



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM**

**ASSESSMENT OF THE CAUSES FOR EMPLOYEES' TURNOVER IN
ANBESSA CITY BUS SERVICE ENTERPRISE**

BY

BRUK AKLILU MEZMUR

**DECEMBER, 2016
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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STATEMENT OF THE WRITER

First, I declare that this thesis is my genuine work prepared under the guidance of Mr. Shoa Jemal and that all sources of materials used for this thesis have been duly acknowledged. I declare that this thesis is not submitted to any other institution anywhere for any academic purpose.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with approval as a university advisor.

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December, 2016

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ABSTRACT

The purpose of this study was to assess the cause for employees' turnover in Anbessa City Bus Service Enterprise. To achieve the objectives, quantitative method was used. The study presented descriptive analysis of the rich data generated from multiple sources. Two stage sampling technique was applied to select 300 representative samples. The study employed self-administered questionnaires. Thus, questionnaire was prepared to be completed by current professional employees of the enterprise. The data collected from different sources by using different instruments were classified, organized, and interpreted by using the quantitative analysis in line with the objective of the research. The result of this study indicated that majority of the participant have mentioned salary and benefits within the enterprise as one of the causes to turnover. Hence, the greater portion of respondents have indicated that; they are not satisfied with their current salary, there is no clear reward and promotion system in the enterprise and there is a problem related to career development which would then decrease their chance to be promoted, benefited and rewarded.. Thus, majority of respondents have showed that there is no good relationship between the employees and their managers. Also the employees' general perception about the enterprise was found to be amongst the causes of turnover. From these results it is recommended that it would be better for the Anbessa Bus Enterprise to seat to talk to its employees about the benefit packages and to reach on consensus in win –win approach. The enterprise shall adjust problems related to work environment and make it as comfortable as possible. As employees' relationship with their supervisors and colleagues is another cause of the turnover, the enterprise should change its managers' interaction with its employees.

Key words: *Turnover, Causes, Salary and Benefits, Working Environment, Relationship with the Management and Work Colleagues,*

CHAPTER ONE

INTRODUCTION

Employee turnover has become a critical issue in a competitive world in any industry. Ethiopia as being part of this world, we see different challenges on this regard. Anbessa City Bus Service Enterprise, the oldest enterprise in the transport sector, was also facing similar fate. In this chapter, we discuss the general background of Anbessa City Bus Service Enterprise and present a summary of anticipated problems we want to study for a better understanding. Thus, the following sections will discuss the matter in depth.

1.1 Background of the Study

Every public service is established to provide some intended service to the people who are referred as customers. Providing public service needs structural organization, management, employers, and technology and knowledge to mention the major ones. The structural organization defines the responsibilities of each and every employer within the hierarchy of the organization. The management team plays a role to guide all activities in the right direction. It maintains the motivation of the employers for the effectiveness of the organization. Employers are the core for organizations, company or any institute. Employers are the one who are involved in every activities whether agriculture, manufacturing, education and other sectors. In a well-established state, organizations take good care of their employees.

Employee turnover refers to the number or percentage of the workers who leave an organization and are replaced by new employees. In other words, turnover is a voluntary cessation of membership of an organization (Morrell, K. et.al 2001). It is a critical human resource issue in all sectors of the economy. Turnover affects productivity, product and service quality and profitability. Turnover makes the investment for pre-training less secure. Additionally, finding skilled employees immediately is difficult. Overall, the firms' loss of the productive resources (trained personnel) will lead to lose of productivity. Therefore, employee turnover can be extremely devastating for any company by making difficult to maintain a steady and successful operation.

Turnover can be voluntary and involuntary. Voluntary turnover is avoidable and preventable and is defined differently for each organization (Gerhart, 1990). Whereas, involuntary turnover occur for reasons which are independent of the affected employee such as need to cut costs, restructure or downsize.

For low-income workers access to transportation is vital to be available for jobs. For this reason, in the past when transportation was very limited in Ethiopia, the government took the responsibility to provide public transport for a ‘reasonably’ affordable cost. Anbessa City Bus Service Enterprise (ACBSE) was the one to be established in 1943 to provide transport to the residents of Addis Ababa. After the establishment of the enterprise, there are of course many privately owned vehicles which provide transport and address the growing public transport demand. For the last seven decades, the governing body of the enterprise has changed. In 1959 it was re-established as Share Company (Enterprise profile, 2016). In 1974, after the Ethiopian revolution, company was nationalized and continued the transport service under the public Transport Corporation-PTC. In 1994 Anbessa City Bus Service Enterprise was again re-established as autonomous business enterprise by the council of ministers regulation No.187/97. In 2011 the enterprise was transferred to the Addis Ababa City Government (Enterprise profile, 2016).

The enterprise has three types of services- regular scheduled service, premium service, and special service. The scheduled service is a service given by the enterprise to the customers based on time table with 119 fixed routes. The premium service is a service given by the enterprise to government or nongovernment organizations, schools and other institutions. It is based on distance covered and agreed with the user ahead of time. Lastly, the special service is a service given when special occasion occurs like mourning, meeting and festivity based on kilometer and duration of service.

1.2 Statement of The Problem

Service is any act or performance that one party can offer to another. In any service, the customer expects deliverance of quality service. City bus service in big cities is one of the critical services to keep the city going. Anbessa city bus service enterprise aims to address the transport problem of Addis Ababa. But, the growth of the residents of Addis Ababa is making the operation very challenging to transit passengers from all corridors of the city. People have become mobile recently because of the work place and home. ACBSE is trying its best to help address the issue of transport. The effect of staff turnover and absenteeism of bus drivers mainly on duty need to be addressed. As we can see from the table below that there was the highest turnover in 2005 EC. The rest of the years also show that there is still high and increasing turnover. This is affecting the service and profitability of the enterprise. So, the causes to leave the enterprise should be addressed. The other problem is that there wasn't enough research that was conduct on ACBSE employees' turnover that this to a rise to understand the causes for the turnover in the enterprise. The following table presents a summary of employee turnover in the enterprise.

Table 1.1 Employee turnover at different branches from 2005-2008 E.C. at ACSBE

	Calendar year (Ethiopian)	Employee Turnover			
		Yeka Branch	Shegole Branch	Mekanisa Branch	Percentage of Turnover
1	2005	307	253	128	19.60%
2	2006	241	233	65	16.87 %
3	2007	286	216	135	17.25%
4	2008	310	269	125	18.59 %

Source: Enterprise profile, 2016

Table 1.1 presents the number of staff turnover from different branches of the city bus enterprise. Last year the maximum turnover is registered in Yeka branch, 310 turnovers in total. Yeka branch has highest turnover in other years too. All suggesting that turnover is more serious than ever. Rapid technological change and frequent revolutionized new ideas have created competition among organizations which increases an employee turnover and separation. Moreover, with better access to education and knowledge of individual rights at work place, employees want conducive

working environment. Therefore, there is a need to study and adjust working environment at the enterprise for the continuity of its existence. The purpose of this study is to assess causes for employee turnover.

1.3 Research Questions

- What are the main cause of employee turnover in the enterprise?
- What is the current trend of employee turnover in the enterprise?
- What programs has the enterprise designed to minimize staff turnover?
- What are the perspectives of the employees concerning employee turnover?

1.4 Objectives of The Study

1.4.1 General Objective

The general objective of this study is to assess the causes for employee turnover in Anbessa City Bus Service Enterprise.

1.4.2 Specific Objectives

- Identify the main cause of staff turnover in the enterprise.
- Assess the current trend of employee turnover in the enterprise.
- Examine the programs that are designed to minimize staff turnover or not.
- Evaluate the perspectives of the employees concerning employee turnover.

1.5 Significance of The Study

Governmental and public sector organizations success could be measured mainly through delivery of quality service to their beneficiaries. But, skilled work force turnover could affect the organization and endanger the achievement of the intended objectives and expected results. Thus, the general significance of the study is for the enterprise to improve its overall performance and become profitable. The following would be detailed significances of the study.

- The outputs from the study would help the enterprise to become more effective in keeping experienced employee and providing quality service. The recommendations of this study would make the enterprise more competitive and ensure its continual service in the transport industry.
- The research might lay a foundation for further studies in the area of public bus service in Addis Ababa and other regional cities where there is growth in population size. It could be considered as a reference material.
- This study could also help to answer what could be the causes of employee turnover in other industries.

1.6 Scope of The Study

The enterprise has a branch in Jimma, but because of time and budget limitation, this study was delimited to employees of the enterprise of Addis Ababa branches. The study population was the current workers of the enterprise. Moreover, the study assessed the causes for employees' turnover at ACBSE from April to November, 2016. Descriptive analysis and statistical tools were mainly used as the method to present and summarize the results.

1.7 Limitations of The Study

The main limitations of the study could be time and cost constraints. The enterprise is a huge entity in the transport sector, with many employees and structure throughout Addis Ababa. Dispatching questionnaire to all the branches of the enterprise throughout Addis Ababa has a huge cost and may take longer time. It was challenging to meet some of the employees, specifically the drivers of the city bus enterprise as they often spend their time on the bus. The awareness and openness of the customers to the overall research process and research questions were also limitations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter covers the literature reviewed of theories and the conceptual framework, which serves as evidence for the causes of employee turnover and its effect. Definitions of employment, employee turnover are briefly highlighted. Moreover, researches on Ethiopian business sector and organizations in regard to the assessment of employee turnover are reviewed.

2.1 Theoretical Literature

2.1.1 Service and Employment

Service is any act or performance that one party can offer to another. In a service industry, there is always a provider and a customer. The provider provides service through its employees. Kotler and Keller (2009) define service as any intangible act or performance that one party offers to another that does not result in the ownership of anything. The owners of company's recruit employee to provide good service. Service could also be defined differently as a process resulting in an outcome in a partly productions at the same time and consumption process. Thus, service provision and consumption are activities which go side by side in a service delivery process.

Service is intangible in its nature, it cannot be mass produced. You can't touch and sense it. Services unlike tangible products are produced and consumed at the same time in the presence of the customer and the service producer. For example, during shopping we cannot feel service unless we access a physical shop or an online shop. Thus, the service and consumer of the service are inseparable, at the same time they have to be together. Due to the human element at the time of service delivery, probability of errors is due to intangible behavioral processes that cannot be easily monitored or controlled.

In a competitive market, employing skilled individuals is important. During employment companies perform different selection criteria to create skilled workforce. It includes; written examination, looking at certificates and recommendations, conducting interviews (over a phone or physically) and practical examination for some professions.

Employment agencies sometimes assist different companies or organizations to get the right person for the vacant position. However, many employees after being well trained and get rich knowledge while working at the organization and skilled leave organizations with their skills untapped.

2.1. 2 Employee Turnover

In today's competitive market and job environment, human resource development has great significance. As a result, organizations are continually modernizing all activities at management level and work environment to keep their experienced employees. We know that the lack of retention of employees in an organization leads to the loss of skilled and experienced employees.

Employee turnover is defined as the ratio of the number of workers that had to be replaced in a given time period to the average number of workers, dictionary definition. It was defined differently in other literatures. For example according to Coomber et al (2007) it is defined as the movement of staff out of an organization to other organization for search better condition and benefits. On another hand, staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract. It could also define as the rotation of workers around the labor market in search of better salary, working environment and others (Abbasi and Hollman 2000). Different terms have been used for employee turnover, such as quits, attrition exits, mobility or succession.

Griffeth and Hom (2001) have provided the following framework of staff turnover.

