

Assessment of Professional Employees Turnover Causes: A Case of Bank of Abyssinia Share Company

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Abstract

This study assesses the causes of professional employees' turnover at bank of Abyssinia. The study adopted a descriptive research design to identify professional employee turnover causes. Both quantitative and qualitative methods were used to gather information through the utilization of a questionnaire and interviews. The respondents were drawn from the existing and ex-employees of the bank. The study showed detailed discussion of major causes for professional employees' turnover such as salaries and benefits, work environment, workload and fairness, relationship of management and supervisor with their subordinates, job satisfaction and related factor, and intention of existing employees to leave or stay. In overall, the research investigated the reasons why professional employees leave bank of Abyssinia and the reasons why they stay in the bank. Hence, the study revealed that the bank has not attractive salary and benefit package, the employee employer relationship was not good, there is job security problem, the employee reward program was not competitive, the work place were unfavorable, employees were handled unfairly and irrespectively. All those factors influence most ex-employees to leave and increased the intention of existing employees to leave the bank. The study recommended that the bank need compensation policy, retention scheme policy, modify promotion policies to implement zero-discrimination, implement more aggressive reward and recognition program and create conducive working environment to retain its experienced and qualified employees.

Key words: Professional, Employees, Turnover, Bank of Abyssinia

Introduction

The century we are living is in stiff business competitions and business process outsourcing is on the crowning and demands effective performance. In line with this, turnover is becoming a critical human resource issue in all sectors of the economy because turnover affects productivity, product and service quality, and profitability. In addition to this, the cost of replacing workers is high, finding skilled employees can be difficult, and investments in training are less secure. Therefore, at this time, in a competitive environment, turnover of employees is not just only a human resources issue because it has its own impacts on the company negatively (Wood 2007).

Employees' turnover has the potential to reduce the quality of the company service. This is usually the case when labor force is reduced and the same amount of work is left for fewer hands to do so. This is too much work for the remaining employees and in trying to do more work than they used to do since they usually do not have a choice but to do a poor job. Besides, the effects of turnover are reflected at the time when employee leaves a company because the employee takes with his/her knowledge and experience which cannot be monetarily measured and that cannot be easily recreated (Achoui and Mansour 2007).

Employee turnover is a problem that employers have been facing in all industries, but the situation is different for every industry (Catherin, 2002). Due to this, various studies were conducted on causes of turnover on various industries. Several literatures indicated various factors why employees stay or quit their job. There are also many discussions in international and national level study on the causes of turnover. For example, Ongori (2007)

focused on sources of employee turnover, effects and forwards some strategies on how to minimize employee turnover in organizations. Rehman (2012) worked on employee turnover and retention strategy. Gabriel and Thomas (2012) carried out a study on Ghana Banks to find out the relationship between labor turnover and its impact on performance. Samuel and Chipunza (2009) also identified intrinsic and extrinsic motivational variables influenced the retention and reduction of employee turnover in both public and private sector organizations. A research was conducted in Saudi company to identify the main turnover factors in some Saudi business companies and to suggest some employee retention strategies within the Saudi context (Achoui and Mansour 2007). Nadeem, Yasir and Hussain (2011) in their study elaborate the retention of employees its benefits and factors that may help to retain the best talent of the organization in the case of textile sector.

At national level, in Ethiopia, employee turnover in the private banking industry appears not have been extensively researched and documented. However, employee turnover studies were conducted in Ethiopia by the researchers on different sectors. For example, Asmamaw (2011) explores the professional employees' turnover and retention practice in Ethiopian public sector and organization of ministries of finance and economic development. A research was conducted on staff turnover in international Non-Governmental Organizations (NGOs) a case study of International Rescue Committee (IRC) by Yared (2007). Solomon (2007) also conducted a research on skilled manpower turnover and its management in the case of Ethiopian road authority. A turnover issue in the textile industry in Ethiopia in a case of Arba Minch Textile Company was also studied by Kumar (2011).

The result of each study were different as each study was carried out in different countries where each countries having different socio-economic and culture, in different setting for different organizations and used different independent variables. Besides, the studies at national level also carried out at different organizations and at different competitors where each organization have different working environment, working culture and norms and services they provided.

