strongly correlated with employee retention at $p=0.00$ as shown in Table 4.6.

Table 4.6 Pearson Correlations Coefficient						
		A	B	C	D	E
Employee Retention (A)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	142				
Compensation and Reward (B)	Pearson Correlation	.661**	1			
	Sig. (2-tailed)	.000				
	N	142	142			
Training and Development (C)	Pearson Correlation	.672**	.314**	1		
	Sig. (2-tailed)	.000	.000			
	N	142	142	142		
Supervisory Support (D)	Pearson Correlation	.892**	.473**	.431**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	142	142	142	142	
Work Environment (E)	Pearson Correlation	.736**	.444**	.217**	.601**	1
	Sig. (2-tailed)	.000	.000	.009	.000	
	N	142	142	142	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Source: developed by the researcher by SPSS

The result proves that all the components have direct, positive, and significant (at 0.01 level) relationship with employee retention, in GGG & C plc. This indicates that changes in one of the component, affect employee retention (the better those components or predictors are the higher the employees to be retained or vice versa). The concept of these predictors is also about determining the influence and its magnitude of employee retention.

But among all, supervisory support ($r=0.892$, $p < 0.01$), has very strong positive significant correlation with employee retention. It indicates that employee satisfaction towards their supervisor support strongly related with employee retention. That is, if employees' getting the required support from leaders increases, their intention to leave the organization reduced highly. This idea is also supported by some researchers. Greenhaus,(1994),stated that if supervisor support, open communication and have good relationship with employees, the employees

turnover intention are likely less and more engaged with organization. If the relationship among workers and supervisor is exceeding / strong, the worker will never seek to any other new employment opportunity but stay in the organization and vice versa.

Work environment ($r=0.736$, $p < 0.01$) has strong positive relationship with employee retention. It is the second strongly correlated significant variable to employee retention. This indicates that employees who are satisfied with the work environment will have a relatively lower intention to leave the organization. It is supported as stated by Singh (2008), if working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, rest room, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time

Training & development ($r=0.672$, $p < 0.01$) has strong positive relationship with employee retention. This indicates that employees who are satisfied with the training and development will have a relatively lower intention to leave the organization. According to Messmer (2000), a key factor to employee retention is training and development.

Compensation & reward ($r=0.661$, $p < 0.01$) exhibited even strong relationship with employee retention in GGG & C. This indicates that employees who are satisfied with the compensation and reward will have a relatively lower intention to leave the organization. According to Willis (2000), compensation is considered the most important factor for attracting and retaining the talent. This implies that, all the four determined factors or components have positive and stronger attachment with retention. Hence, even more attention has to be given to those all components in GGG & C.

In general, all the identified variables (compensation and reward, training and development, supervisory support and work environment) have strong positive significantly correlated with employee retention. The change in one of the variables, there is a change of employee retention in the same direction. Among the identified variables, supervisory support is very highly correlated with employee retention.

4.3. Test for Model Fit

4.3.1. Normality and Reliability Statistics

Table 4.7 Normality and Reliability Test

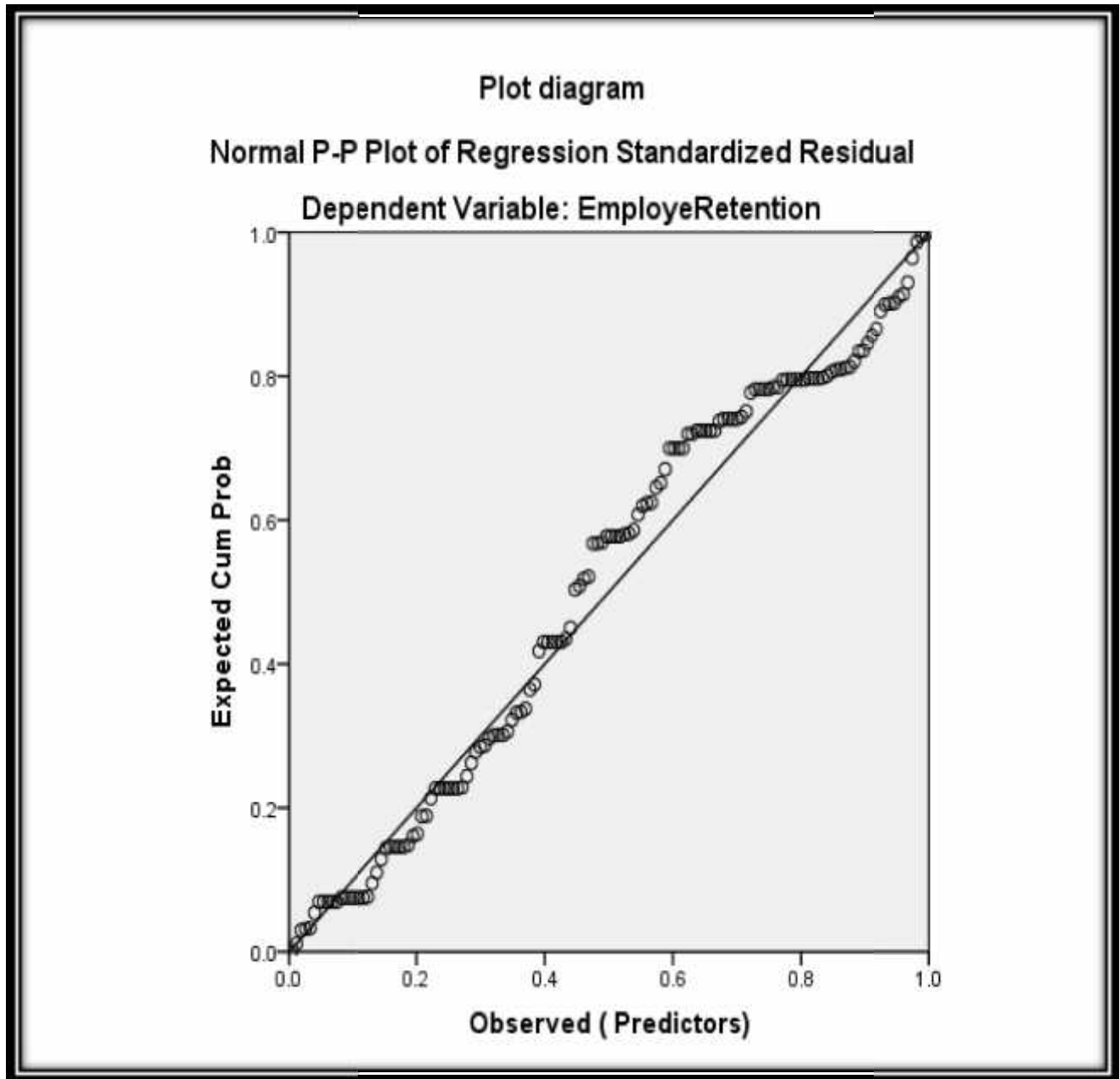
Variables	Skeweness	Cronbach's Alpha	N of Items
Compensation and Reward	-0.426	.743	5
Training and Development.	-0.22	.821	5
Supervisor support	0.18	.859	6
Work Environment	-0.214	.884	7
Employee Retention	0.349	.753	7
Aggregate (Total)		.826	5