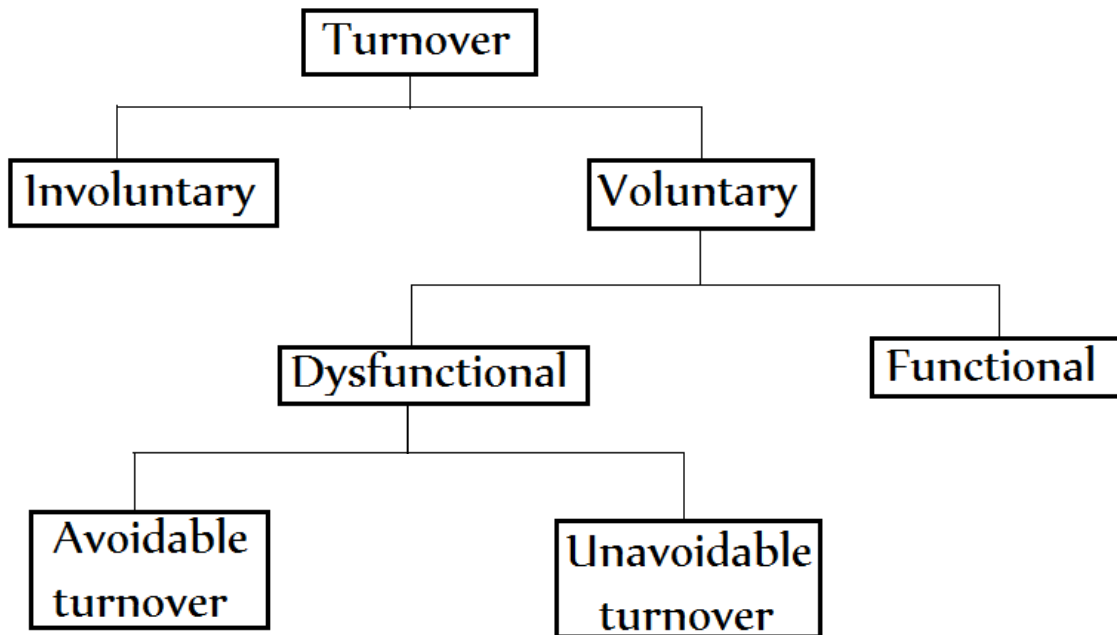


Figure 2.1 Framework of Staff Turnover

Voluntary turnovers are those caused by the employee out of the company's or organization's choice. They are the only ones in making decision of such situation. For instance, taking another job in other organization for better salary whereas, involuntary turnovers are because of the decision by the management of the company or the organization. For instance dismissal for gross misconduct is considered as involuntary turnover. Sometimes it could be due to reduction of employees due to financial crises.

Voluntary turnovers are further classified into functional and dysfunctional. Functional turnovers are the resignation of substandard performers (poor achievers in the organizations activities) and dysfunctional refers to the exit of effective performers (best achievers). Thus, dysfunctional turnovers are greatest concern for organization as it has started losing the skilled human force. Thus, it usually affects the performance of the organization. It is further classified into avoidable and unavoidable turnover. Lower compensation and reward, poor working condition and others are regarded as causes of avoidable turnover. The organization can change conditions so that

employees can change mind from quitting jobs. Whereas, family moves, serious illness, deaths and others are causes of unavoidable turnover.

2.1.2.1 Causes of Employee Turnover

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is highly related with employee turnover. Companies could use different methods to check job satisfaction. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities in the work itself, and coworkers, (Giese, et.al. 2002).

Satisfaction with work environment and group cohesion, single cohesion and working in hospital were the significant predictors of anticipated turnover of Sidama Zone nurses (Agezegn Asegid et.al 2014). In the study it was recommended that managers should consider modifying the situations at the work place and group cohesions to retain the already experienced nurses. Frederick Herzberg's two-factor theory (a.k.a motivator hygiene theory) attempts to explain satisfaction and motivation in the work place. It states that, both satisfaction and dissatisfaction are driven by factors such as motivation and hygiene factor, respectively. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals. Achievement in work, recognition and promotion opportunities make employees perform well and provide satisfaction as a result it declines the chance of turnover of employees from organizations, (Magi, A. & Julander, C. R. 1996).

Maslow (1970) suggests that employees will always want more from their employers. Once subsistence needs are satisfied, employees want to fulfill security needs. Then, it follows satisfying a social need which further leads to ultimate end of self-actualization. Therefore, work satisfaction is highly correlated with staff retention. Usually employees who are satisfied with their work tend to remain in their jobs. We see a hierarchy of needs which we witness in other part of life other than work environment.

Results presented in Halogen Software, 2008 (<http://www.halogensoftware.com>) showed statistically valid evidence about the relationship between patient satisfaction and employee satisfaction which was seen as significant. This is because nurses or other health care workers get happiness from fast recovery and satisfaction of their patients. As a result, nurses who were not

satisfied at work were found to distance themselves from the overall activities within the health care system.

Rates of turnover might vary with unemployment rate. The lower the unemployment rates the higher rate of turnover. This is because of the lower unemployment rate in any sector, individuals usually feel secured to just quit a job and look for another job (a better one possibly) In addition, in places where individuals get alternative employment opportunity, turnover rates are high. New job attracts employees and hence make decisions of leaving old jobs. A poor relationship with the management can also be an important reason for a turnover in certain companies or organizations. A lack of proper training (specific to the work) and development also causes employee turnover.

Sometimes employees at jobs tend to compare themselves with their work colleagues in positions above and below them in the hierarchy. This is what is usually referred as social comparisons. In some situation it might be an important predictor of outcome expectations and job satisfaction. Social comparisons are deeply rooted in organizational life which leads to comparison of individuals' salaries and rewards with those of their coworkers. As a result social comparisons affect the attitude and adjustments at work place (Brown et.al 2007).

Public sector services by nationals of Oman`s in their country was given priority by the government. Thus high salaries, limited working hours, longer annual leave, high job security and other privileges motivated individuals to work in public sectors. However, some factors still influence the retention of employees in Oman despite all the incentives listed above. Job autonomy, job quality, morale, motivation and a healthy environment are listed as the causes of turnover in Oman`s public sector.

According to Shamsuzzoha, et.al, turnover basically arises from unhappiness from job place. But they are also a number of other factors which influence turnover. The paper listed ten factors which are briefly described as follows.

- i. The economy – better economy has better alternative jobs and hence individuals exit for a higher paying job.
- ii. The characteristics of the job – the job`s attractiveness which might depend on repetitiveness, challenges, danger and others affect individuals attitude to stay or exit the job.

- iii. Demographics – Situations of demographic and biographical characteristics of workers also affect turnover in some aspect.
- iv. The person – individual behavior such as, a desire to learn new things affects turnover. Additionally, trait-based factors to the employee may force the person to quit.
- v. A bad match between the employee`s skills and the job – Sometimes because of a match, individuals become discouraged by their current job.
- vi. Substandard equipment, tools or facilities – Usually employees are not willing to put life risks for something which might not change their life for good. Thus, important facilities or tools should be in order to retain employees.
- vii. Lack of opportunity for advancement or growth – If the job is basically a dead-end proposition for advancement employees might quit from the post.
- viii. Feeling of not being appreciated – Appreciation is a key to make individuals happy and hence retain them at work.
- ix. Inadequate supervision and training – Employees need guidance and direction. Big organizational with good reputation often give trainings to new employees before start actual work at the organization.
- x. Unequal or substandard wage structure – Inequality in pay structures or low pay might cause dissatisfaction resulting to quit a job.

The results presented in Shamsuzzoha et.al showed that less salary was the major among the causes of turnover with 33% individuals leaving posts. Irregular payment, improper management and better job option were also the reasons contributing to significant turnover. However, working time and delay of promotion were least influential for turnover.

Individuals quit job for a variety of reasons. These might include career changes, geographical moves, and pursuit of educational opportunities or retirements. The causes were not exactly similar with the study by Shamsuzzoha et.al. During the month of August, which received the highest turnover among the other months, employees leave job to return to school.

Another interesting result, though expected, is that the percentage of employee turnover among part-time is usually more than that of full-time employee turnover with the exception of some years.

Another study by Bilau, A.A. et.al (2015), has also listed about six factors which influence the retention of individuals at job. These include job satisfaction, salary or payment, role stressors (which refers to role conflict, role ambiguity and role overload), poor employee`s training, fringe benefits (an indirect reward given to an employee), and lastly alternative employment opportunity. Griffeth, R.W. et.al (2000) have also found that there can be various reasons for employee attrition; higher compensation package in other companies, adequate for growth in newer companies, poor and unstandardized rules of administration in the present set up, heavy work load, absence of job security, improper location of the work place, possible threat of frequent relocations, a better boss in new company and brand image of the new company. It has found that salary and image of the industry or organization were important factor which act as a significant role for employees leaving their organization.

Different researchers give different weight to different causes of turnover. According to a research by the society for human resource management and Aon consulting only three reasons significantly affect voluntarily leave by employees (John Reynolds, 2016). The first reason was employees want to advance their career with greater opportunities for training and career development. Secondly, due to individuals` interest to have a better compensation and benefits packages. Lastly: poor management of the organizations leading to dissatisfaction of employees. In another study; unfair system in the organization, absence of regular promotion, lack of autonomy in my job, poor organizational commitment and others were listed as the main reasons for turnover of nurses in East Gojjam, Amhara region, Ethiopia (Girma Alem 2015).

It is not only business or the industry sector which has turnover issue, but also research or academic sector also faces such issue. The agricultural research council (ARC) of South Africa reportedly has extremely high and volatile turnover of its researchers reaching up to 24 percent in the last 10 years (2001-2010), Sène et.al 2011. Doubling the recruitment had some impact to at least lower the turnover up to 2007 but recently increased. A recent report showed a 44 percent of staff resigned voluntarily. Of these, 38 percent indicated that salary levels and service conditions influenced to leave job. A further 16 percent indicated that working conditions and organizational culture were the reasons behind their turnover. It was not different in a research sector in Burkina Faso. The agricultural sector of Burkina Faso also had a high turnover of its researchers. A research

showed that Burkina Faso lost almost half of its researchers between 2001 and 2010 from the environmental and agricultural research institute (Sène et.al, 2011).

2.1.2.2 Effects of Employee Turnover

When a poor performer is replaced by a more skilled employee, whether voluntary or involuntary, then turnover benefits organizations positively. On contrast, turnover may be costly for many reasons. It usually requires cost for different activities such as administrative cost of recruitment, cost of recruitment itself, cost of covering the ex-employee`s position during the period of vacancy and training cost for the new employee. There are still additional effects, but here we listed the major ones only.

Losing a single key worker at an organization can decrease the likelihood of project`s success and can reduce investors` confidence in the firm (Lee et al 2000). Employee turnover might also affect the individual him/herself and the society. Sometimes a low level of employee turnover is acceptable at any organization. It might help to eliminate low performers and also encourage innovation with the recruitment of new employee (fresh human power). However, high levels of employee turnover lead to low performance and ineffectiveness in organizations. Therefore, organizations are usually happy when employees categorized as poor or average performer quit job. On contrary, organizations become disappointed due to the turnover of high performing, high potential stars. In general, high turnover leads to losses of accumulated experience and learning.

Some researchers proposed for a need of an optimal turnover rate for an organization at which the costs of turnover are minimized. Organizational performance may rise with turnover up to some level and then falls as turnover increases further. This was explained in an inverted U shape (as demonstrated below), (Siebert and Zubanov, 2009).