Considering the above facts, Bank of Abyssinia should understand why their employees leave and stay to mitigate the reason of leaving the company and the reason staying in the company to attract other competent employees from the market and achieve the ongoing concern of the company. Therefore, there is a clear need to develop a better understanding of employee turnover and more specifically the causes that are key indicators of why employees leave the organization which would then have a profound impact on the strategies that managers can employ in order to reduce employee turnover within their organizations (Kevin, Joan, and & Adrian 2004). According to Ongori (2007) the value of employees to an organization is a very crucial element in organizations success. This value is intangible and cannot be easily replicated; therefore, it becomes very important that managers should control employee turnover for the benefit of the organization.

Statement of the Problem

Bank of Abyssinia (BoA) is one of the privately owned banks. The bank currently has a total of 2,125 employees of which 1,114 are clericals, 726 non-clericals and 285 outsourced (2nd quarter report of HRMD of BoA 2012). The bank provides different banking services to its customers in a stiff competitive market environment. To win this competition, as a service giving organization, BoA should maintained adequate number of the right sort of employees with appropriate training, qualifications and experience who serve its customers as per the rules and regulation of the bank. Indeed, effective performance of the bank depends not only on the available technical resources, but also on the quality and competence of its employees as required by the bank from time to time. Boxall and Purcell (2011) propose that organizations would have invested heavily into developing these employees who hold critical knowledge and skill. Additionally, human capital is neither widely accessible nor easily imitated (Boxall & Purcell 2011).

It is obvious that, new banks join the market and existing banks expand the network of their branches so this may lead the competition get tougher and recruiting and retaining qualified and experienced employee in tight job market often pose up as a great challenge for the bank. BoA set maximum attrition rate in its strategic planning as 4 percent. The actual attrition rate of professional employees excluding of non-professional employees for the fiscal year 2008/2009, 2010/2011, 2009/2010, 2011/2012 are 8%, 7%, 9% and 8% respectively. This shows that it is almost doubled than the attrition rate set by the bank. Hence, the recent trend reflects that BoA is facing frequent turnover of professional employees. However, the causes of bank of

Abyssinia professional employees leaving the bank voluntarily are not identified hitherto since as far as the knowledge of the researcher studies have not been conducting on bank of Abyssinia in this regard. Hence, this research is intended to address the causes of professional employees' turnover at Bank of Abyssinia.

Research Questions

This study primarily focuses on answering the following basic research questions in order to address the problem stated:

- 1- Why do employees leave the Bank of Abyssinia?
- 2- What is the current staff turnover trend at Bank of Abyssinia?
- 3- What strategies and programs has the bank designed to minimize staff turnover?

Objectives of the Study

The main objective of this research is to identify the major causes behind the frequent professional staff turnover in BoA and provide professional advices that would help the bank to reduce turnover and retain its competent employees. Specifically, the objectives of the study are:

1. To identify the major causes/sources of staff turnover,
2. to assess the magnitude and nature of employee turnover in bank of Abyssinia and,
3. To examine whether the bank has strategies designed to minimize staff turnover or not.
4. Suggest ways forward for the bank of Abyssinia to design strategies for better retention of its employees

Significance of the Study

The significances of this study are that it can:

1. help the bank to realize the magnitude of its employee turnover and set strategies to minimize it;
2. it can serve as a reference material for those who are interested to conduct further study in the area.

Research Design and Methodology

This study employed descriptive type of research method to gather information about the present causes of professional employees' turnover at BoA conditions.

Population and Sampling Techniques

The study used stratified random sampling techniques for current employees. The target population of this research refers to the 745 professional employees who are currently working in 14 departments and in 33 city branches. The stratified sampling is applied in order to identify the number of sample employee selected from each 14 department and 33 branches. The stratified random sampling is to identify the employee of each 14 departments and 33 branches. Hence, 10% of current employees from the total populations were involved to fill the questionnaires. Regarding the ex-employee the researcher used convenience sampling methods to select the respondents. The accessible population of the ex-employees refers to 319 professional employees who left the bank during the period under review. Those accessible populations refer to one that meets the criteria and would be available for a study (Everitt 2006; LoBiondo-Wood & Haber 2006). Accordingly, the target populations 57(fifty-seven) were selected to fill the

questionnaires. Therefore, 18% of the ex-employees from the total populations were involved to fill the questionnaires.

Type of data and Tools/Instruments /of Data Collection

This study used both primary and secondary data as a source of data collection. The secondary data sources used are annual report, manuals and websites. This data source is used to supplement the data obtained from the primary sources. Both quantitative and qualitative data were utilized to conduct this study. The quantitative approach was applied to identify the trend of professional employee turnover causes in bank of Abyssinia by using questionnaires. Some qualitative information was also gathered from the organization by using interview checklists.