Source: Developed by the researcher on SPSS, 2018

According to Zikmund et al., (2010) scales with coefficient alpha of 0.7 indicate fair reliability. Thus, for this study, a Cronbach's alpha score of 0.7 or higher is considered adequate to determine reliability. As indicated on table 4.7, the Cronbach's alpha of compensation and reward is 0.743, training & development is 0.821, supervisor support is 0.859, work environment is 0.884 and employee retention is 0.753. So all variables have more than 0.74 and the aggregate is also 0.826 as indicated on table 4.6. This shows as an indication of acceptability of the scale for further analysis.

Again as indicated on Table 4.7, the result of normality and Cronbach's alpha test is shown on the overall data. A variable can be considered as reasonably regular while its skeweness value is in between -1.0 and 1.0 according to rule of thumb, it is considered as normal (Liu, Fadilah et al, 2014). The skeweness values of the variables lies in between -0.50 to 0.50. The negative skeweness implies that responses are symmetric to the mean to the left side. This indicates that as the respondents are slightly disagree except supervisor support on provision of the require facility to retain them. Employee retention has a moderate positive skeweness value of 0.349 which indicates that the responses are skewed to the right side i.e. towards agreement. It implies that majority of the respondents are willing or agreed to stay in the company.

Figure 4.1 Normality Plot Distributions



Source: Developed for this research through SPSS, 2018

As seen in figure, it implied that the distribution of errors matches a normal distribution. The selected variable matches the test distribution, the points cluster around a straight line. So it is possible to conclude the distribution is normal.

4.3.2. ANOVA Test

		Sum of Squares	df	Mean Square	F	Sig
Between variables		170.204	141	1.207		
Within variables	Between Items	26.223	4	6.556	31.296	.000
	Residual	118.142	564	.209		
	Total	144.365	568	.254		
Total		314.569	709	.444		

Grand Mean = 3.408
 Dependent Variable: Employee Retention
 Predictors: (Constant), Supervisor Support, Training & Development, Work Environment, Compensation & Reward

Source: Developed by the researcher on SPSS, 2018

As indicated in the above ANOVA model, the F-ratio in the ANOVA table shows that the independent variables significantly predict the dependent variable, $F = 31.296$, $P = 0.00$ (i.e., the regression model is a good fit of the data at $p < 0.01$).

4.3.3. Multi Collinearity Statistics

Model	t	Sig.	Collinearity Statistics	
			Tolerance	VIF
(Constant)	78.282	.000		
Supervisor Support (X3)	89.468	.000	.519	1.928
Training & Development(X2)	78.655	.000	.792	1.263
Work Environment(X4)	57.301	.000	.601	1.665
Compensation & Reward(X1)	44.191	.000	.719	1.391

Source: Developed by the researcher on SPSS, 2018

In order to check if there is multicollinearity among the variables; tolerance and variance inflation factor (VIF) values were examined. According to Pallant (2005), tolerance is an indicator of how much of the variability of the specified independent variable is not explained by another independent variable in the model and if its value is less than 0.1, it indicates that the multiple correlations with other variables is high, implying possibility of multicollinearity.

Whereas, VIF is the inverse of tolerance value (1 divided by tolerance). If VIF value is above 10, it signals chance of multicollinearity. Accordingly, the above Table 4.9 shows that there is no possibility of multicollinearity among the variables in the model since all the tolerance values are above 0.1 and the corresponding VIF values are even below 2.

Therefore, variation in employee retention is intended to be explained by other variables not included in this study. In order to show the regression function of the variables, the unstandardized coefficients are used to multiply the independent variables to identify the impact of their unit change on the dependent variable. Hence, the fitted regression model drawn from the output.

4.3.4. Variables Entered / Removed from Analysis

Table 4. 10 Variables Entered / Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Supervisor Support	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Training and Development	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Work Environment	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Compensation and Reward	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Employee Retention

Source: Developed by the researcher on SPSS, 2018

This table tells us which variables were included in the model at each step: “supervisor support” is the single best predictor (step 1); “training and development” is the second best predictor (added the most), and after “training and development” was included in the model (step 2). “Work environment” was the third best predictor included in the model (step 3). Finally after “Work environment” was included in the model (step 3).and “compensation and reward” is the next best predictor (added the most), after “work environment” was included in the model (step 4). No variables were removed from the analysis as it has significant effect.