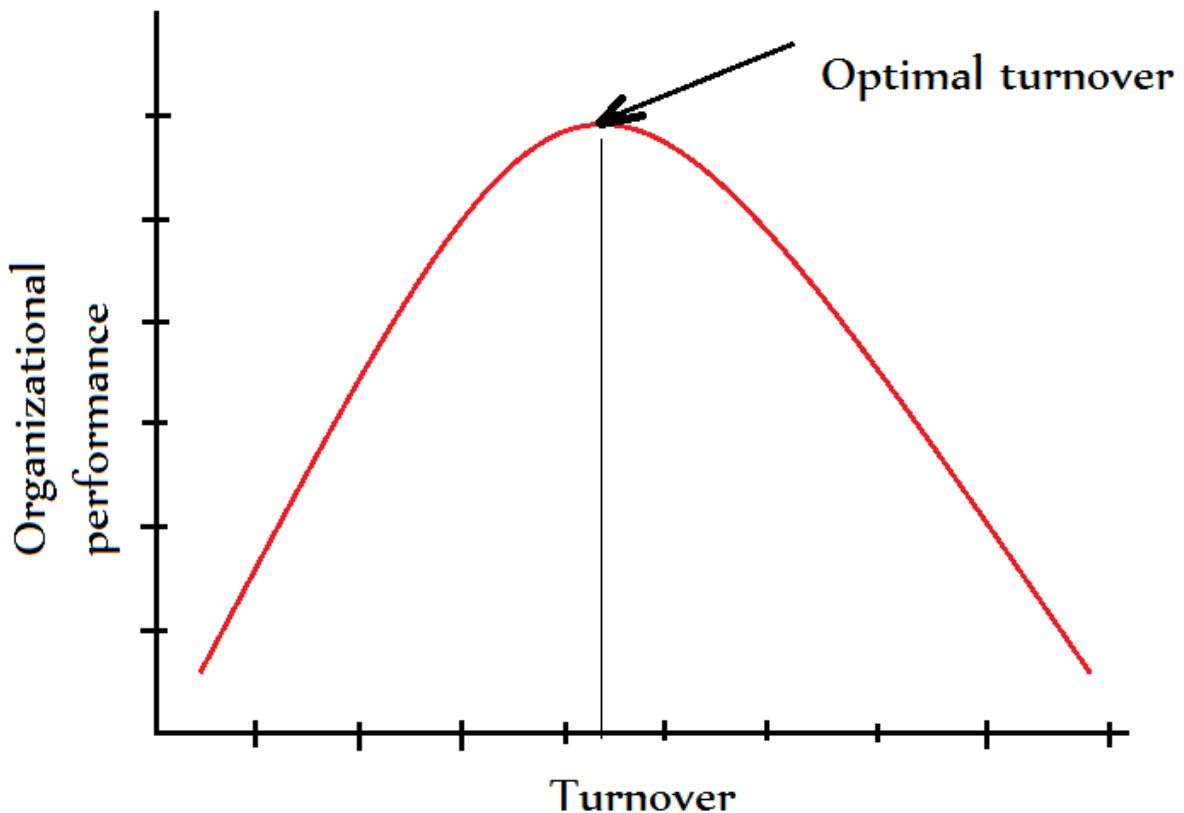


Figure 2.2 Optimal Turnovers for Highest Possible Organizational Performance

Decreases in employee turnover represent cost savings to businesses (Faulk, D. and Hicks, M. 2013). This is due to the fact that costs associated with training new workers and rebuilding firm-specific knowledge can be reduced as a result of better retention. It was evident in the analysis of a public bus system (Faulk, D. and Hicks, M. 2013).

Much of the impact of turnover on the performance of the organization comes from costs of turnover. These might link with the recruitment and training of new employees. An immediate impact seen by the departure of key employee is experience of operational disruption. This could be due to either the loss of the very specific skilled human capital or the loss of the social capital embedded in worker's relationship among themselves. Another impact may be a feeling by the remaining staff (demoralization). When a respected friend and colleague leave an organization, the other close friends might be emotionally weak.

Positive impact of turnover (at least when it is a reasonably high number) has been presented in different studies. Organizational psychologists claim that employee`s efforts are high at the time of recruitment and decline with time. It also opens a door or an opportunity to create a setting for exploration or innovation.

According to Bilau, A.A. et.al (2015), the effects of employees` turnover are categorized to five main categories. These are: incurred cost, decreased performance, cost of recruitment and training, lower knowledge base and lastly new employees are accident prone. By incurring cost, it means turnover affects organizations in terms of measurable financial costs as well as intangible knowledge-based and productivity costs.

Hale, J. (1998) showed that employers cited recruitment cost of 50 to 60% of an employee`s first year`s salary and up to 100% for certain specialized, high-skill positions. In another study (Fitzenz, J. 1997), the total turnover cost (direct or indirect) of an exempt employee is a minimum of one year`s pay and benefits or a maximum of two year`s pay and benefits.

Turnover, in addition to the negative economic impact, can affect the entire social system of the organization. At work environment employee make a network which has an amount of understanding, communication and team spirit among themselves. Turnover affects such existing links and hence disrupts the social capital. According to Moreland, R.L. and Levine, J.M. (1982), employee turnover was a threat to the efficiency of organizational transitive memory systems.

2.1.3 Employer Turnover in Ethiopian Public Sector

Study of causes of effects of employee turnover is a growing field of management phenomenon in Ethiopia. It occurs in all organizations. Recently, many researches are being conducted. It includes services in health sector, church organization, and banking industry to mention few. Studies in East Gojjam and Sidamo Zones in Ethiopia conducted assessment of causes of turnover and effects (Girma Alem 2015, Agezegn Asegid 2014). Poor payment was the top reason among the others for the turnover of nurses in the health sector (Girma Alem 2015).

A recommendation from the study by Agezegn Assegid et.al 2014, suggests that creating conducive working environment and group cohesion can help increased retain among the nurses and maintain the experienced employees for the organizations.

In another study, low salary was the top among the causes of employee turnover from respondents who left the bank of Abyssinia (Wallelegn 2013). Bank's commitment in giving leave for exams (some were on part time study), school fee and assistance for housing, vehicle, personal and staff loans were mentioned as additional causes for the ex-employees to leave the bank. Final recommendation from the study states that compensation system and benefit packages need to be attractive to retain employees. The limitation of continual training and development need to be also improved to increase the effectiveness of the employees and hence their job satisfaction.

A research conducted in the banking industry of Ethiopia suggested that leadership style was related with employee turnover, though weak (Tsigu, 2015). The regression model used reveals that overall leadership style explains 38 percent of the variation in employee citizenship behavior and another model showed that it only explains 8 percent of the variation in employee turnover causes. Thus, it recommends that banks to study their leadership style. Obiwuru et.al.(2011) has previously asserted that leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Good leadership provides good two-way communication, employee to boss relationship and communication, and use of participation and creation of opportunity for need satisfaction are meant for increasing the understanding between the leader and his subordinates.

Like the business industry, research centers in Ethiopia have also challenges of employee turnover (GebreEyesus, 2015). The national agricultural research system has faced a serious staff turnover mainly due to a need for higher pay and better work station and place. The work stations are mainly situated in remote areas far from towns. Since the salary offered to researchers by NGO's was higher than the one offered by the agricultural research centers, employees leave job and join local or international NGOs. Medical insurance to the employees was not included in the recruitment package. But it was supposed to be a default setting as most research centers were located in the rural areas and have high exposure to Malaria and other diseases.

Other incentive which should have been included was a transport service from towns to research centers and vice versa. All these factors affect the attitude and commitment of employees.

The result from GebreEyesus, (2015) raised two main challenges due to the loss of senior and qualified researchers. Firstly, it significantly hinders the execution of the institute's strategic plan.

Secondly; young researchers may not have the opportunity to benefit from the experience of the senior researchers. Thus, it created discontinuity of research programs, which will negatively affect performance. For example, a release of improved variety of crops involve years of research at a field and in the lab with the involvement of various experts. When individuals (experienced) leave job, the continuation of such big projects face challenges.

Another study addressed the issue of employee turnover in one of Ethiopian public sector organizations, Ministry of Finance and Economic Development (MoFED) (Argeta, 2011). Most ex-employees of MoFED left the organization due to gender role which accounts for 63.6 percent. Mismatch between employees qualification and position at the organization was also given as a reason to quit job. At work place, employees felt that they did not gain some experience. 54.5 percent ‘strongly agree’ that they did not gain experience. The limitation of considering qualification and experience for promotion was also a problem seen in the organization. The study left some valuable recommendations which should be considered by MoFED. These include; a need to develop retention mechanisms for the organization, perform job promotion on merits and qualification basis, improve benefits as an incentive, work with supervisors of the organization to have good relationship with their subordinates and etc.

Hundera, (2014) studied the turnover rate of academic staff in one of Ethiopian Universities, Haramaya University. The study showed that gender difference was a predictor of academic staff’s organizational commitment and intention to leave the university. The level of role stress was higher among female academic staff compared to the male. With regard to the overall satisfaction, both male and female staff seemed to be less satisfied with no significant difference among them. Moreover, the intention to leave the university was higher among female academic staff. The main reason for the commitment of staff was the overall satisfaction with higher effect on female staff. It was also shown that role conflict had a significant negative effect on organizational commitment among female. Role conflict was shown to affect female’s intention to leave job as compared to male staff.

Like most parts of the world, Ethiopia faces not only employee turnover, but also firm turnover. The Ethiopian manufacturing sector exhibits high firm turnover rate. A study showed that firm

turnover was particularly higher among new entrant firms by which up to 60 percent of new employees leave positions within three years of recruitment (Gebreeyesus, 2005). The study also showed a significant difference in productivity across different groups of firms and their turnover patterns. Those firms with fewer turnovers have better productivity and service in the market; whereas firms with high turnover are less productive and hence forced to exit the market. In a concluding remark of the study, firm turnover was substantial with about 22 percent annual firm turnover rate over the period 1996-2003. Usually high firm turnover rates affect considerably the mix of firms and resource allocation, which creates job destruction and output contraction creating an impact on the labor market.

2.1.4 Strategies to Reduce Employee Turnover

Research findings show that about 86% of employers experience difficulty attracting new employees and about 58% experience difficulties in retaining their employees (Hale, J. 1998). These figures suggest for a need of different strategies to minimize turnover.

Reasons for choosing a corporation as an employee were presented in (Ramlall, S. 2003). Location of the company and compensation are significant factors cited by the respondents. The actual responsibilities of an employee and the company's reputation were second significant factors, whereas empowerment of employees and attractive benefits were considered least significant. Thus, in some companies a strategy to provide better compensation has to be placed to increase the chance of retention of the employees. Moreover, during the recruitment process to clearly ask individuals if the location of the work place is convenient.

A research conducted to create a guide to analyze and manage employee turnover suggested the following menu of retention practices (David G. Allen, 2008).

- a) Recruitment – Evidences suggest that recruitment practices strongly influence turnover. It is important to present a realistic job preview to the individuals who apply for a job. Unless individuals are provided with accurate information, the attitude of individuals might change after recruitment. Moreover, specific performance expectations, the positive characteristics and potential challenges associated with any job should be clearly presented during the recruitment process.

- b) Selection – Usually, how individuals are selected influences turnover using biographical data during selection is one especially effective technique. Research shows that biographical data questionnaires can be quite helpful for better prediction of retention. This is because, biographical data shows life experience associated with different people and reveal some background information about the person.
- c) Socialization – In many organizations, new employees have comparably higher turnover. It has been shown that socialization practices can help new employees become associated and friendly with co-workers and the company in general and thus increasing the chance of staying longer at the job. Socialization practices could include, shared and individualized learning experiences, get together (or informal functions) and others. Always provide new hires with a positive feedback as they adapt. Involve experienced employees as a role model, mentor to the new recruits. Arrange different activities, such as orientation, carefully so that new hires experience them. Lastly, it is good to provide clear information about the learning curve to adapt the company and the challenges they may face.
- d) Training and development – It could discourage turnover by keeping current employees satisfied and well-positioned for future growth opportunities. Some jobs need constant updating of skills. When such needs are not satisfied employees might leave. However, training may sometimes come with negative image. Training makes employees more marketable and hence other organizations may want to recruit them. But, individuals who receive more training are somewhat less likely to quit than those with less or no training at all (Allen, D.G. et.al 2003).
- e) Compensation and rewards – These two aspects of a job market influence the individual's attitude to stay at the job or not. When organizations fail to competitive rewards, retention of talent will be at risk. At the same time salary and payment satisfaction are modest predictors of turnover at companies (Griffeth, R.W. 2000). Research suggests that leading the market with respect is a nice approach to retain employees. This has dual benefit; promoting satisfaction and minimize the relative attractiveness of alternatives. Many organizations tie vacation hour with seniority and offer retention bonuses, which associates with longer tenure.
- f) Supervision–“people leave job because of bad bosses” - is a saying supported by research. Evidence suggests that worker's satisfaction, which is a determinant factor for turnover,

with his or her boss affects retention (Griffeth, R.W. 2000). Thus, it is important to prepare supervisors and managers to be a good leader and develop good relationships with their subordinates. For this, supervisors can be encouraged to focus on retention of employees in their team.

- g) Employee Engagement – Strengthening employer engagement by different activities in your organization can help retain talent. When employees are engaged, they are satisfied with their jobs, enjoy their work and the overall activities in the organization. Moreover, the individuals will start thinking that their job is important and believe that their employer (boss) values their contribution. A research (Ramsay, C.S. 2006) showed that highly engaged employees were five times less likely to quit job than the employees who were not engaged.