Procedures of Data Collection

In order to collect the data questionnaires and interview checklist were prepared. The questionnaire developed for both ex-employees and current employees was pilot tested to check clarity. Correction was made based on the feedback obtained from the pilot test session. The amended questionnaire was delivered by hand to the respondents at their duty stations during working hours and collected by the researcher assistant. Interview session was conducted with the HR director of the bank and the information obtained was compiled accordingly.

Data Analysis Methods

Data analysis means categorizing, ordering and summarizing of data to get answers to research questions (De Vos, Strydom, Fouche & Delpont 2005). Hence, the researcher obtained data through responses of questionnaires was collated into MS-Excel spreadsheets and compiled at first. Then the data was summarized, edited, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Editing involved going through the questionnaires to see if respondents responded to questions and see if there are blank responses. Tabulation involved counting the number of cases that fall into various categories. A simple tabulation was used. Descriptive statistics data analysis method was applied to analyze quantitative data where data is scored by calculating the number and percentages. Qualitative data analysis method was also employed to analyze qualitative data gathered using the interview check list and documents from the department.

Results and Discussion

Characteristics of Respondents

Table1 shows the breakdown of the sample respondents selected from the ex-employees and current employees of BoA in terms of sex composition, age range, marital status, educational qualification and length of service. Hence, out of 31 ex-employees respondents, 19(61%) are males and 12(39%) are females. Likewise, out of the total 38 current employee respondents 17(45%) are males and 21(55%) are females. Female representation in the study was outnumbered the males by 10%.

Table 1: Demographic Profile of Respondents

No.	Item	Number of Ex-Employee (n=31)		Number of Current Employee (n= 38)	
		No.	%	No.	%
1	Sex				
	Male	19	61	17	45
	Female	12	39	21	55
2	Age				
	Below 25	1	3	1	3
	25-30	4	13	14	37
	31-35	15	49	17	45
	36-40	10	32	4	11
	Above 40	1	3	2	4
3	Marital status				
	Married	19	60	25	66
	Single	12	40	13	34
4	Qualification				
	12+2	3	10	1	3
	BSC/BA	25	81	33	87
	MSC/MBA	3	9	4	10
	PHD	0	0	0	0
5	Length of service year in BoA				
	less than 1	1	3	0	0
	1 to 2	1	3	0	0
	2 to 5	16	52	8	21
	5 to 10	7	23	23	61
	More than	6	19	7	18

Regarding the age range of the respondents as indicated in item (2) of table 1, majority of ex-employees lie in the age group of 31- 35. Thus, those in the age group of 31- 35 counts for 15(49%) and those who lie in the age group of 36-40 count for 10(32%). Altogether, the respondents of ex-employee whose ages range from 31- 40 are 25(81%) of the total respondents. Similarly, the age range of the current employees majority of the respondents are in the younger age group which is 17(45%) between 31 to 35 and 14(36%) between

25 to 30 years of age. Generally, 85% of the bank employees are below 35 years. The data clearly shows that the bank has matured, energetic and experienced employees.

Relating to marital status of the ex-employees as can be noted from table 1 of item (3), 19(60%) of them are married and the rest are single. In the same table marital status of the current employees shows that 25(66%) of them are married and the rest are single. Besides, 28(91%) of the ex-employee respondents possess first degree and above. Thus, 25(81%) have BSC/BA degree and 3(9%) possess MBA/MSC degree. Altogether, the number of those who possess first degree and above is 28(90%). Likewise, current employee respondents possess first degree and above. Thus, 33(87%) possess BSC/BA degree and 4(10%) possess MBA/MSC degree. In sum, the number of those current employees who possesses first degree and above is 37(97%).

Item (5) of table 1 above also divulges the length of services of the ex-employees and current employees involved in the study. In view of that, as the data indicate, 16(52%) have served in the bank from 2 to 5 years and 13(42%) of ex-employees have served the bank for more than 5 years. In the same table, 8(21%) have served in the bank from 2 to 5 years and 30(79%) of current employees have served the bank for more than 5 years.