Generally, model test fit for normality, reliability, ANOVA test, multicollinearity (tolerance and variable inflated factors), and significance at equal to or greater than 95% confidence level was made and all model test made on this research was found to be fit for further analysis.

4.4. Multiple Regression Analysis

(Effect of Independent Variables on Employee Retention)

Multiple regression analysis applied to find out whether there was statistically significant relation between employee retention and the four components or not.

Moreover, it helped to devise a formula that shows the relation between the dependent variable (employee retention) and the independent variables (compensation and reward, training and development, supervisory support and work environment) simultaneously to determine the effect of each component on employee retention, multiple regression analysis was computed. The result of the multiple regressions is presented as follows.

Table 4.11 Multiple Regression Analysis Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.794	.1832
2	.947 ^b	.897	.895	.1305
3	.984 ^c	.969	.968	.0718
4	.999 ^d	.998	.998	.0185
a. Predictors: (Constant), Supervisory Support				
b. Predictors: (Constant), Supervisory Support, Training and Development				
c. Predictors:(Constant), Supervisory Support, Training & Development, Work Environment				
d. Predictors:(Constant), Supervisory Support, Training & Development, Work Environment, Compensation & Reward				

Source: Developed by the researcher on SPSS, 2018

Again, here are the Adjusted R-squares. With “Supervisory Support” alone model (step 1), 79.4% of the variance was accounted for. With both “supervisory support and training & development” model (step 2), 89.5% of the variance was accounted for.

With the three of “supervisory support, training and development and work environment” model (step 3), 96.8% of the variance was accounted for. All the four variables “supervisory support, training and development, work environment and compensation and reward” model (step 4), 99.8% of the variance was accounted for.

As indicated in the above model summary, the analysis result indicated Adjusted R square tells that the independent variables were significantly related to the dependent variable at, adjusted R square=.998. This indicates that 99.8% of the variance in employee retention can be explained by the four variables (supervisory support, training & development, work environment, compensation & reward).

So the overall practices have influenced 99.8% of the employees' retention by the four factors where as 0.2% is explained by other factor(s). Thus, addressing these independent variables alone has the capacity to affect and to determine employee retention, which is 99.8%, where employee's retention due to other reasons being considered to be no more influence.

Table 4.12		Aggregated ANOVA^a for each Variables				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.887	4	5.722	16803.809	.000 ^e
	Residual	.047	137	.000		
	Total	22.933	141			
a. Predictors: (Constant), Supervisory Support, Training and Development, Work Environment, Compensation and Reward						

Source: Developed by the researcher on SPSS, 2018

As indicated in the above ANOVA model, the F-ratio in the ANOVA table shows that the independent variables (Supervisor Support, Training and Development, Work Environment, Compensation and Reward) significantly predict the dependent variable, $F = 16803.81$, $p < .05$ (i.e., the regression model is a good fit of the data).

Among the independent variables, supervisory support is the most significant and statistically influencing factor for this research. This can be interpreted as a certain improvement on the supervisory support will decrease employee's intention to leave by 79.4%. This can be interpreted as the more improved and satisfied with the supervisory support the longer period employees going to serve the company with lower intended to leave. Thus, supervisory support has a greatest rate of change than other specified predictors in this research.

Training and development is the second most significant and statistically influencing factor. This can be interpreted as a certain improvement on the training and development will decrease employee's intention to leave by 10.1%. Thus, training and development has a greater rate and the second most influencing factor of change predictors in this research.

Work environment is the third most significant and statistically influencing factor. This can be interpreted as a certain improvement on the work environment will decrease employee's intention to leave by 7.3%.

Compensation and reward is the least and slightly important significant and statistically influencing factor. This can be interpreted as a certain improvement on the compensation and reward will slightly decrease employee's intention to leave by 3.0%. Compared to other factors, the influence of work environment is very low.

Generally, all the identified variables are well supported by both descriptive analysis and Pearson correlation analysis. The descriptive analysis has the mean value of around and above the neutral. The correlations of these variables were strong with the employee retention.

4.5. Multiple Regression Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	1.636		
	Supervisory Support	.504	.022	.892	23.315	.000
2	(Constant)	1.167	.071		16.547	.000
	Supervisory Support	.418	.017	.740	24.496	.000
	Training and Development	.234	.020	.353	11.694	.000
3	(Constant)	.977	.040		24.279	.000
	Supervisory Support	.300	.012	.530	26.046	.000
	Training and Development	.246	.011	.370	22.255	.000
	Work Environment	.175	.010	.337	17.920	.000
4	(Constant)	.843	.011		78.282	.000
	Supervisory Support (X3)	.271	.003	.479	89.468	.000
	Training & Development(X2)	.226	.003	.341	78.655	.000
	Work Environment(X4)	.148	.003	.285	57.301	.000
	Compensation & Reward(X1)	.128	.003	.201	44.191	.000

Source: Developed by the researcher on SPSS, 2018

Table 4.13 gives beta coefficients so as to construct the regression equation. Notice that the betas change, depending on which predictors are included in the model.

The unstandardized coefficients beta values indicate the contribution of the variables in the model for the prediction of the dependent variables which enables to rank the variables based on their contribution (Pallant, 2005). Therefore, in this case, supervisory support takes the higher share in contributing for employee retention since it has highest beta value of 0.271 followed by training & development ($B=0.226$), work environment ($B=0.148$) and compensation & reward ($B=0.128$) by significances order. Besides, the individual t-test significance values for all variables are below 0.05, imply that they have positive significant effect on employee retention.

The weights for an equation that includes just supervisory support, training & development, work environment and compensation & reward (the four best predictors).