Research by (Griffeth, R.W. et.al 2000) came up with different suggestions to be used by the human resource (HR) people to retain many employees as possible. However, one can see basic similarity among the previous detailed lists of strategies by David G. Allen, 2008. Nevertheless, for comparison we listed them as below.

- i. Offer attractive compensation package based on their qualification skills.
- ii. Provide adequate incentives which are related to their effective performance.
- iii. Provide reasonable chances and ladder for promotion.
- iv. The job should be flexible and interesting.
- v. Create challenge oriented jobs as many as possible to provide variety.
- vi. Provide adequate opportunities for training and development.
- vii. Define executive`s jobs without any vagueness.
- viii. Resolving quickly conflicts between the superiors and subordinates.
- ix. Provide necessary extra facilities like medical, children education are few among the suggestions listed.

Difficult economic times challenge sales managers. Gradually improving economy usually creates greater job mobility leading to high turnover in many sectors. This is mainly because employees become less worried about job security and hence it becomes challenging to keep top sales employees. Experts believe that the total cost of replacing an employee was somewhere around 150% of that employee`s annual compensation. However, in sales industry it is even much higher.

When sales professionals leave (depart), it means loss of key customers creating millions of dollars of lost revenue. The researcher, Geoffrey James describes the following strategies as to how sales managers can retain key personnel. The following four are considered as the major activities needed to be acted by the sales managers.

- Place individuals in the right sales jobs, thereby ensuring increased employee success.
- Create a satisfying career path for individuals within the firm, thereby reducing incentive to leave.
- Customize sales training to match the innate behaviors of the individual, thereby increasing employee engagement and loyalty.
- Improve the relationship between the manager and the sales professional through more effective coaching.

Challenges of retaining employees at job happen in every service or product sector. The majority of the public sector organizations do not have an established way of retaining employees. This showed that human resources management role was still very weak by then. As a recommendation, the researcher listed some factors to be considered by organizations. These include; better recruitment effort, review job contents, compensation practices, leadership and supervision, career planning and development, alternative work schedule, improving working conditions, team building, centralization and others. It was also mentioned that, the efforts above could bring effective changes when conducted by HR professionals.

It is the same situation with labor market as in the public sector. Despite the growing challenges of turnover with in the current labor market, certain causes associated to turnover in a company or organization can be managed. These include non-competitive compensation, high stress, working conditions, etc. To avert these challenges and bring change, organizations should take some developed retention strategies which include:

- ❖ Access the current situation and measure the turnover rate in your company. Turnover rate is calculated by dividing the number of annual terminations by the average number of employees in the work place.
- ❖ Measure the true cost of turnover.

- ❖ Develop retention strategies and plan for expected turnover and a changing work force culture.

2.2 Empirical Review

There is now a substantial evidence that employee turnover affects overall performance of the organizations. Research out puts of Lee et.al 2000, and Bilau, A.A. et.al 2015 presented effects such as: decrease the likelihood of projects success; costs the company for training of the new employees, and covering positions of the ex-employers. The need to assess the cause of employee turnover in city bus service industry continues to be very important in a competitive market. It helps to take measures so that employees' retention could increase. Additionally, it is also important to sustain the continuity of the organization and assure economic growth, otherwise liquidation of the organization might happen.

Demelash Abate showed that the efficiency of Anbessa organization as poor. The Anbessa city bus service was limited because of the infrastructure. The road infrastructure of the city which was less than 8% of the built up area of which the arterials and sub arterials have small share this limited the extent and spatial distribution of the city bus service to only few corridors. Approximately 93% of high income people, 90% of middle income and 78% of low income can get service of the Anbessa city bus within a walking distance of 1km. The study recommended that upgrading routes, encouraging private participation, increasing frequency of service and bus priority measures could improve public transport in Addis Ababa (Abate Abreha, 2007).

According to a published research in 2007, 40% of all public transport passengers in Addis Ababa were addressed by the Anbessa city bus enterprise, Gebeyehu and Shin-ei Takano (2007).

Study showed that, Addis Ababa city bus enterprise did not assure capital grants. The enterprise mainly relied on grants from Netherlands government and the state for capital expenditure financing (a thesis by Meron Kassahun, 2007). The same research paper showed that there was high staff turnover of drivers, technicians and some professional staff.

Salaries were not competitive for different positions as possible reason for turnovers. The study also mentioned general challenges of the sector. Lacks of infrastructure, lack of public transport policy and organization structure were few of the challenges. Despite these challenges, more than

half a million passengers use the service, per day, with a fleet of only 534 buses. Additional passengers of Addis Ababa's residents, however, commute every day using private taxis.

In April 2009, over 13 million people worldwide were expected to have employment at public transport sector. Urban public transport employment contains more than half of these jobs (around 7.3 million people), (EOST,2011).The number of employees of public transport operators in the EU-27 (27 European Union states) decreased by just under 4% between 2000 and 2010. This corresponds to a loss of about 45,000 jobs. However an increasing trend was observed between 2007 and 2010. Moreover, it was estimated that the labor turnover of drivers was about 12% in all transport modes.

In United Kingdom (UK), 20% of all bus and coach drivers are aged between 60 and 64. Whereas, only 5% of the work force across the economy as a whole are aged between 60 and 64 as it is described in the State of the nation report 2013. Moreover, 58% of the bus and coach industry workforce are aged 50 or above, with only 7% of the workforce accounts for individuals under 30 years old. These figures showed that the industry attracts older people. The bus industries in UK were forced to decrease a 10% per annum labor turnover whereas, 14% per annum turnover was seen in coach industries. Buses and Coaches are both used for carrying passengers from place to place. The differences between a bus and a coach may be hard to recognize. However, differences in service, comfort and pricing define the differences. Buses usually operate as part of scheduled service, dropping off and picking; such as school bus or public transport. Whereas, coaches refer to more luxurious form of buses and mainly chartered for long distances such as between cities or even countries. These terminologies are clearly identified in countries such as England and South Africa. In Ethiopia we use bus for both occasions with addition of prefix (e.g. city bus – የከተማ አውቶብስ and የአገር አቋራጭ አውቶብስ).

In an agricultural research council of South Africa, turnover of researchers between 2001 and 2010 reached up to 24%. A recent report even showed an increased trend, where 44% of staff resigned voluntarily (Sène et.al 2011). In somehow consistent trend, an environmental and agricultural research institute in Burkina Faso suffered almost fifty percent researcher turnover.

As the above literature suggests, employee turnover is a reality in any kind of business, whether public or private, be it profitable or non-profitable. The higher the employee turnovers the higher the effect on the overall performance of the organization.

A Google search and other research archives using the subject index term “Anbessa city bus service enterprise” yielded little information with few detailed researches, which we discussed in the previous paragraphs. Moreover, results and recommendations of researches conducted in other countries and different setting cannot be directly implemented for the situations of Addis Ababa city bus enterprise.

2.3 Conceptual Framework

The conceptual framework for the study shows that employee turnover depends on a number of factors. Some of these are: work load, employee salary, job satisfaction, compensation practice, and career development. It is generally accepted that incentives and competitive salary in particular affect employees’ stability in an organization. In this literature too, it is easy to learn that the lower the incentive/salary package is the higher the turnover of the employees’. This relationship can be seen as inevitable concept forming a strong bond. Addressing these issues could also be considered as addressing what effects can bring employee turnover on the overall performance of the enterprise.

Different researchers indicated various causes for causes of employee turnover. The following case study in Ethiopia indicated satisfaction with work environment and group cohesion were significant predictors to anticipate turnover of Sidama Zone nurses (Agezegn Asegid et.al 2014). A worker comparing himself/herself with another work colleague above and below in the hierarchy was also shown to be a predictor for employee turnover. Turnover also arises from unhappiness from job place (Shamsuzzoha et.al2007)

Other causes for turnover mentioned by the same author includes; miss match between the employee’s skills and the job, lack of opportunity for advancement or growth, unequal or substandard wage structure, and poor management. The question that arises from this assumption is that: *“What are the main causes for employee turnover in the enterprise?”*

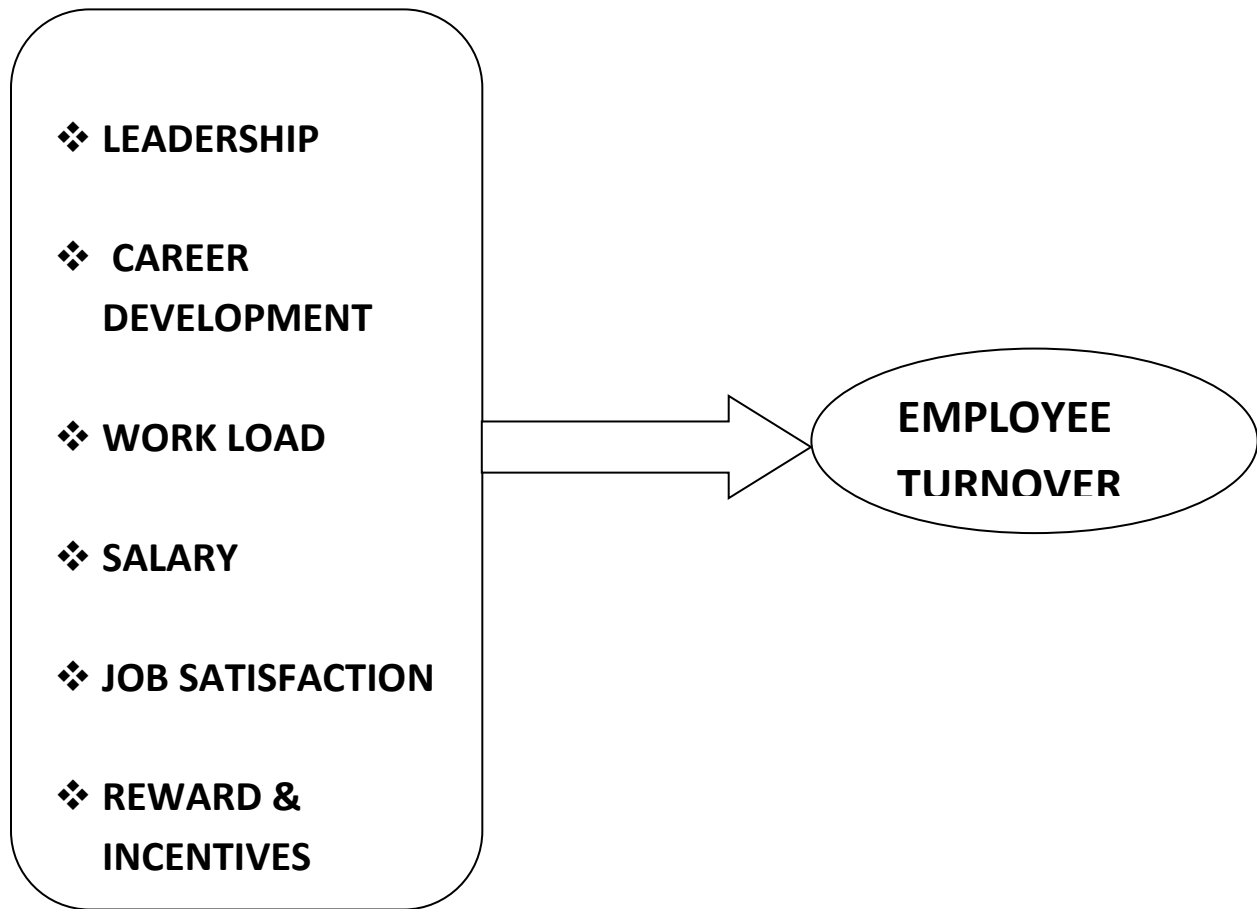


Figure 2.3 Conceptual Framework

Adapted from: Griffeth, R. and Hom, P. (2001) *Retaining Valued Employees* Thousand Oaks, CA: Sage

CHAPTER THREE

RESEARCH METHODOLOGY

The aim of this section is to explain methods used in carrying out this research, how the research was design and reasons for the choices. Thus, this chapter discusses how the research methodology was employed in the study. It indicated the research design, the population, research instrument, sampling techniques and data analysis techniques. It also explains the data collection method.

3.1 Research Design and Approach

A good research design is the core for the final analysis of the research results. In an attempt to address the causes for employee turnover, the researcher used a descriptive design with one time event for data collection. Quantitative method was used to analyze the data that was collected from the current employees of the enterprise. The study presented descriptive analysis of the rich data generated from multiple sources. Frequency and cross tabulation that were commonly used to present the result.