Table 2: Impact of Benefits and Salary Package on Employee Turnover

No	ITEMS	Response Category n=31					
		0	1	2	3	4	
1	I left BoA because I felt that I was not well paid in comparison to my experience, responsibilities and qualification	Frequency	0	1	2	17	11
		Percentage	0	3	6	55	36
2	I left BoA due to the number of vacation, sick leave and Insurance policy (safety, health) set by BoA were inadequate	Frequency	3	14	8	2	4
		Percentage	10	45	26	6	13
3	I left BoA because I was not happy with the assistance given by BoA in terms of school fee, leave for exams and subscriptions	Frequency	0	13	2	14	2
		Percentage	0	42	6	46	6
4	I left BoA because I was not happy with bank assistance for loans – housing, vehicle, personal and staff loans	Frequency	0	2	5	17	7
		Percentage	0	6	16	55	23
5	I left BoA because the amount of pay I received for my job was not equal to other employees doing similar work in other banks	Frequency	1	3	1	9	17
		Percentage	3	10	3	29	55

Some writers stated that the most common reason for employee turnover rate being so high is the salary scale since employees are usually in search of jobs that pay well. This was clearly said by Johnson (2007) "The prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. This practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs. However, there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit." Accordingly, as can be observed from the data in table 2, 28(91%) of the respondent confirmed that they didn't paid well in comparison to their experience, responsibilities and qualifications.

According to the findings in item (2) of table 2, majority of the respondents which is count for 17(55%) felt that sufficient number of vacation, sick leave and insurance policy (safety, health) was given by the bank while 6(19%) of

the respondents felt that the assistance of the bank given for number of vacation, sick leave and insurance policy (safety, health) were not sufficient. This implies that the number of vacation, sick leave and insurance policy (safety, health) were not been the reason for ex-employees to left the bank. It is evident from different studies that employees always look for companies offer more benefits and compensation package. Hence, as it indicated in item 3 of table 2, 16(52%) of the ex- employee respondents were unhappy with the assistance given by the bank in terms of school fee, leave for exams and subscriptions. This result infers that most of ex-staff resignations were related with the insufficient benefit of such assistances from the bank.

With regard to what extent respondents address their responses of happiness in the assistance of the bank in item (4) of table 3, 24(78%) of the respondents were not happy by the assistances given for loans. The finding indicates that majority of the ex-staff was left the bank due to discontent on the benefits given by the bank on loans such as housing, vehicle, personal and staff loans.

Employees are making sure about their salaries paid by their employers are whether it is equal or not with others employees doing similar work in other companies. If they realized that their salary is less than that of the other companies compensation, they are going to opt to quit their jobs. As can be seen from the data in table 2 of item (5), 26(84%) of the respondents are expressed their feelings as they were forced to left the bank because the payment was not equal to others doing similar work in other banks. Therefore, no common best practices in salary scales include the use of industry surveys to benchmark and position salary structures in the bank.

As depicted from the current employees responses on table 3 of item (1), 23(60%) of the respondents feel that they are not received payment and compensation in connection with their experience, responsibilities and qualification. When employees get more experience and become more qualified, they may take more responsibilities. Following this, they may demand equitable payment and compensations with the experience they have and the qualification they possess and the responsibility they seek through time. Therefore, the bank should adjust their salaries and other payments as soon as possible when they acquire better qualifications and attain the required experiences to motivate and retain its qualified and experienced employees.

Table 3: Satisfaction of current employees with the Bank’s Benefits and Salary Package

No	ITEMS	Response Category n=38					
			1	2	3	4	5
1	I feel I am well paid in comparison to my experience, responsibilities and qualification	f	2	21	4	10	1
		%	5	55	11	26	3
2	The number of vacation, sick leave and insurance policy (safety, health) given by the bank is adequate	f	1	4	10	21	2
		%	3	11	26	55	5
3	I am happy with company’s assistance for Loans – housing, vehicle, personal and staff loans	f	8	17	6	4	3
		%	21	45	16	11	8
4	The amount of pay I receive for my job is equal to others doing similar work in other banks	f	5	34	18	39	3
		%	13	24	21	39	3

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

Table 3 of item (2) shows that, to a larger extent for current employee respondent, 23(60%) of them respond as the number of vacation, sick leave

and insurance policy (safety, health) set by the bank is adequate. Providing adequate benefit packages to the employees in terms of the number of vacation, sick leave and insurance policy (safety, health) may help the bank to hold the current staffs as retention mechanisms.

Item (3) in table 3 above tries to determine the gap of the current staff demand on the bank assistance and the actual assistance the bank provided for loans such as housing, vehicle, personal and staff loans. As can be observed from the data, 25(65%) of the respondent express their feelings that they are not satisfied by the bank's assistance for loans (housing, vehicle, personal and staff loans). On the contrarily, 7(19%) of the respondents are satisfied with assistance for loans provided by the bank. Likewise, 6(16%) of the respondents remain neutral. Since majority of the respondents feel that the assistance for loan is not adequate, the bank should revise the packages taking into account of the inflations and the paying capacity of the employees.