Based on the multiple regression coefficient tables, the following model summary was extracted to conclude the variation between the variables as follows:

$$Y = \alpha + 1X1 + 2X2 + 3X3 + 4X4 + e$$

Where as

α -constant=0.843

1-coefficient of compensation and reward = 0.128

2-coefficient of Training and Development = 0.226

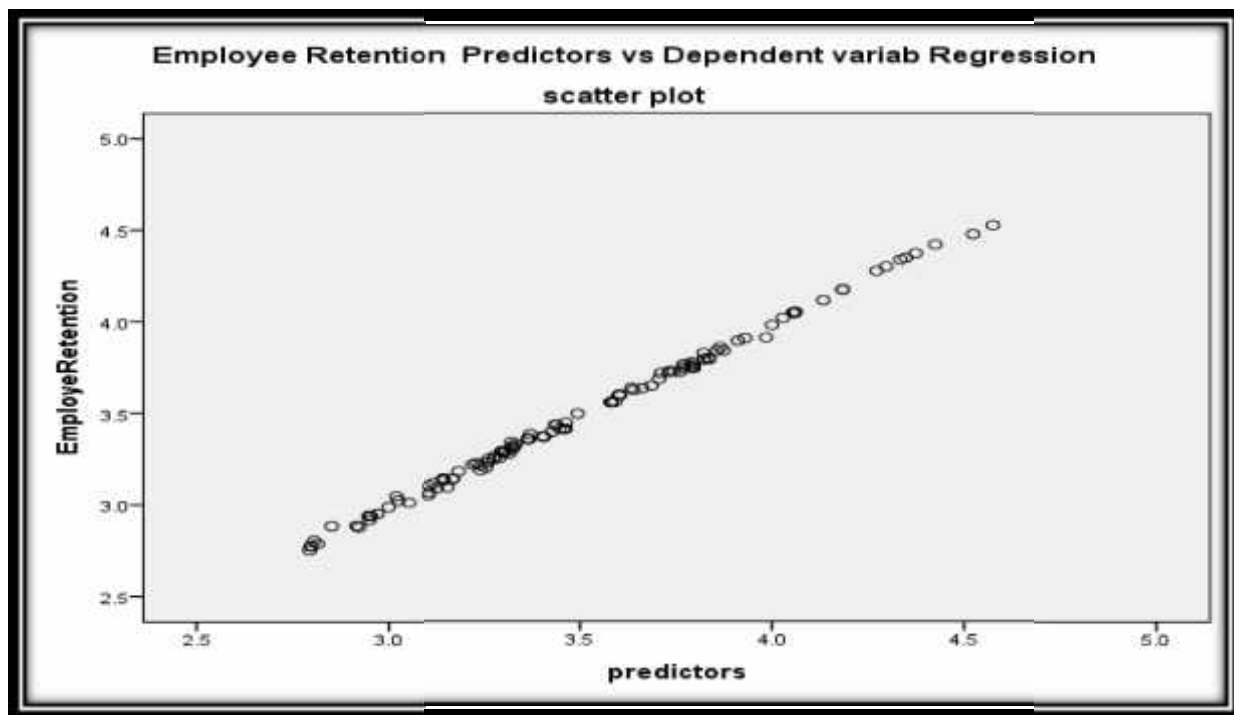
3-coefficient of Supervisor Support = 0.271

4-coefficient of Work Environment = 0.148

$$Y = 0.843 + 0.128 * X1 + 0.226 * X2 + 0.271 * X3 + 0.148 * X4$$

Employee Retention = 0.843 + 0.271*(Supervisor Support) + 0.226*(Training and Development) + 0.148*(Work Environment) + 0.128*(Compensation and Reward)

Figure 4.2 Employee Retention Regression Scattered Plot



Source: Developed by researcher, 2018

4.6. Summary of Hypothesis Tests

Based on the above multiple regression models, the hypothesis of the study are tested and presented as follows:

H1: Compensation and Rewards have significant effect on employee retention

- ❖ Compensation and reward package has an influencing effect on employees' retention with adjusted $R^2 = 0.03$, being the least dominant influencer among the given independent variables at $P < 0.05$.
- ❖ At $P < 0.05$, adjusted $R^2 = 0.03$, which show that 3% variance in employee retention is due to Compensation and reward. Therefore, Compensation and reward has positive and statically significant effect (relation) with employee retention. Therefore **H1 accepted**.

H2: Training & Development have significant effect on employee retention

- ❖ Training & Development has an influencing effect on employees' retention with adjusted $R^2 = 0.101$, being the second major influencer among the given independent variables at $P < 0.05$.
- ❖ At $P < 0.05$, adjusted $R^2 = 0.101$, which show that 10.10% variance in employee retention is due to training & development. Therefore, training & development has positive and statically significant effect (relation) with employee retention. Therefore **H2 accepted**.

H3: Supervisory support has significant effect on employee retention

- ❖ Supervisory support has an influencing effect on employees' retention adjusted $R^2 = 0.794$, being the first and the most dominant influencer among the given independent variables at $P < 0.05$.
- ❖ At $P < 0.05$, adjusted $R^2 = 0.794$, which show that 79.40% variance in employee retention is due to supervisory support. Therefore, supervisory support has positive and statically significant effect (relation) with employee retention. Therefore **H3 accepted**.

H4: Work environment have significant effect on employee retention

- ❖ Work environment has an influencing effect on employees' retention with adjusted $R^2 = 0.073$, being the third influencer among the given independent variables at $P < 0.05$.
- ❖ At $P < 0.05$, adjusted $R^2 = 0.073$, which show that 7.3% variance in employee retention is due to Work environment. Therefore, work environment has positive and statically slight significant effect (relation) with employee retention. Therefore **H4 is accepted.**

The results of descriptive statistics and correlation analysis also support the regression analysis. As those all components but, compensation and reward, showed relatively moderately high mean value and all of them have strong and very high correlation with employee retention. This means that supervisory support, training & development, work environment, and compensation & reward are truly powerful in affecting employee retention.