3.2 Data Source

In order to realize the objective of the study and adequately answer the research questions, data were gathered from both primary and secondary sources of information. Primary data were collected from employees through questionnaires and secondary data from available documents and employee data from the HR office of the enterprise.

3.3 Data Collection Method

Important sources of primary data for this study were collected through; survey questionnaire. Necessary documents were also reviewed to get required secondary data. Official reports, study documents and employees feedback were assumed to be important sources of secondary data. The existing employees' data were collected from human resource office of the enterprise.

Survey Questionnaire

The study used questionnaires. These questionnaires were prepared to be completed by current professional employees of the enterprise. Both structured and open ended questions were developed to get and generate all necessary information.

Data were systematically categorized in order to understand easily and express their feelings. The researcher applied Likert scale which enables to understand respondents' degree of agreement with each statement. Likert scale was a scale used to represent people's attitude to a topic. According to Sekaran (2003), Likert scale format involves the use of a special rating scale that asks respondent of the questionnaire to indicate the degree to which they agree or disagree. Even-point scale, including the middle option of "neither agree nor disagree" (commonly referred as – neutral) was used for a systematic scaling of attitudes or perceptions of the respondent (or the employee).

The researcher handed questionnaire to the participants using the methods indicated and participants were asked to return the entire completed questionnaire with the fixed time frame. The questionnaires were translated into the Amharic language for the convenience of data collection and it was used for medium of communication with the participants.

3.4 Sample Size and Sampling Techniques

The sources for samples of this study were employees and managers of Anbessa city bus service enterprise. As to the preliminary survey to the enterprise's HR office was concerned, currently there are about 3785 workers (2318 males and 1467 females) in the different positions.

The enterprise had three branches in Addis Ababa. To determine sample size, the student researcher considered the number of employees at the different branches of the enterprise. Two stages of sampling techniques were applied to select a representative sample.

A good representative number of respondents were required in order to collect a large sample of the subgroups (branches for this study) to ensure that the study accurately represent a homogenous target of population. The researcher used systematic random sampling method where the first worker from each level will be selected purposively. After this, every n^{th} list was taken until the student researcher got the representative number from the list of workers from every branch.

To estimate the sample size of the population, the following formula is adopted (Cochran W.G. (1963).

$$n_0 = \frac{z^2 p(1-p)}{e^2};$$

Where n_0 – is the sample size?

z – The value of the standard variant at a given confidence interval. Use 1.96 for 95% confidence interval.

p - Estimate of the key population. If it is not known, use $p=0.5$, to assume homogeneity

e - The degree of accuracy, take any value from 0.01 to 0.05

This system was however a formula for a very large N , total population size (above 10,000), which was considered as infinite population. When N was small (less than 10,000), considered as finite, correction factor was considered. Therefore the following formula was used. The exact sample size, n was given by:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}};$$

Where n – The total sample size of the population we are interested

n_0 – The sample size calculated using the earlier formula.

N - The total population size of our study. In this case it is the total number of employees at Anbessa city bus service enterprise.

Let us use:

- $z=1.96$;
- $p= 0.5$;
- $e=0.05$;

$$n_0 = \frac{1.96 * 0.5(1 - 0.5)}{0.05^2} = 384.16$$

Applying the correction factor for a population size of less than 10,000, we found:

$$n = \frac{384.16}{1 + \frac{384.16-1}{3785}} = 348.84$$

Therefore the total sample size was 349 (when it is rounded). We had three branches of Anbessa city bus service enterprise. The following table represents the number of employees under each branch and the respective sample sizes. Systematic random sampling technique was employed because it gave equal chance of every unit in the total population to be represented in the sample. The sample size of each branch was assigned in proportion to its population size.

Table 3.1 Sample Size of the Respective Branches of Anbessa City Bus Service Enterprise

No.	Branch Name	Number of employees		Total	Total sample size
		Male	Female		
1	Yeka	1123	740	1863	$(349/3785)*1863= 172$
2	Shegole	670	414	1084	$(349/3785)*1084= 100$
3	Mekanisa	525	313	838	$(349/3785)*838= 77$
	Total	2318	1467	3785	349

To get the exact number of the last column of the table above, the concept of proportionality was applied. Practically, 349 was the total sample size of the enterprise and it was proportionally divided to the respective branches. Thus, the following formula was used for the calculation:

$$n_b = \left(\frac{n}{N}\right) * N_b;$$

Where - n_b - is the sample size of the respective branch.

n - The total sample size of the enterprise

N – The total number of employees of the enterprise (from all the branches)

N_b – The total number of employees under each branch.

3.5 Method of Data Analysis

The data collected from different sources by using different instruments were classified, organized, and interpreted by using the quantitative analysis in line with the objective of the research. The data gathered from the survey questionnaires were coded, tabulated and entered into a computer specifically through SPSS and analyzed quantitatively by applying descriptive.

Different statistical packages were used to analyze and present the data collected. Tables and frequency distributions were used to present the descriptive statistical results. Summary statistics such as percentages will be computed for each variable. Different variables such as; income, education level, gender and age category are presented to indicate the demography of the respondents.

3.6 Validity and Reliability

The researcher performed validity and reliability check so that correct procedures were applied to find answers to the questions. It was widely agreed that, the better we know our subject and how the concepts we used were theoretically defined, the better we will be able to design an instrument that was content-valid. The student researcher used a pilot test by collecting data from 30 (10 % of the sample) subjects not included in the sample. Following the pilot test, the researcher designed the questionnaire in a very precise and clear language so that the measurement procedure provided repeatability and accuracy. The student researcher checked that the questionnaire represents the content very well and appropriate for the sample. Hence, after administering the instrument for the pilot samples, the responses were scored and assessed for its reliability by using Cronbach Alpha. The computation yielded reliability coefficient of 0.78.

The above coefficients of reliability undoubtedly prove that the instruments appear to be reliable for data collection. To check the validity of the instrument, the prepared instrument was seen by language experts. By doing that, the consistency and the flow of ideas were checked.

Moreover, the questionnaire was comprehensive enough to collect all the information needed to address the purpose and goals of the study. The questionnaire which was originally constructed in English language was translated to Amharic to ease the data collection process. Most importantly the thesis advisor has made important professional comments to boost the validity and reliability of the instrument.

3.7 Ethical Consideration

In any field of research activity confidentiality and privacy were very important. The data collection method only served as a tool to get relevant and appropriate data and was only used for the intended purpose of the study. For this reason the researcher had clearly mentioned the purpose of the data to be collected and as well indicated the confidentiality of any information gathered through questionnaire on the introductory part, where anonymity of the respondent was kept confidential. During data collection, the researcher approached and explains about the confidentiality and privacy of all of their responses.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter describes the analysis and interpretation of the collected data. The results of the survey are presented in different tables; it can be easily understood and interpreted into final discussion.

Table 4.1 Employees' Demography

Category		Frequency	Percentage (%)
Gender	Male	146	48.67
	Female	154	51.33
	Total	300	100
Age	18-29	78	26
	30-39	96	32
	40-49	66	22
	>50	60	20
	Total	300	100
Education	Grade 8 and below	32	10
	High school	124	41.33
	Certificate	42	14
	Diploma	70	23.33
	Degree	34	11.33
	Total	300	100
Current Position	Department/ section Head	16	5.33
	Driver	102	34
	Bus maintenance(technician)	60	20
	Supportive Staff	56	18.67
	Ticket sales at the bus	66	22
	Total	300	100
Work Experience	Less than 1 year	-	-
	1 to 2 years	16	5.33
	2 and 5 years	82	27.33
	5 and 10 years	40	13.33
	More than 10 years	162	54
	Total	300	100

As it can be seen from the table 4.1 of demographic characteristics, from 300 participants of the investigation 154 (51.33%) of participants were females and the remaining 146 (48.67%) were male participants implying that the study was fairly represented with regard to sex.

Age wise, 78 (26%) of respondents were in the age category of 18-29, 96 (32%) of respondents were in the age category of 30-39 and 60 (20%) of them were also in 40-49 age category and only 66 (22%) of them were above 50 years of age.

It is also shown on the table 4.1 that, about 30 (10%) of respondents were at 8th grade and below educational status and the vast majority of them, 124 (41.33%) are at high school level. The remaining 42 (14%), 70 (23.33%) and 34 (11.33%) of participants have certificate, diploma and degree respectively.

The respondents were also asked about the current position that they are involved in. Accordingly, 16 (5.33%) of them were section heads, 102 (34%) were drivers, 60 (20%) were technicians, 56 (18.67%) were supportive staffs and 66 (22%) of them were ticket sales at bus. This shows that the majority of the study participants were drivers and ticket sales.

With regard to the work experience of the study participants, the following figure is obtained from the result. About 16 (5.33%) of respondents have 1 to 2 years of experience, 82 (27.33%) of respondents have 2 to 5 years of experience and 40 (13.33%) have 5 to 10 years of experience. Similarly, majority of respondents 162 (54%) have more than 10 years' work experience.

4.2 Data Analysis

The following section contains the result of the study concerning the opinions of the participants in the core ideas of the paper. The results are put in tables and are explained in words with interpretations.

Table 4.2 Employees' Opinion on Salary and Benefits

NO	Questions	Alternatives	Frequency	Percentage (%)
1	I am satisfied with my current salary	Strongly Agree	-	-
		Agree	4	1.33
		Neutral	20	6.67
		Disagree	210	70
		Strongly Disagree	66	22
		Total	300	100
2	There is a clear incentive/reward system by the enterprise	Strongly Agree	-	-
		Agree	-	-
		Neutral	6	2
		Disagree	248	82.67
		Strongly Disagree	46	15.33
		Total	300	100
3	Reward and promotion system in the enterprise is fair	Strongly Agree	6	2
		Agree	12	4
		Neutral	38	12.67
		Disagree	212	70.67
		Strongly Disagree	32	10.67
		Total	300	100
4	Unfair reward and promotion systems would drive me to leave my current job	Strongly Agree	6	2
		Agree	24	8
		Neutral	54	18
		Disagree	182	60.67
		Strongly Disagree	34	11.33
		Total	300	100
5	Career development program is available in the organization	Strongly Agree	-	-
		Agree	48	16
		Neutral	6	2
		Disagree	214	71.33
		Strongly Disagree	32	10.67
		Total	300	100
6	Attractive salary and benefits are the major drivers that would make me stay in my current job	Strongly Agree	-	-
		Agree	44	14.67
		Neutral	6	2
		Disagree	194	64.67
		Strongly Disagree	56	18.67
		Total	300	100

As it is shown in the table 4.2 below, when the respondents were asked about whether they are satisfied with the current salary or not, very few of them 4 (1.33%) were agreed whereas the vast majority of them 210 (70 %) were disagreed to their salary.

In addition, 20 (6.67%) of them have replied that they were in neutral or not decided position to the question. Similarly, 66 (22%) of participants have responded for strongly disagree option. However, none of respondents have replied for the option strongly agrees. Hence, it is feasible to speculate their despair on their salary and this would then let them to intend to leave the institution.

Similarly, respondents were posed a question about the availability of incentives or rewards by the enterprise that they are working in. In view of that, majority of respondents 248 (82.67%) have disagreed and some 46 (15.33%) have even strongly disagreed. Whereas only 6 (2%) of them were in neutral position. But none of them were liked to make a choice of agree or strongly agree options to answer to the scenario given. This response is owing to the dissatisfaction of the employees of the enterprise with regard the availability of the rewards or other benefits. This could have eventually increased the likelihood of employees to be discontented and there by lead them to depart the venture.

The respondents were asked about the fairness of the reward and promotion system in employing enterprise. As a result only 6 (2%) of them have strongly agreed and 12 (4%) were agreed. But the majority of respondents have disagreed to the option given. In addition, 38 (12.67%) and 32 (10.67%) of respondents have stayed neutral and strongly disagree options.

Respondents were asked about whether there is career development program or no in the organization they are engaged in. Accordingly, 48 (16%) of them have agreed, 214 (71.33%) number of respondents have replied disagree option and 32 (10.67%) of them strongly disagreed. But none of them were ok to the strongly agreed alternative to this specific question.