Paying better salary compared to the market may help the employees to be stable in their jobs and the organization as well. In most cases, employees jump from company to company even for slight increments on their salary. However, if their company pays them as better as those employees doing similar work in a competitive company, they can stay longer period in the company. In view of that, as can be observed from item (4) of table 3, the respondents were asked to ascertain whether they have obtaining equal payment or not as compared to other banks employees working similar job, 27(71%) of the respondent feel that the payment of BoA compared to other banks working similar job payment to their employees is not equivalent with

BoA employees received payment. Hence, the bank has to review the salary scale to motivate the current employee and make happy in their job.

Table 4: The Influence of Employee Management Relationship on Turnover

No	ITEMS	Response Category					
			1	2	3	4	5
1	I left BoA because the management of the bank did not show me a genuine interest in fixing the issues/problems in my role	f	1	2	5	8	15
		%	3	6	16	26	49
2	I left BoA because I felt that there was a decline in the quality of supervision of top management and supervisors	f	1	1	2	9	18
		%	3	3	6	29	59
3	I left BoA because my supervisor treats me unfairly and disrespectfully	f	0	4	3	15	9
		%	0	13	10	48	29

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

As can be observed from item (1) of table 4, the respondents were asked to express their level of agreements about the management reflections in fixing the issues /problems in their role; the response of the ex-employees exhibit that 23(74%) of the respondents agreed with the reason for left the bank were due to the management of the bank did not show genuine interests in fixing the issues/problems in their role.

As can be seen from the data in item (2) of table 4, as confirmed by most of the respondents, 27(87%), the decline in supervision quality of the top

management and supervisors were the cause for leaving the bank. Literatures from other studies confirmed that the quality of supervision was a significant influence for the employees to leave their jobs. Since most of the employees of the bank are professionals, they want to be treated fairly and respectfully. Accordingly, item (3) of table 4 data indicates that, 24(77%) of the respondents agree that their supervisors treat them unfairly and disrespectfully. Hence, it can be generalized that not treating employees fairly and respectfully is a cause of turnover.

Table 5: Views of current employees on the relationships of the management with their subordinates

No	ITEMS	Response category n=38						Total
			1	2	3	4	5	
1	I feel the management of the bank shows a genuine interest in fixing the issues/problems	f	4	19	8	7	0	38
		%	11	50	21	18	0	100
2	My supervisor treats me fairly and respectfully	f	5	15	5	12	1	38
		%	13	39	13	32	3	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

The current employees feeling were asked whether they are comfortable or not on the employer employee relationship which is the management of the bank have to show a genuine interest in fixing the issues/problems in their role. As a result, the study finding in item (1) of table 5above indicates that, 23(66%) of the respondents disagreed to the statement ‘I feel the management of the bank shows a genuine interest in fixing the issues/problems in my role’. Therefore, to a larger extent, current

employees feel that the management of the bank doesn't show a genuine interest in fixing issues/problems in their role.

The relationship between managers and employees influences employees' decision to stay in a job. Treating employees fairly and respectfully is one of the ways that makes the relationship between managers and employees to be smooth. As can be seen from item (3) of table 5 above regarding the feeling of the employees on their supervisors treatment, 20(52%) of the respondent expressed their feelings that they are not treated fairly and respectfully by their supervisors. To encourage staffs for the achievement of the objective of the bank through performing their duties with whole-hearted efforts supervisors should treat them fairly and respectfully. Besides, literatures confirm that employees need supervisors who know and understand them, and who treat them fairly. By doing of this, the bank can minimize the intention of the current staff that leaves the bank.

Table 6: Job related issues as a cause of employee turnover for ex-employees

No	ITEMs	Response category n=31					
			1	2	3	4	5
1	I left BoA because I had not feel secured in my job	f	0	0	1	12	18
		%	0	0	3	39	58
2	I left BoA because the bank did not give enough recognition for well done work and I was not	f	6	1	2	13	9
		%	19	3	6	42	30
3	I left BoA because my qualification and experience were not considered for promotion and the opportunity were not been	f	0	4	2	10	15
		%	0	13	6	33	48

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

Employees always need to be secured in their job. When employees feel that they are not secured in their job they hunt another job in another organizations. Employers should give guarantee to their employees to feel that they are secured in their jobs. Otherwise, employee's turnover rate is high in the bank. Accordingly, the responses from the respondent on item (1) of the above table shows that, 18(58%) strongly agreed, 12(39%) agreed, and 1(3%) remains neutral. The data clearly shows that majority of the respondents which is 29(97%) of them are not feeling secured in their job.