The result of this finding was found to have a similarity with other researcher's findings as indicated in chapter 2, which was stated that supervisor support is an important factor as it was suggested by Freyermuth (2007), organization must prepare leader to support the employees and to well build the work environment where workers want to stay. Providing opportunities test their abilities and providing level of performance can enhance employees' capabilities and want to stay in the organization.

Training and development has also played a critical factor in retaining employee .this is also supported as suggested by Messmer (2000), as "a key factor to employee retention is training and development". Deery (2008) observed that on the job training increases retention and commitment.

Work environment is also significant in the case of GGG & C plc. The result of this study was also supported by the idea of previous researchers. According to Silbert (2005), well skilled and talented workers may easily find good job, position and workplace elsewhere; however the effective way for retention these talented employees is to enhance friendly and close working environment and to promote leader support. This inferred as work environment is strong and positively correlated with retention.

Compensation and reward is also the last not the least variable that affect employee retention. As stated by Willis (2000), Compensation is considered the most important factor for attracting and retaining the tal

4.7. Open Ended Questions Response

Concerning the employee retention strategy of the organization, open ended questions were provided to the respondents. Based on their response, there was no single strategy to tackle employee retention. Most of the employee's response implied that they considered as there is no significant exit of employee from the company. But some of the respondents (twenty two respondents) provide that as there is employee turnover from the company. The practice focuses towards mostly pure drinking water, neat dying room, shower room, and shall work on occupational health and safety (OHS) which is included under work environment, support from supervisor, training & development and the financial benefit.

So in order to tackle such problems, they suggested as

- The company should provide strict follow up and support especially for new employees
- The company shall provide pure drinking water, neat dying room, shower room, and shall work on occupational health and safety (OHS) within the premises
- The company shall have a benefit package policy based on the responsibility delegated and hardship work

Based on the respondent's response, almost all mentioned points are included within the identified employee retention factors. This was also supported by descriptive analysis, correlation matrix and multiple regression analysis. One of the new issues recommended by respondents in addition to the identified factors was Occupational health and safety; which is also one of the major elements of work environment that was not considered by the researcher and was also stated by government on Proclamation number 377/2003 article 92 as main issues. These ideas were also supported by some researchers. As it was argued by (Kazi and Zadeh, 2011), basic work condition like relationship with colleagues, clean workroom, proper lighting, furniture, and office equipment's are some of the major constituents of work environment which is the major reason due to which an organization experiences of employees turnover.

If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, rest room, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008).

So it can be concluded that supervisor support, training and development, working environment and compensation & reward are the main concerning factors to eliminate or minimize the intent of retaining employee in the company to serve for long period of time. All these factors are also repeatedly explained by the respondents again as determinant factors that affecting employee retention. In one or the other way, the primary determined employee retention variables are considered to be the major factor. This is also supported by the descriptive statistics of mean and the correlation relationship. As shown on table 4.10, the regression analysis, the adjusted $R^2 = 99.8\%$ in the employee retention was influenced by supervisor support, training & development, work environment and compensation & reward.

The organization should do on these issues in every angle in order to retain its employees or to tackle at least to the minimum level as if all this variables have major influencing employee retention. To this end, results support the findings of different scholars stated in the literature review and the conceptual frame work.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, major findings are summarized and the subsequent conclusions are made. Based on the conclusion, recommendations are forwarded in relation to literatures reviewed to better enhance employee retention through major influencing factors.

5.1 Summary of Findings

Most of the respondents are male 102(71.8%), 35(24.6%) aged in category of (18-25), 112 (78.9%) are younger than 33 years old. The experience of employees in the company was found that those who have less than one year are 43 (30.3%). out of three, at least two of them are expected to be male who is getting average monthly income of 4400.00 ETB. According to the descriptive analysis of this study, above average of respondents are neither happy nor satisfied by the current practice of supervisor support, training & development and work environment. Average respondents were almost neutral to compensation & reward practices. Averagely employee retention level of the employees is laid at the center of neutral and intended to stay in the company. It implies that employees are slightly indifference to stay or to leave the company as the retention practice is very slight satisfaction. Hence, the variables with higher scores most likely have contributed a lot on the retention of employees of the organization under this study.

Regarding the relationship of the identified independent variable and dependent variables are tested by Pearson correlation. The independent variables (supervisory support, training & developments, work environment and compensation & rewards) and the dependent variable (employee retention) quantitatively tested and found strong positive and statistically significant relationship between them at $P < 0.01$. Supervisory support is the strongest relationship with employee retention than others.

The researcher also conducted model fit test. The model tests made in this research were reliability Cronbach's alpha of 0.826 which is reliable; the skeweness values of the variables lies in between -0.50 to 0.50. It implied that normal distribution; ANOVA test $F= 32.296$, at $p=0.000$ implies that the independent variables significantly predict the dependent variable; multicollinearity among the variables based on tolerance and variance inflation factor (VIF) values were examined. There is no possibility of multicollinearity among the variables in the

model since all the tolerance values are above 0.1 and the corresponding VIF values are even below 2; and no variables were removed from the analysis as it has significant effect at $p \leq .05$.

Under the result of the multiple regression analysis, the coefficient of multiple regression R that is the degree of association between selected variable with employees retention at adjusted R square of 0.998, The value of the adjusted r square is 99.8% of variation in employees' retention intention is explained by (supervisory support, training & developments, work environment and compensation & rewards) where as 0.2% of variance is explained by other factors.

The first and the most affecting or influencing factor of employee retention is supervisory support. It accounts 79.4% variation in employee retention. The second influencing factor is training and development. It accounts 10.10% variation in employee retention. The third influential employee retention factor is work environment. It accounts 7.3% variation in employee retention. The last and the fourth influential employee retention factor is compensation & reward. It accounts 3.0% variation in employee retention.