When they are asked about if the salary and benefits are the drivers to them to continue and stay in their current position, 194 (64.67%) have disagreed, 56 (18.67%) have strongly disagreed and 44 (14.67%) of them have agreed and only 6 (2%) haven't decided their position to the question. However, no respondent is replied to the strongly agree option.

There are diverse studies which evident the finding of this investigation regarding to salary and benefits as the causes of employee turnover. For instance, study obtained by Shamsuzzoha et.al showed that less salary was the major among the causes of turnover to employees with 33% individuals leaving posts due to it. In addition, this study has found that irregular payment is also one of the reasons contributing to considerable turnover rate.

In a study by Brown et.al 2007 which could go in line with current finding it is indicated that social comparisons are deeply rooted in organizational life which leads to comparison of individuals' salaries and rewards with those of their coworkers. As a result social comparisons affect the attitude and adjustments at work place. According to study by Agezegn Asegid et.al (2014) a worker comparing himself/herself with another work colleague above and below in the hierarchy was also shown to be a predictor for employee turnover.

Study by Bilau, A.A. et.al (2015), has also listed about six factors which influence the retention of individuals at job. Of those causes salary or payment is one of them. If employees are being paid “good” salary their probability to stay in is high. Griffeth, R.W. et.al (2000) in their study have also found that salary and image of the industry or organization are important factor which play a significant role for employees to run off their organization.

Studies conducted on the assessment of causes of turnover and its effects in East Gojjam and Sidamo Zones in Ethiopia by (Girma Alem 2015, Agezegn Asegid 2014) showed that poor payment as the top reason among the others for the turnover of nurses in the health sector. In another study in conducted by Wallelegn, (2013) in Ethiopia, low salary was the top among the causes of employee turnover from respondents who left the bank of Abyssinia.

Like the business industry, research centers in Ethiopia have also challenges of employee turnover (GebreEyesus, 2015). The national agricultural research system has faced a serious staff turnover mainly due to a need for higher pay and better work station and place.

Study outside Ethiopia, the agricultural research council (ARC) of South Africa reportedly has extremely high turnover of its researchers reaching up to 24% within 10 years (2001-2010), Sène et.al (2011). A report showed that a 44 percent of staff resigned voluntarily. Of this, 38 percent indicated that salary levels and service conditions influenced to leave job. Whereas a further 16%

percent indicated that working conditions and organizational culture were the reasons behind their turnover.

The same was true in a research sector in Burkina Faso. A research showed that Burkina Faso lost almost half of its researchers between 2001 and 2010 from the environmental and agricultural research institute due to salary related problem (Sène et.al, 2011).

However, there are some findings revealed causes other than salary for turnover in organizations. For instance in the study that addressed the issue of employee turnover in one of Ethiopian public sector organizations, Ministry of Finance and Economic Development (MoFED) (Argeta, 2011) revealed that most ex-employees of MoFED left the organization due to gender role which accounts for 63.6 percent. Mismatch between employees qualification and position at the organization was also given as a reason to quit job. In similar study the limitation of considering qualification and experience for promotion was also a problem seen in the organization.

The other different finding on the same topic was also found by Hundera, (2014) studied the turnover rate of academic staff in one of Ethiopian Universities, Haramaya University. The study showed that gender difference was a predictor of academic staff's organizational commitment and causes to leave the university. The level of role stress was higher among female academic staff compared to the male.

Regarding the fairness of the reward and promotion system in employing enterprise, majority of respondents (70.7%) have disagreed to the statement "there is a clear incentive/reward system by the enterprise". Within the organization where there is no fairness on reward and promotion, employees will start to look at to door to go away. Similar to this finding researchers (Magi, A. & Julander, C. R. 1996), found that achievement in work, recognition and promotion opportunities make employees perform well and provide satisfaction as a result it declines the chance of turnover of employees from organizations. In addition, study by Girma Alem (2015) has indicated that unfair system in the organization, absence of regular promotion, lack of autonomy in my job, poor organizational commitment and others were listed as the main reasons for turnover of nurses in East Gojjam, Amhara region, Ethiopia.

Table 4.3 Responses Related to Working Environment

NO	Questions	Alternatives	Frequency	Percentage (%)
1	The working environment is comfortable and allows ease to perform my job	Strongly Agree	-	-
		Agree	30	10
		Neutral	12	4
		Disagree	236	78.67
		Strongly Disagree	22	7.33
		Total	300	100
2	The enterprise's higher officials allow you to participate in decision making	Strongly Agree	-	-
		Agree	36	12
		Neutral	36	12
		Disagree	216	72
		Strongly Disagree	12	4
		Total	300	100
3	I am always provided with the necessary tools/resources for my job	Strongly Agree	-	-
		Agree	84	28
		Neutral	36	12
		Disagree	168	56
		Strongly Disagree	12	4
		Total	300	100
4	I am satisfied with the current work load	Strongly Agree	-	-
		Agree	30	8.7
		Neutral	4	2.7
		Disagree	236	78.7
		Strongly Disagree	30	10
		Total	300	100
5	The work load is divided equally among all the employees	Strongly Agree	-	-
		Agree	4	1.33
		Neutral	36	12
		Disagree	240	80
		Strongly Disagree	20	6.67
		Total	300	100

As it is shown in the table 4.3 above, the participants of this investigation were asked about how comfortable and easy to perform the work environment is for them and consequently, the vast majority of respondents, 236 (78.7%) have disagreed, 22 (7.33%) have answered strongly disagree and only 30 (10%) of them have accepted the option agree. Very few of them 12 (4%) selected the 'not decided yet position.' Similarly, when they are asked about whether their higher official allow

the employees to participate in decision making role or no such a chance, 216 (72%) of them are disagreed and 12 (4%) have strongly agreed and 36 (12%) respondents have replied as they are neutral and agreed, respectively. But no respondents have said strongly agree to the item. A research by Ramsay, C.S. (2006) showed that highly engaged employees were five times less likely to quit job than the employees who were not engaged.

For the item describing about the necessary tools/resources to carry out their job, 168 (56%) of them have disagreed, 84 (28%) were agreed, 12 (4%) were strongly disagreed and 36 (12%) have decided. For the question 4, "I am satisfied with the current work load", 236 (78.7%) of respondents have disagreed, 30 (10%) strongly disagreed and 26 (8.7%) were agreed. But only 8 (2.7%) were neutral to the item. Lastly, for the question, "The work load is divided equally among all the employees", 240 (80%) of respondents were disagreed, 20 (6.7%) were strongly disagreed, 4 (1.33%) were agreed and 36 (12%) were neutral.

In this investigation when respondents were asked about how comfortable and easy to perform the work environment is, the vast majority of respondents, 86% of them have showed that the working environment is not as good as it is supposed to be. This clearly shows that how the environment is not at ease to work. Related previous study by Agezegn Assegid et.al 2014, suggests that creating conducive working environment and group cohesion can help increased retain among the nurses and maintain the experienced employees for the organizations.

Table 4.4 Employees' View Concerning the Relationship with the Management and Work Colleagues

NO	Questions	Alternatives	Frequency	Percentage (%)
1	I have good relationship with my manager	Strongly Agree	-	-
		Agree	116	38.67
		Neutral	38	12.67
		Disagree	140	46.67
		Strongly Disagree	6	2
		Total	300	100
2	My immediate boss /administration arranges flexible working conditions	Strongly Agree	-	-
		Agree	70	23.33
		Neutral	12	4
		Disagree	198	66
		Strongly Disagree	20	6.67
		Total	300	100
3	Interpersonal relationship between employees is good	Strongly Agree	-	-
		Agree	176	58.67
		Neutral	48	16
		Disagree	66	22
		Strongly Disagree	10	3.33
		Total	300	100
4	The management quickly addresses issues of dissatisfied employees	Strongly Agree	-	-
		Agree	64	21.33
		Neutral	50	16.67
		Disagree	178	59.33
		Strongly Disagree	8	2.67
		Total	300	100
5	The management tries its best to ensure that employees will not leave the organization	Strongly Agree	-	-
		Agree	158	52.67
		Neutral	24	8
		Disagree	106	35.33
		Strongly Disagree	12	4
		Total	300	100
6	I believe that mismanagement is one of the basic reasons for most employees to leave their job	Strongly Agree	-	-
		Agree	68	22.67
		Neutral	22	7.33
		Disagree	204	68
		Strongly Disagree	6	2
		Total	300	100

The table above is about employees' relationship with management and work colleagues. As it is clearly shown on the table, when the employees were asked about if there is good relationship with their managers, 116 (38.67%) of them have agreed that they have good relations, but 140 (46.67%) of respondents have disagreed. However, 38 (12.67%) and only 6 (2%) of respondents have selected neutral to the question and strongly disagree, respectively.

Similarly, employees were also asked about whether their immediate bosses/ supervisors arrange or allow flexible working environment or not. Accordingly, 35 (23.33%) of them have agreed, 198 (66%) have disagreed, whereas about 20 (6.67%) of them have strongly disagreed and only 12 (4%) them were neutral to answer.

When employees asked about their perception about interpersonal relationship between employees, 176 (58.67%) of respondents have accepted (agreed) that interpersonal relationship among employees is good. In the second case, about 66 (22%) of them selected the option disagree, 48 (16%) of them were neutral and 10 (3.33 %) of them have strongly disagreed the statement saying there is good interpersonal relationship between employees.

For question 4, "The management quickly addresses issues of dissatisfied employees", 64 (21.33 %) have agreed, 178 (59.33%) have disagreed and only 8 (2.7%) have strongly disagreed. In addition, about 50 (16.67%) of respondents stayed as neutral

Similarly, for question 5, 158 (52.7%) of respondents have agreed, 106 (35.33%) have disagreed and 12 (8%) of them were neutral to respond to the item. The remaining 12 (4%) of the respondents have strongly disagreed to the item.

When they were asked whether mismanagement is one of the basic reasons for most employees to leave their job or not, the result showed that about 68 (22.67%) have agreed, 204 (68%) of them have disagreed and 6 (2%) of have strongly disagreed. Only 22 (7.33%) of them were neutral to answer.

Good leadership provides good two-way communication, employee to boss relationship and communication, and use of participation and creation of opportunity for need satisfaction are meant for increasing the understanding between the leader and his subordinates. In relation to employees' relationship with management and work colleagues, when the participants were asked

if there is good relationship with their managers, 38.7% of them have agreed that they have good relations, but 46.7 % of respondents have disagreed. Though the difference among the agreed and disagreed responses seem insignificant still there are more than 46% of participants having no good relation with their managers. This is not a simple number to not consider. It is true that this number of respondent are discontented with their relationship with managers and colleagues. Their relationship with managers is not good possibly because of the leadership style their managers put into practice.

Employees were also asked about whether their immediate bosses/ supervisors arrange or allow flexible working environment. Accordingly, 66% have disagreed and 6.7% of them have strongly disagreed.

When they were asked about whether if mismanagement is one of the basic reasons for most employees to leave their job or not, 68% of them have disagreed. This result shows that though the majority of the study participants don't accept mismanagement as one of the basic reasons, there are adequate numbers of responses that agree with the case.

A research conducted by Tsigu, (2015) in the banking industry of Ethiopia suggested that weak/poor leadership style was related with employee turnover. The study revealed that overall leadership style explains 38 percent of turnover causes. Thus, it recommends that banks need to study their leadership styles. Similarly, study by, Obiwuru et.al. (2011) has previously asserted that leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization.