Research results are evident that employees that enjoy their work are employees that are truly interested in their jobs. So, managers need to make sure that their employees know that they have done a good job and recognize their achievements. Some managers fall short on this simple motivational tool. Furthermore, regardless of personalities, everyone wants to hear how valuable they are to the organizations, to know what difference they made on a job, and even to hear it repeatedly. In view of that, Table 6 of item (2) data reflects that, the ex-staff left the bank in relation to not getting enough recognition for well done work and not being appreciated at work responded as 9(30%) strongly agreed, 13(42%) agreed, 2(6%) neither agreed nor disagreed, 1(3%) disagreed and (6)19% strongly disagreed. From the result obtained, 12(72%) of the respondents agreed for the reason for left the bank that they had not getting enough recognition for well done work and not being appreciated at work. So, most of the ex-employee reasons left the bank were not getting enough recognition for well done work and were not appreciated at work by the bank. So, the bank implements recognition scheme criteria and develops the way to recognize employee for well-done

workers at work to retain them from flow due to dissatisfaction of getting recognitions for their well-done work. This resignation reason of ex-employee affects the morale of the current staff and they may feel the same as ex-employees that is they may feel that they are not been recognized for their well-done work.

When employees do more work and get better experience and become more qualified in their education they demand promotion. Besides, every time when there is vacant for promotion they watch meticulously who is going to be getting the positions? If they are not selected for promotion they ask the criteria of selection for the promotions to compare themselves with promoted employee experience and qualification. If the promoted employee is less than their experience and qualifications, they feel that their opportunities are not equal to other employees. After ascertaining this unfairness, most employees resign from their job. Consequently, to see the reason of the ex-employees left the bank under table 6 of item (3) question was addressed. The results to this question were accepted by 25(81%) of respondents indicating that their qualification and experience was not considered for promotion and the opportunity were not been equal to other employees. On the other hand, 4(13%) of the respondent accept that their qualification and experience was considered for promotion and the opportunity were equal to other employees. Besides, 2(6%) remained neutral. From the result revealed, it can be say that the bank is not giving equal opportunity to employees when there is a promotion. So, the bank should implement transparent promotion that is disclosed to the employees why they fail to be promoted.

Table 7: Current Employees Satisfaction with their Job

No	ITEMS	Response category n=38						Total
		1	2	3	4	5		
1	My job has good promotion and I have the ability to grow	Frequency	8	12	8	8	2	38
		Percentage	21	32	21	21	5	100
2	I feel I am secured in my job	Frequency	13	10	3	9	3	38
		Percentage	34	26	8	24	8	100
3	The bank gives enough recognition for well done	Frequency	4	16	10	7	1	38
		Percentage	11	42	26	18	3	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

It is natural that current employees always aspire the next level of position when the employee left the positions due to voluntarily or involuntary. However, the position is filled by other employees from other section it may discourage and assume that their job does not have good promotions. On the other hand, if the job has not the level, it is also discouraging to current employee. Thus, the data from table 7 of item (1) above shows that, 20(53%) of the respondents disagreed that their job has not good promotion and they have not the ability to grow in their job. on the other hand, 10(26%) of the respondent agreed that their job has good promotion and employees have the ability to grow in their job whereas 8(21%) remains neutral. This implies that the majority of the respondent feels that their job has not good promotion and employees have not the ability to grow in their job. This will be potential sources for skilled employee's turnover.

Employers should work on employees to develop their confidences and to feel secured in their jobs. It is obvious that, if employees are not feeling

secured in their job they have not worked with confidences and they don't want to take risks on behalf of the organizations. Organizations like bank, some of the transactions have bear risks that should be taken by the employees accordingly. However, those employees who feel unsecured in their job will not be participated and execute such risky transactions. Likewise, their fear of risk may jeopardize the operation of the organizations. Conversely, current employee of BoA was asked their level of agreement regarding the questions in item (2) of table 7. Accordingly, as can be seen from the response 23(60%) of the respondent are not feel secured in their job while 12(32%) of them are feel that they are secured in their job. Besides, 3(8%) remain neutral. This implies that more of the current employees' respondent feels they are not secured in their job. It is obvious that employees are not feeling secured in their job they look for another job; this by itself fuel employee turnover. So, the result implies that not feeling secured in the job will be the source of employee turnover. Besides, the team spirit of the employees will not be good and this affects the performance of the bank.