The research proves that all the identified variables are very strongly affect the employee retention and key factor which attracts employee to work with company for long term. Among these factors, supervisory support is the most influential in retaining employee.

In different organizations, there are different factors to retain the employees within the company. This result supported with the literature review pointed in chapter two section 2.6 as explained by Fitz-enz (1990), only one factor is not responsible in management of employee's retention, but there is several factors influenced in employee's retention which need to manage congruently. And also as explained by Meyer and Allen (1991), finds out that human resource management practices in compensation & rewards, job security, training & developments, supervisor support culture & work environment can help to reduce absenteeism, employee retention and better quality work. However, poor practices on employee retention may leads to high employee exit even more than what was seen.

Generally, all the identified variables (supervisory support, Training & development, work environment and compensation & reward respectively have strong relationship and statistically significant at $F= 16803.81$, at $p=0.000$ with employee retention. So that the identified factors are significantly affects employee retention. This is also supported by the opinion given by respondent's response on open ended questionnaire in addition to occupational health and safety (OHS) issues.

5.2 Conclusions

This study aimed to investigate the effect of influencing factors on employee retention in GGG & C plc. The main objective is to identify factors that affect employee retention, their relationship and to identify their relative effect.

The research implies that almost out of three workers, one of them is new to the company and this supports the idea of statements of the problem as average employee turnover in the company is more than 23% per year and around 79% of the employees are younger than or equal to 33 years old

Regarding the level of employees feeling to stay/leave their job, they are not sure to stay or continue with company at their current job. They are almost neutral (neither happy nor satisfied).

Based on this, the researchers identified supervisor support, training & developments, work environment and compensation & rewards that contribute to employee retention.

Per stepwise probability criteria to enter or removing the factors in the model was made and all predictors or independent variables were entered as they are influential factors for further analysis in the model in the sequence of supervisor support, training & developments, work environment and compensation & rewards.

In the same way, the specific objectives to examine the relationships of these selected factors with employee retention and to measure the level of employees feeling to stay or quit their current job and to identify the influence (contribution) level. All identified factors have strong positive relationship. Supervisor support is the first and has strongest positive relationship with employee retention ($r=0.892$, at $p=0.000$). Training & development has a relationship of ($r=0.672$, $p=0.000$), work environment has a relationship of ($r=0.736$, $p=0.000$) and compensation & reward has a relationship of ($r=0.661$, $p=0.000$).

For model fit test, the researcher also conducted the reliability of the data, normality (skeweness) of the variables, the fitness of the model based on $F= 32.296$, at $p=0.000$, multicollinearity among the variables (tolerance and variance inflation factor) values were examined. And all variables were entered for further analysis as they have significant effect.

In the other way, the implied factors have statically significant at $P<.05$. Based on the influence level; Supervisor support has the influence of 79.4%, Training and development has the

influence of 10.10%, work environment has the influence of 7.30% and compensation and reward has the influence of 3.0% respectively.

The first and the most factor affecting or influencing employee retention is supervisor support. Employees believe that support from supervisor is representing for organization support. It would increase the perception concerning the organization in a positive way specifically by new employees. Supporting becomes one of the major (key) factors affecting employee retention since the employee would feel comfortable to work their responsibility.

The second influencing factor is training and development. Employees need training to refresh and upgrade their knowledge to accomplish their duty in a different way to face challenges. This will be made based on the performance gap identified. Some employees also need developmental training to make ready themselves to take responsibility and waiting for the opportunity to get position.

The third influential employee retention factor is work environment. A conducive, neat, and safe working condition will aid to retain employees for long period. This idea also raised by the respondents on open ended questionnaire response. The only point raised in differently on open ended questionnaire response was occupational health and safety (OHS). This points shall have its own influence on employee to be considered for safe work and that is why it was declared on labor proclamation 377/2003, article 92.

The last influential employee retention factor is compensation & reward.

Even if supervisor support is the strongest retention predictor when compared with other predictors, all of them have positively and stronger influence the employee retention. So, the organization has to give great consideration for employee's current feeling to quit their job and try to control it by improving the employee retention strategy practice in GGG & C.

In General, employees in GGG & C plc shall be retained on their jobs for long period of time due to supervisor support, training & developments, work environment and compensation & rewards factors respectively. All these factors are strongly correlated to employee retention. The relative effect of the independent factors on employee retention is supervisor support, training & developments, work environment and compensation & rewards respectively.

5.3. Recommendations

Based on the findings and conclusion of this study, the following recommendations are forwarded in relation to the effect of determined factors on employees' retention.

- Almost 79% of the employees are younger than 33 years old and almost one third of the employees of the company were served less than a year. This is simultaneous or the same as with statements of the problem. Keeping this in to mind;
- The company lacks to give an attention for new and energetic employees as they require special support from the leaders.
 - So that the company should get adequate support from leaders the procedure for work, need to know what they feel on their job, make good relationship, and give them support for their gap. This would increase perception concerning the organization in positive way for new employees. Supporting becomes one of the factors affecting employee retention since the employee would feel comfortable to work their responsibility. Supervisor support is the dominant influencing factor in employee retention
- The company lacks in providing work related on job and off the job training to the new employees based on their performance; lacks in providing developmental training skill gap identification and incapability to solve problems for existing employees.
 - Young and new employees need training to refresh and upgrade their knowledge to accomplish their duty in a different way to face new challenges as they have the habit to know everything. They required to get on job and off the job training in addition to induction training and then based on performance gap identified semiannually for those who served more than six months. Existing employees who served more than three years also need developmental training to make ready them to take responsibility, to develop self confidence in order to solve problems by themselves and waiting for the opportunity to get the position in the future. The employee who served three or more years period in the company is the one who has already adapted him / herself with the company stats queue. So that there should be continuous developmental training programs based on proper evaluation. Training and development is the second most important influencing factor in employee retention.