Table 4.5 Employees' General Perception about the Enterprise

NO	Questions	Alternatives	Frequency	Percentage (%)
1	I stayed at the current job, because I don't have other options	Strongly Agree	-	-
		Agree	84	28
		Neutral	10	3.33
		Disagree	206	68.67
		Strongly Disagree	-	-
		Total	300	100
2	Do you agree that the ex-employees made a good decision to leave the enterprise	Strongly Agree	12	4
		Agree	230	76.67
		Neutral	34	11.33
		Disagree	24	8
		Strongly Disagree	-	-
		Total	300	100
3	Do you think that the enterprise is affected due to turnover?	Strongly Agree	-	-
		Agree	216	72
		Neutral	20	6.67
		Disagree	60	20
		Strongly Disagree	4	1.33
		Total	300	100
4	The enterprise is in general fair	Strongly Agree	-	-
		Agree	100	33.33
		Neutral	8	2.67
		Disagree	176	58.67
		Strongly Disagree	16	5.33
		Total	300	100
5	My current job gives me internal satisfaction	Yes	138	46
		NO	162	54
		Total	300	100
6	Chances of you quitting your job	High	16	5.33
		Medium	242	80.67
		Low	42	14
		Total	300	100
7	Will you leave your current job if you get opportunity at a different organization	YES	88	29.33
		NO	212	70.67
		Total	300	100
8	If you reply 'Yes' what is the reason for you wanting to leave?	weak leadership	98	36
		No career development	90	34
		Dissatisfaction with my job	72	20
		The workload	40	10
		Total	300	100
9	Do you have any close friend (work colleague) who left the enterprise	Yes	106	35.3
		NO	194	64.7
		Total	300	100
10	Do you believe that employee's turnover is the major factor affecting the overall achievements and growth the enterprise?	YES	88	29.3
		NO	212	70.7
		Total	300	100
11	How do you see the current Salary and Benefits	High	10	3.33
		Medium	52	17.33
		Low	238	79.33
		Total	300	100
12	How do you rate the employee turnover of the enterprise	High	16	5.33
		Medium	262	87.33
		Low	22	7.33
		Total	300	100

As it is depicted in the above table, respondents were asked to have their say on whether they have option to leave to other organization or not. Accordingly, 84 (28%) of respondents have replied that they are agreed, 10 (3.33%) replied neutral to the question and the vast majority of respondents have disagreed. However, none of them have selected strongly agree and disagree option as their answer to this specific question. Similarly, they were also asked about whether ex -employees' decision to leave the organization is right or not. As a result, 12 (4%) of them were strongly agreed, 234 (76.67%) were agreed, 34 (11.33%) were neutral and 24 (8%) were disagreed. However, no respondent is strongly disagreed for the posed question. Moreover, when they are asked about whether enterprise is affected due to turnover or not, 216 (72%) were agreed, 60 (20%) were disagreed, only 4 (1.33%) were strongly disagreed and 20 (6.67%) were neutral to the question.

This could have a number of interpretations. At the first level, losing a single key worker at an organization can decrease the likelihood of project's success and can reduce investors' confidence in the firm (Lee et al 2000). Employee turnover might also affect the individual him/herself and the society

Finally, when they are asked about the fairness of the enterprise, 100 (33.33%) of respondents agreed on the fairness of the enterprise, 110 (58.7%) were disagreed on the fairness, 16 (5.33%) of them have strongly disagreed on the fairness of the enterprise. Moreover, only 8 (2%) of respondents were neutral.

In addition, above 46% of the respondents were satisfied with their current job and the remaining 54% were dissatisfied with the current job. From all participants of this study only 5.33% of them are having high chances of quitting their current job, 80.7% are at medium level of chances of quitting job and 14% of them have low chances of quitting job.

Majority of respondents (70.67%) Will not leave their current job if they get opportunity at a different organization and only 29.3% of the respondents have said yes to leave current job if they get opportunity at a different organization. Those who said yes to leave were also asked to mention their reason why they are motivated to leave the organization. Accordingly, 16% of them have mentioned weak leadership, 14% have listed no career development, and 10% of them have mentioned dissatisfaction with their current job as a causes for their interest to go away. However, only 2% of the participants have mentioned work load as if it is the cause for their interest to go.

When they are asked about if they have close friend or work colleague who left the enterprise, 35.3% have said yes and 64.7% of them have said.

The vast majority of respondents (70.67%) have believed that employee's turnover is not the major factor affecting the overall achievements and growth of the enterprise. But 29.33% of the respondents have taken employees' turnover as a major factor to affect achievements and growth of the enterprise. In addition, 79.3% of respondents have perceived that their current salary is low and only 3.3% of them perceived their salary high and deserved one. Moreover, 87.3% of respondents have perceived that the turnover level of Anbessa Bus enterprise is at medium and only 5.3% have perceived it is at high. However, insignificant portion of respondents (7.33%) have selected the turnover as low level in their enterprise.

When respondents were asked about whether their enterprise is affected due to turnover or not, 72% of them have agreed that turnover has effect though they didn't identify the kind of effect it could have, be it positive or negative. In this study, the idea 'what types of effect turnover could bring' was not assessed. But there are some findings revealed the negative effects of turnover. For instance according to study by GebreEyesus (2005) there is a significant difference in productivity across different groups of firms and their turnover patterns. Those firms with fewer turnovers have better productivity and service in the market; whereas firms with high turnover are less productive and hence forced to exit the market.

Faulk, D. and Hicks, M. (2013) found that decreases in employee turnover represent cost savings to businesses. This is due to the fact that costs associated with training new workers and rebuilding firm-specific knowledge can be reduced as a result of better retention.

Another study by Hale, J. (1998) showed that employers cited recruitment cost of 50 to 60% of an employee's first year's salary and up to 100% for certain specialized, high-skill positions. There is also a similar study (Fitz-enz, J. 1997), the total turnover cost (direct or indirect) of an exempt employee is a minimum of one year's pay and benefits or a maximum of two year's pay and benefits. Hence, the investigation from these two studies depicts that turnover has a pivotal negative effect on the enterprise and sustaining employee conversely is an opportunity to keep on the enterprises growth.

4.6 The Level of Influence on Employees' Turnover

The Level of Influence on Employee Turnover					
Job Satisfaction			Career promotion		
6	8	2.67 %	6	33	11 %
5	11	3.67 %	5	197	65.67 %
4	10	3.33 %	4	26	8.67 %
3	11	3.67 %	3	14	4.67 %
2	190	63.33 %	2	19	6.33 %
1	70	23.33 %	1	11	3.67 %
Total	300	100 %	Total	300	100 %
Payment (salary)			Reward/incentive		
6	6	2 %	6	34	11.33 %
5	10	3.33 %	5	32	10.67 %
4	15	5 %	4	206	68.67 %
3	13	4.33 %	3	12	4 %
2	60	20 %	2	7	2.33 %
1	196	65.33 %	1	9	3 %
Total	300	100 %	Total	300	100 %
Mismatch of job Specification			Management		
6	208	69.33 %	6	11	3.67 %
5	33	11 %	5	17	5.67 %
4	17	5.67 %	4	26	8.67 %
3	11	3.67 %	3	239	79.67 %
2	19	6.33 %	2	5	1.67 %
1	12	4 %	1	2	0.67 %
Total	300	100 %	Total	300	100 %

The above table is about the level of influence of different variables on employees' turn over. Accordingly, the majority of the respondents agreed that the first factor, job satisfaction has great contribution to affect turn over. When we roughly calculate the respondents who agreed job satisfaction as one of the major factors, it's nearly about 196 (65.33%) respondents out of the total 300. The second factor, payment (salary) has nearly the same response. The participants who agreed in selecting numbers 1 and 2 give the summation of about 190 (63.33%) responses. This is to mean that salary is among the competent factors affecting the employees' turn over in the study area. On the contrary, as it is seen from the table above, mismatch of job specification and career promotion have been found as the least determinant factors affecting employees' turnover. This is the result from about 208 (69.33%), and 197 (65.67%) responses, respectively. The responses for reward/incentive and management as the factors affecting employee turnover seems relatively flat/distributed as compared to job satisfaction and salary. The frequency of the responses shows the average rate. For example, for the reward/incentive about 206 (68.67%) participants selected number 4 indicating that incentive is not as strong factor as the two factors mentioned above. However, one must note that it still remains an important factor for employees' turn over. At the same time, about 239 (nearly 80%) respondents accepted that management is an average determinant factor for turnover though it is not as strong as others discussed above. In the last open ended question, the employees responded that there was no program that was designed to alleviate the staff turnover problem the enterprise was currently facing. The replied by indicating that there should have been approaches that could halt that problem.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter concludes and forwards recommendations based on the result collected from the research. The first section gives conclusion then the second section puts important recommendations that must be given attention.

5.1 Conclusions

Based on the findings indicated above, the researcher has drawn the following conclusion:

- The results of the present study showed that majority of the participant have mentioned salary and benefits within the enterprise as one of the causes to turnover. Hence, the greater portion of respondents have indicated that;
 - a. They are not satisfied with their current salary
 - b. There is no clear reward and promotion system in the enterprise
 - c. There is a problem related to career development which would then decrease their chance to be promoted, benefited and rewarded.
- In addition, it is also found in this investigation that the work environment is another factor to determine the turnover rate of employees. To this end, majority of respondents have indicated that work environment is not comfortable to employees function, their role and responsibilities properly. Moreover, the employees are not allowed to participate in decision making within the enterprise and usually they equipped with the necessary infrastructure required for personal and office affairs. More importantly, many of respondents reported that they are work overloaded. Then, the participants have mentioned that these all together causes related to work environment would increase the employees' chances to leave their enterprise.
- In this finding, employees' relationship with managers and colleagues was also found to be amongst of the causes of turnover. As to the findings indicated, majority of respondents have showed that there is no good relationship between the employees and their managers.

Likewise, they have also indicated that their immediate supervisors couldn't arrange flexible working conditions to make work easy and productive. Also it is indicated that managers are not as quick as possible at giving solutions for employees' problems claimed to be resolved.

- Respondents have also reported that the management of their enterprise suffered at offering strategies and mechanisms to let employees stay at their job in the enterprise. As the staffs responded, ACBSE has not designed any program to solve this problem. This is one of the reasons that led an increase of staff turnover in the enterprise.
- Another investigation from the study is the employees' general viewpoints about the enterprise. Majority of respondents have also reported that the enterprise is being affected due to turnover. The study participants didn't deny the fact that they considered their friends and colleagues decision to leave the enterprise as the right decision. Though they didn't consider it as the major cause to affect the enterprises' efficiency. Regarding the fairness of the enterprise in treating its employees, majority of respondents have perceived that the enterprise it not fair. Moreover, majority of respondents have indicated that they have no internal satisfaction of their job. However, many of them have reported that the chance of quitting their job is not high or low but at medium level.
- Finally, the major factors affecting employees' turnover have been assessed. Accordingly, the majority of the study participants agreed that job satisfaction and payment (salary) as the leading determinant factors affecting turnover. On contrast, mismatch of job specification is found as the least factor affecting turnover in the study area. The rate of reward/incentive and management is found to be average, implying that though the factors are still determinant, the degree is relatively lighter as compared to the two factors discussed above.

5.2 Recommendations

Based on the findings and conclusion above, the following recommendations are forwarded:

- The results of the present study showed that salary and benefits within the enterprise as one of the causes to turnover. Hence, it is highly recommendable for the Anbessa city bus service enterprise to see its weak sides and upgrade the salary and benefit package as per its own capacity and comparing it with similar organizations. This can be implemented by making the appropriate market analysis on the current situation, information gathered from exit interviews, performance based incentives. It can also be resolved arranging regular meetings with its employees and discuss about the benefit packages and to reach on consensus in win –win approach.
- It's important to note that having a good working environment help increase the satisfaction of workers especially those who are driving and maintaining the buses. As the work environment is another possible cause for turnover, the enterprise shall oversee problems related to it and work hard to reduce its effects. The following can help improve the working environments. This can be achieved by involving the employees in safety planning, creating safe working environment, giving the necessary skill training programs, avoiding and removing unnecessary hazards, hiring the right staffs, by fostering collaboration and by giving and receiving feedbacks.
- In this study, employees' relationship with their supervisors and colleagues is amongst the causes of the turnover. Therefore, the enterprise shall sharply revise the work culture and reconsider its managers' interaction with its employees. It can be alleviated by maintaining free flow of information on both sides, giving proper understanding of expectations and responsibilities among employees, showing a positive and professional attitudes and encouraging the staffs to express their consents to managers.

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QUESTIONNAIRE

Dear Respondent,

I am Bruk Aklilu, a graduate student at St. Mary's University school of graduate studies. At the moment I am doing my thesis work which is part of my studies. My research is entitled "ASSESSMENT OF THE CAUSES FOR EMPLOYEES' TURNOVER IN SERVICE INDUSTRY: THE CASE OF ANBESSA CITY BUS SERVICE ENTERPRISE".