As can be observed from item (3) of table 7 above, the respondents were asked to express their level of agreement with the statement that reads "the bank gives enough recognition for well done work and I feel I am appreciated at work". Accordingly, as can be observed from the response, 16(42%) of the respondents disagreed and 4(11%) strongly disagreed. Thus, 20(53%) seem to disagree with the statement. On the other hand, 10(26%) of the respondents remain neutral. Moreover, minimal number of respondents i.e. 7(18%) and 1(3%) of respondents express their feelings as agreed and strongly agreed respectively. As confirmed by the majority of the respondents, the bank does not gives enough recognition for well done work

and employees feel they are not appreciated at work. Therefore, recognition for well-done worker and appreciation at work place needs to be done by the bank to minimize potential sources of employee turnover.

Table 8: The Influence of Work Environment, Work load and Management Decisions Fairness on Employee

N o	ITEMS	Response category						Total
			1	2	3	4	5	
1	I left BoA because I was not satisfied with the overall work environment	f	3	4	0	9	15	31
		%	10	13	0	29	48	100
2	I left BoA because the amount of workload was not reasonable and sound	f	7	4	1	15	4	31
		%	23	13	3	48	13	100
3	I left BoA because the bank was unfair in general and treat employees unfairly	f	2	1	1	16	11	31
		%	6	3	3	53	35	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

Researchers found that employees leave the job due to hostile work environment. On the contrary, good working conditions may serve as a motivating factor to employees, in order to stay in an organization. Reviewing the results of questions in item (1) of table 8 above shows that, 24(77%) of the respondents left the bank due to the fact that they were not satisfied with the overall work environment of the bank while 7(23%) of the respondent substantiate that the working environment of the bank was not the reason to left the bank. As per the response of the majority respondents unsatisfied by the overall work environment of the bank is among the reason that force employees to quit the bank. The management of the bank should go further to create the working environment to be coherent and conducive to minimize the number of professional employees left the bank.

Busy employees may leave the organization due to work load or over utilization of their capacity. The data collected from item (2) of table 8 questions show that, there is a large respondent of ex-employees who left the bank due to the amount of work they were given and felt that it was not reasonable and sound. Accordingly, as can be noted from the respondent 19 (61%) were agreed. On the other hand, 11(36%) of the respondents feel that the amount of work they were did when they were employee of BoA was reasonable and sound. Besides, 1(3%) were undecided. From the result of the data, it can be said that, unreasonable and unsound work load is the cause for turnover of BoA professional employees.

The management of the organization should be fairly treat all employees in all aspects unless the rules and regulations of the organization forbidden them to do so. In all of the organization procedures impartiality affects the employees and encourage them to leave the organizations. Accordingly, through item (3) of table 9 questions were addressed to ex-employees to confirm their feelings whether the bank was fair in general or not and treat them unfairly. To a large extent, 27(87%) of the respondent confirmed that the bank was unfair in general and treat employee unfairly. In reverse, 3(9%) of the respondent were feel that the bank was fair and treat employees fairly. The bank should investigate the overall environment and solidify corrective measures to retain its professional employees.

Table 9: Current Employees' Satisfaction with Working Environment, Work load and the Fairness of the management Decision

No	ITEMS	Response category n=38						
			1	2	3	4	5	Total
1	I'm satisfied with the overall work environment of BoA	f	6	18	5	8	1	38
		%	16	47	13	21	3	100
2	I feel that the amount of workload is reasonable and sound	f	8	15	5	7	3	38
		%	21	39	13	18	8	100
3	I feel that I am rewarded with better appraisal rates and grade promotions based	f	5	14	8	8	3	38
		%	13	37	21	21	8	100
4	I feel the bank is fair in general and treat employees fairly	f	5	15	8	9	1	38
		%	13	39	21	24	3	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

As can be observed from item (1) of table 9 above, the respondents were asked to express their level of agreement with the statement under item (1). In view of that, as can be observed from the response, 1(3%) strongly agreed, 8(21%) agreed, 13% neutral, 47% disagreed and 16% strongly disagreed to the statement on satisfaction with the overall work environment of BoA. Conclusively, to a larger extent, it can be said that the majority of the respondents, 24(63%), are not satisfied by the overall work environment of BoA. Therefore, to retain the current qualified and experienced employee the bank look in the internal environment that dissatisfy the employees and corrective action should be taken.