- The work place lacks neatness; dining room and pure drinking water supply; availability of enough light in the production place, shower room; implementation of evacuation plan as OHS; and proper working tools availability.
 - The young and new employees are always requires conducive working situation in terms of availability of clean facilities, materials for work purpose, neat dining room, potable water and safe working situation. So that the company should create conducive, exciting and attractive working atmosphere to retain the employee. However, if they find conducive working environment, they may work in the same organization for long time. Therefore, in order to retain the good performer and well-educated employees, the management should try as much as possible to build a work environment that attracts and retain young employees as they want to keep neat themselves at this age and as if work environment considered to be the third most influential factor
- The company has also a problem of having well designed benefit packages based on the responsibility delegated and hardship work; and lack of providing recognition for better performer.
 - Young employees have high expectations of their compensation package from the company based on the hardship they face. So, a well designed compensation and reward helps to retain and attract especially new, young and skilled employees. The company should have well designed benefit packages according to the work difficulty (hardship) and the responsibility delegated. And also required to give recognition for better performer. This will enhance the life of employee in the company. Compensation & reward is the forth influential factor in determining employee retention.
- This research was made with the scope of selected variables based on pre assessment identification along with 64.55% of sample from entire population.
 - So that I am recommending for further research to be made with larger sample size, more number of chemical companies and what other factors affect employee retention by using this research as spring board.

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Annex - I

Questionnaire

Dear Respondent,

I am post graduate students in Addis Ababa University School of Commerce, Department of Human Resource Management. This questionnaire is part of the research paper conducted for the fulfillment of the requirements of Master of Arts in Human Resource Management and designed to collect information on how you feel about the employee retention strategy of G Global Gas & Chemical plc. As your responses to the questionnaires are of great importance to my thesis work, hence I kindly request you to answer the questions carefully and genuinely.

This information will be used only for academic purpose and your responses will be treated confidential. If you have any question(s), please do not hesitate to call on +251-911-72-46-11.

Thank you for your cooperation in advance

Section I

(Please tick () in the box of your response for the following questions)

1. You are a. Male b. Female
2. You are working at:
 a. Addis Ababa plant site b. Dukem Plant Site c. Head Office
3. Your age is a. <18 b. 18-25 c. 26-33 d.34-41 e.>41
4. What is your position in your company?
 a. Management member b. non- manager
5. The Experience you have in the current position?
 a. Less than 1 year b. 1-3 years c. 3-5 years d.5-7 years e. More than 7
6. Educational background?
 a. MSc /MA/ b. BSc /BA c. Advance Diploma d. Diploma e.< Diploma
7. What is your income level? **a.** Less than 2000 **b.** 2000- 4000
 c. 4001-6000 **d.** 6001-8000 **e.** 8001- 10000 **f.** More than 10000

Section II.

Please put a tick mark () in front of the following items indicating the level of your agreement or disagreement that best expresses your opinion based on the scale.

Scale:1-Stronglydisagree(SD);2-Disagree(D);3-Neutral(N);4Agree(A);5StronglyAgree(SA)

No	Factors and List of statements	Level of Agreement				
		SD	D	N	A	SA
1. Compensation & Rewards		1	2	3	4	5
1	I have received the right appreciation / recognition letter for my good performance					
2	I have received the chance of promotion in the company for better position					
3	The salary I am getting is fair compared to other companies					
4	I am getting the payment based on my performance					
5	I am satisfied with the company’s benefits package					
2. Training & Development		SD	D	N	A	SA
		1	2	3	4	5
6	The company has skill gap identification procedure & policy for training					
7	I have received all the necessary on/off the job trainings that are important to do my job well					
8	There is an opportunity of training & development for all employees					
9	I have received adequate problem solving skill after the training / development					
10	Management supports my talent by training					
11	The training I received provides special technique and skills in performing my job					✓
3. Supervisor Support culture		SD	D	N	A	SA
		1	2	3	4	5
12	I have received adequate support from my supervisor in performing my work					
13	Supervisors do spend good deal of time in listening to my ideas.					
14	I am happy with the relationship I have with leaders & bosses					
15	Performance appraisal system is relevant					
16	I am getting enough support & encouragement from leader(s)					
17	The leadership team feel clearly communicates company wins, struggles and goals					

4. Work environment		SD	D	N	A	SA
		1	2	3	4	5
18	There is enough illumination light at work place					
19	The work place cleanliness and hygiene is maintained well in the organization					
20	Ventilation facilities and Conductive working temperature is maintained at work place.					
21	Safe working environment is provided in use of personal protective equipment.					
22	Rest rooms and canteen are maintained well.					
23	I have the tools and resources I need to perform my job well					
24	I have the access to get pure drinking water at work place					
Retention		SD	D	N	A	SA
		1	2	3	4	5
25	I see a future for myself within this company					
26	If I could start over again, I would choose to work for another company.* ^R					
27	If I received an attractive job offer from another company, I would take the offer.* ^R					
28	If it were up to me, I will definitely be working for this company for the next five years.					
29	I have a sense of belongingness and loyal to this company					
30	I have good awareness on policy and procedure of employee retention					
31	I love working for this company.					