This research is aimed at assessing the causes of employee turnover at Anbessa city bus service enterprise. Thus, I kindly ask you to answer the questions and return the questionnaire.

You will be kept anonymous and hence please do not write your name. We will really appreciate your genuine responses for the success of the project.

Thank you for your kind cooperation in filling the questionnaire.

Part I: General information

Direction: Please put a check mark (X) on the appropriate box

1. Gender Male Female
2. Age 18-29 30-39 40-49 50 and above
3. Educational background
Grade 8 and below Diploma
High school Degree
Certificate Masters and above
4. Current position at Anbessa city bus service enterprise:
Department/ section Head Supportive Staff
Driver Ticket sales at the bus
Bus maintenance (technician)
5. For how long have you been working at Anbessa city bus service enterprise?
Less than 1 year Between 1 and 2 years
Between 2 and 5 years Between 5 and 10 years
More than 10 years

Part II: Questionnaire on employee turnover

Please indicate the extent to which you agree with each statement below by putting a “√” mark.
SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree.

	Statements	SA	A	N	D	SD
	Salary and benefits					
6	I am satisfied with my current salary					
7	There is a clear incentive/reward system by the enterprise					
8	Reward and promotion system in the enterprise is fair					
9	Unfair reward and promotion systems would drive me to leave my current job					
10	Career development program is available in the organization					
11	Attractive salary and benefits are the major drivers that would make me stay in my current job					
	Working Environment					
12	The working environment is comfortable and allows ease to perform my job					
13	The enterprise’s higher officials allow you to participate in decision making					
14	I am always provided with the necessary tools/resources for my job					
15	I am satisfied with the current work load					
16	The work load is divided equally among all the employees					
	Relationship with the management and work colleague					
17	I have good relationship with my manager					
18	My immediate boss /administration arranges flexible working conditions					
19	Interpersonal relationship between employees is good					
20	The management quickly addresses issues of dissatisfied employees					
21	The management tries its best to ensure that employees will not leave the organization					
22	I believe that mismanagement is one of the basic reasons for most employees to leave their job					
	General perception about the enterprise					
23	I stayed at the current job, because I don’t have other options					
24	Do you agree that the ex-employees made a good decision to leave the enterprise					
25	Do you think that the enterprise is affected due to turnover?					
26	The enterprise is in general fair					

Please put “X” and give short feedback whenever necessary.

27. My current job gives me internal satisfaction Yes No

28. What are the chances of you quitting your job soon because of poor manager?

High Medium Low

29. Will you leave your current job if you get opportunity at a different organization even for a similar salary and job title?

Yes No

If you reply ‘Yes’ what is the reason for you wanting to leave?

Due to weak leadership/administration system

No career development in the enterprise

Dissatisfaction with my job

The workload is too much for me

30. Do you have any close friend (work colleague) who left the enterprise?

Yes No

If ‘Yes’, what was the main reason usually mentioned by the ex-employees to leave the job

31. Do you believe that employee’s turnover is the major factor affecting the overall achievements and growth the enterprise?

Yes No

32. How do you see the current salary and other benefits in relation to the other enterprises or organizations?

Higher pay Similar pay Lower pay

33. How do you rate the employee turnover of the enterprise?

High Medium Low

34. Give ranks from **1** to **6** indicating the level of influence on employee turnover. '**6**' - Indicating the factor with **least possible influence**. '**1**' - indicating the **highest possible influence**.

- Dissatisfaction at job
- Low Payment (salary)
- Mismatch of job specification or selection
- Limitation of career promotion
- Unfairness of reward/incentive
- Mismanagement

35. What do you think the enterprise should do to minimize turnover rate?

ውድተሳታፊዎች፡-

እኔ ብሩክ አክሊሉ ፣ የቅድስት ማርያም ዩኒቨርሲቲ የድህረ ምረቃ መርሃ ግብር ተማሪ ነኝ። ባሁኑ ሰዓት ጥናታዊ ጽሑፍ በመስራት ላይ እገኛለሁ። የጥናቴ አርዕስት “ASSESSMENT OF THE CAUSES FOR EMPLOYEES’ TURNOVER IN SERVICE INDUSTRY: THE CASE OF ANBESSA CITY BUS SERVICE ENTERPRISE” ነው። ይህ ጥናት በዋናነት በአዲስ አበባ የከተማ አውቶቡስ ኢንተርፕራይዝ ያለውን የሥራ መልቀቅ ችግር ለማጥናት ይፈልጋል። ስለዚህም እርስዎ ይህን መጠይቅ እንዲሞሉልኝ በትህትና እጠይቃለሁ። እርስዎም ሆኑ የመጠይቆቹ መልሶች የእርስዎን ማንነት በማያሳውቅ መልኩ በሚሰጥር ይሆናል።

ስለትብብርዎ እና በግልጽ መጠይቁን ለመሙላት ፈቃደኛ ስለሆኑ ከልብ አመሰግናለሁ።

ክፍል አንድ፡- አጠቃላይ መረጃ

እባክዎትን በመረጡት ምርጫ ላይ የ X ምልክት ያስቀምጡ።

1. ያታ ወንድ ሴት
2. እድሜ 18-29 30-39 40-49 ከ 50 በላይ
3. የትምህርት ደረጃ
 ከ8ኛ በታች ሃይስኩል ሰርቲፊኬት
 ዲፕሎማ ዲግሪ ማስተር እና ከዛ በላይ
4. በኢንተርፕራይዙ አሁን ያሉበት የሥራ ድርሻ
 የዲፓርትመንት/የክፍል ሃላፊ አጋዥ ሰራተኛ (አስተዳደር ጨምሮ)
 ሹፌር የቲኬት ሽያጭ ቴክኒሻያን (አውቶቡስ ጥገና)
5. በኢንተርፕራይዙ ለምን ያክል ጊዜ ሰርተዋል
 ከአንድ ዓመት በታች ከ1-2 ዓመት ከ2-5 ዓመት
 ከ5-10 ዓመት ከ10 ዓመት በላይ ሰርቻለሁ

ክፍል ሁለት፡- ስለየሠራተኞች ሥራ ስለመልቀቅ መጠይቆች

እባክዎትን የ ጸምልክት በማስቀመጥ በመጠይቁ ላይ ያልዎቱን ሃሳብ ይግለጹ፡፡

	መጠይቆች	ፈጽሞአስ ማግለሁ	እስማማ ለሁ	አስተያየት ለኝም	አልስማ ማም	ፈጽሞአልስማ ማም
	ደመወዝ እና ሌሎች ጥቅማጥቅሞች					
6	በአሁኑ ደመወዝ ደስተኛ ነኝ					
7	በኢንተርፕራይዜ ግልጽ የሆነ የማበረታቻ እና የሽልማት አሰራር አለ					
8	ሽልማትም ሆነ የደረጃ እድገት በኢንተርፕራይዜ ፍታዊ ነው					
9	ኢፍታዊ የሆነ ሽልማት እና እድገት ከሥራዮ እንድለቅ ያደርገኛል					
10	በተለያዩ የሥራ ክፍል ለማደግ እድል አለ					
11	ማራኪ የደመወዝ ክፍያ እና ጠቅማጥቅሞች በኢንተርፕራይዜ እንድቀጥል ከሚያረጉኝ ዋናዎቹ ናቸው					
	በሥራ አከባቢ ያለው ምቹነት					
12	የሥራ አከባቢው ለሥራ ምቹ ነው					
13	የበላይ ሃላፊዎች በውሳኔዎች ጭምር እንድሳተፍ ያደርጉኛል					
14	ሁልጊዜም ለሥራዎች የሚያስፈልጉኝን ቁሳቁሶች ኢንተርፕራይዜ ያቀርብልኛል					
15	በጊዜ ባለው የሥራ ጫና ደስተኛ ነኝ					
16	የሥራ ጫናዎች በፍታዊነት ለሁለም ሠራተኛ ይከፋፈላል					
	ከአስተዳደሩ እና ከሠራተኞች ጋር ያልዎት ግንኙነት					
17	ከማናጂሩ ጋር ያለኝ ግንኙነት ጥሩ የሚባል ነው					
18	የበላይ አለቃዮ የተመቻቸ የሥራ ሁኔታዎችን ይፈጥርልኛል					
19	በሠራተኞች በኩል ያለው የርስበርስ ግንኙነት መልካም ነው					
20	አስተዳደሩ በፍጥነት ደስተኛ ላልሆኑ ሠራተኞች ችግሮቻቸውን ይፈታላቸዋል					
21	አስተዳደሩ ሠራተኞች ሥራ ለቀው እንዳይሄዱ የሚቻለውን ሁሉ ያደርጋል					
22	የተበላሽ አሰራር እና አስተዳደር ለብዙ ሠራተኞች መልቀቅ ምክንያት ነው					
	ስለኢንተርፕራይዜ ያልዎት ስሜት					
23	አሁን ባለሁበት ሥራ የምቆየው ሌላ አማራጭ ስለሌለኝ ነው					
24	በለቀቁ ሠራተኞች ውሳኔ ትክክለኛ ውሳኔ ነው ብለው ያስባሉ?					

25	ኢንተርፕራይዙ በሚለቁ ሠራተኞች ይጎዳል ብለው ያስባሉ?					
26	በአጠቃላይ ኢንተርፕራይዙ ፍታዊ ነው					

በሚከተሉ መጠይቆች የ Xምልክት ያስቀምጡ፤ አስፈላጊ ሲሆንም ማብራሪያ ይስጡ፡፡

27. አሁን ያለሁበት ሥራዎ ውስጥ ደስታ ይሰጠኛል አዎ አይደለም

28. በኢንተርፕራይዙ ደካማ አስተዳደር የተነሳ ሥራ የመልቀቅ እድልዎ ምን ያክል ነው?

ከፍተኛ መካከለኛ ዝቅተኛ

29. በሌላ ድርጅት በተመሳሳይ የሥራ ዘርፍ እና የደመወዝ መጠን እድል ቢያገኙ ሥራ ይለቃሉ ወይ?

አዎ አልለቅም

አዎ ካሉ የሚለቁበት ምክንያት ምንድን ነው?

በደካማ አመራር እና አስተዳደር

የደረጃ እድገት በኢንተርፕራይዙ ስለሌለ

በሥራዎ ደስተኛ ስላልሆንኩ

የሥራ ጫናው ለእኔ በጣም ስለከበደኝ

30. የቅርብ ጓደኛዎ ከኢንተርፕራይዙ ለቋል እንዴት?

አዎ አልለቀቀም

አዎ ከሆነ መልስዎ፣ የሚለቁ ሠራተኞች ለመልቀቃቸው የሚሰጡት ዋናኛ ምክንያት ምን ይሆን?

31. የሠራተኞች በየጊዜው መልቀቅ ለኢንተርፕራይዙ አጠቃላይ እድገት ተጽዕኖ በማድረስ በኩል ከፍተኛው ድርሻ ይይዛል፡፡

አዎ አይደለም

32. የወቅቱ የሠራተኛ ደመወዝ እና ጥቅማ ጥቅሞች ከሌሎች ኢንተርፕራይዞች ወይም ድርጅቶች አንጻር፡-

ከፍተኛ ነው ተመሳሳይ ነው ዝቅተኛ ነው

33. በኢንተርፕራይዙ ያለውን የሠራተኞች የመልቀቅ ደረጃ እንዴት ያዩታል?

ከፍተኛ

መካከለኛ

ዝቅተኛ

34. ከ 1 እስከ 6 ደረጃ በመስጠት ለሠራተኞች መልቀቅ ያላቸውን አስተዋጽኦ በደረጃ ያሳዩ።
ዝቅተኛ አስተዋጽኦ ላለው 6 በመስጠት እና ከፍተኛ አስተዋጽኦ ላለው ደግሞ 1 ነጥብ ይስጡ።

በሥራ ደስተኛ አለመሆን

አነስተኛ ደመወዝ

የሥልጠና ዘርፍ እና የሥራ ድልድል አለመጣጣም

የደረጃ እድገት አለመኖር

ኢፍታዊ የሆነ ሽልማት/ማበረታቻ

አስተዳደር

35. ኢንተርፕራይዙ የሠራተኞችን መልቀቅ እንዲቀንስ ለማድረግ ምን ማድረግ ይኖርበታል ይላለ?