Section III. Open ended questions

1. Do you think as there is employee retention problem? **A. Yes** **B. No**
2. If your answer is 'Yes' for the above question, what do you advise in order to tackle/ reduce it to the possible minimum level? Please put your opinion on the space provided. _____

Annex- II

Frequency Distribution Table of Respondents									
Income level	Education	Exp	Sex	Age	Frequency	Percent	Valid Percent	Cumulative Percent	
<2000	< Diploma	1-3 yrs	Male	18-25	1	100.0	100.0	100.0	
	BSc/BA	<1 yr	Male	18-25	2	100.0	100.0	100.0	
		3-5 yrs	Male	18-25	1	100.0	100.0	100.0	
	Diploma	1-3 yrs	Male	18-25	1	100.0	100.0	100.0	
		3-5 yrs	Male	18-25	2	100.0	100.0	100.0	
2001-4000	< Diploma	<1 yr	Male	18-25	1	100.0	100.0	100.0	
		1-3 yrs	Male	18-25	4	80.0	80.0	80.0	
				26-33	1	20.0	20.0	100.0	
				Total	5	100.0	100.0		
		3-5 yrs	Male	18-25	1	50.0	50.0	50.0	
				26-33	1	50.0	50.0	100.0	
				Total	2	100.0	100.0		
	5-7 yrs	Male	26-33	1	100.0	100.0	100.0		
	>7 yrs	Male	26-33	1	100.0	100.0	100.0		
	Advance diploma	<1 yr	Female	18-25	2	100.0	100.0	100.0	
			Male	26-33	2	100.0	100.0	100.0	
		1-3 yrs	Female	18-25	2	100.0	100.0	100.0	
				Male	18-25	1	50.0	50.0	50.0
				26-33	1	50.0	50.0	100.0	
		Total	2	100.0	100.0				
		3-5 yrs	Female	18-25	1	100.0	100.0	100.0	
	BSc/BA	<1 yr	Female	18-25	1	100.0	100.0	100.0	
		1-3 yrs	Female	18-25	1	100.0	100.0	100.0	
		3-5 yrs	Female	18-25	1	100.0	100.0	100.0	
			Male	26-33	1	100.0	100.0	100.0	
	Diploma	<1 yr	Male	26-33	3	100.0	100.0	100.0	
		1-3 yrs	Male	18-25	4	33.3	33.3	33.3	
				26-33	8	66.7	66.7	100.0	
				Total	12	100.0	100.0		
		3-5 yrs	Male	18-25	1	25.0	25.0	25.0	
				26-33	3	75.0	75.0	100.0	
				Total	4	100.0	100.0		
	5-7 yrs	Female	26-33	1	100.0	100.0	100.0		

			Male	26-33	1	100.0	100.0	100.0	
		>7 yrs	Male	26-33	1	100.0	100.0	100.0	
4001-6000	< Diploma	1-3 yrs	Male	26-33	1	100.0	100.0	100.0	
		Advance diploma	<1 yr	Male	26-33	6	54.5	54.5	54.5
				34-41	5	45.5	45.5	100.0	
				Total	11	100.0	100.0		
		1-3 yrs	Male	26-33	4	80.0	80.0	80.0	
				34-41	1	20.0	20.0	100.0	
				Total	5	100.0	100.0		
		3-5 yrs	Male	26-33	2	100.0	100.0	100.0	
		5-7 yrs	Male	26-33	1	100.0	100.0	100.0	
	BSc/BA	<1 yr	Female	26-33	3	75.0	75.0	75.0	
					>41	1	25.0	25.0	100.0
					Total	4	100.0	100.0	
			1-3 yrs	Female	26-33	3	100.0	100.0	100.0
					18-25	2	28.6	28.6	28.6
					26-33	5	71.4	71.4	100.0
				Total	7	100.0	100.0		
			5-7 yrs	Female	26-33	2	100.0	100.0	100.0
		26-33			1	100.0	100.0	100.0	
Diploma		<1 yr	Male	18-25	1	25.0	25.0	25.0	
				26-33	3	75.0	75.0	100.0	
				Total	4	100.0	100.0		
		1-3 yrs	Female	34-41	1	100.0	100.0	100.0	
6001-8000	Advance diploma	<1 yr	Male	26-33	1	100.0	100.0	100.0	
		1-3 yrs	Male	26-33	2	100.0	100.0	100.0	
		5-7 yrs	Male	26-33	2	100.0	100.0	100.0	
	BSc/BA	<1 yr	Female	26-33	3	100.0	100.0	100.0	
		1-3 yrs	Female	26-33	4	100.0	100.0	100.0	
			Male	34-41	4	100.0	100.0	100.0	
		3-5 yrs	Female	26-33	1	100.0	100.0	100.0	
		5-7 yrs	Male	34-41	1	100.0	100.0	100.0	
	Diploma	<1 yr	Male	18-25	1	33.3	33.3	33.3	
					34-41	2	66.7	66.7	100.0
					Total	3	100.0	100.0	
		1-3 yrs	Female	26-33	3	100.0	100.0	100.0	
Male			18-25	3	100.0	100.0	100.0		
3-5 yrs		Female	26-33	1	100.0	100.0	100.0		
		Male	18-25	1	100.0	100.0	100.0		

8001-10000	Advance diploma	<1 yr	Female	34-41	2	100.0	100.0	100.0
		1-3 yrs	Female	34-41	3	100.0	100.0	100.0
			Male	34-41	2	66.7	66.7	66.7
				>41	1	33.3	33.3	100.0
		Total	3	100.0	100.0			
	3-5 yrs	Female	34-41	1	100.0	100.0	100.0	
		Male	34-41	1	100.0	100.0	100.0	
	BSc/BA	1-3 yrs	Male	26-33	1	50.0	50.0	50.0
				34-41	1	50.0	50.0	100.0
				Total	2	100.0	100.0	
3-5 yrs		Male	26-33	1	100.0	100.0	100.0	
>10000	Advance diploma	1-3 yrs	Male	34-41	1	50.0	50.0	50.0
				>41	1	50.0	50.0	100.0
				Total	2	100.0	100.0	
	BSc/BA	1-3 yrs	Male	26-33	1	100.0	100.0	100.0
		3-5 yrs	Male	26-33	1	100.0	100.0	100.0
	Diploma	<1 yr	Male	>41	1	100.0	100.0	100.0
	MA/MSc	1-3 yrs	Male	34-41	1	100.0	100.0	100.0