Workload in the current employee may occur due to frequent sickness and other leaves of the colleagues. The other reason for workload may be the delay of replacing of the resigned employees. In one way or another, work should be divided equally among the employees reasonably. The findings in table 9 of

item (2), the statement “I feel that the amount of workload is reasonable and sound” indicates that, 3(8%) strongly agreed to the statement, 7(18%) agreed, 5(13%) remained neutral, 15(39%) disagreed and 8(21%) strongly disagreed. This implies that the workload is not divided equally among all the organization members. Hence, it is affecting the level of employee performances. The bank should distribute the workload equally to the entire bank members or should replace for the outgoing employee as soon as possible.

Based on the actual performance, employees expect their appraisal and accordingly demand promotion. Despite the fact that, respondents reflect their responses for the statement mentioned under item (3) of table 9 which rewarded with better appraisal rates and grade promotions reflect as 3(8 %) strongly agreed to the statement, 8(21%) agreed ,8(21%) neutral, 14(37%) disagreed and 5(13%) strongly disagreed. So, from the respondents’ feedback, it can be said that employees are not rewarded with better appraisal rates and grade promotions based on their actual performance. Thus, employees, especially, who work more and better should be rewarded and should provide grade promotion, otherwise employee will quit their job and turnover rate of the bank will increase and in parallel the bank loses its hard workers.

As can be observed from table 9 of item (4) above, the respondents were asked to express their level of agreement with the statement that read " I feel the bank is fair in general and treat employees fairly’’. Along this lines, as can be seen from the response, 1(3%) strongly agreed with the statement, 9(24%) agreed with the statement. Thus, 10(27%) seems agreed. On the other hand, 8(21%) of the respondent remained neutral. Moreover, large number of the respondents i.e. 5(13%) and 15(39%) of the respondent

expresses as disagreed and strongly disagreed respectively with the statement. As confirmed by more of the respondents, 20(52%), the bank is unfair in general and treat its employees unfairly. Thus, BoA is required to take the necessary corrective measure in this regard to retain its experienced and senior employees.

Table 10: Personal reasons that forces employee to leave

No	ITEMS	Response category n= 31						
			1	2	3	4	5	Total
1	I left BoA because I returned to higher learning	f	18	11	1	0	1	31
		%	58	36	3	0	3	100
2	I left BoA because of baby care	f	16	14	1	0	0	31
		%	52	45	3	0	0	100
3	I left BoA because of not discharge my duty due to continuous illness	f	14	16	1	0	0	31
		%	48	49	3	0	0	100
4	I left BoA because desire to be self-employed	f	13	7	2	1	8	31
		%	42	23	6	3	26	100
5	I left BoA because better conditions being offered by competitors	f	4	1	0	8	18	31
		%	13	3	0	26	58	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

As revealed in item (1) of table 10 above, respondents express the level of agreement on the statement ‘I left BoA because I returned to higher learning’. As a result, 1(3%) of the respondents strongly agreed with the statement, (11)35% disagreed, (18)58% strongly disagreed and (1)3% were neither agree nor disagree. This implies that almost all of the respondents, 29(93%), were not left the bank because of they returned to higher learning. Likewise, item (2) of table 10 shows that, the respondents who strongly disagreed to the statement ‘I left BoA because of baby care’ were 16(52%). The remaining respondents which is 14(45%) are disagreed

and 1(3%) are neither agreed nor disagreed. This implies that majority of employees left the bank is not because of baby care.

Findings of the study according to item (3) of table 10 on the statement ‘I left BoA because of discharge due to continuous illness’ reveals that, 15(48%) strongly disagreed and (14)48% disagreed. The result shows that, 30(97%) of the respondent their reasons to leave the bank were not due to continuous illness whereas the rest of the respondents 1(3%) remained neutral. The research findings in table 10 of item (4) for the statement ‘I left BoA because desire to be self-employed’ the respondent expresses their feelings. Accordingly, 8(26%) strongly agreed,1(3%) agreed while 2(6%) remained neutral. On the other hand, 7(23%) disagreed and 13(42%) strongly disagreed. The result implies that most of the ex-employees are not left the bank for self-employed.

As can be observed from table 11 of item (5) above, the respondents were asked to express their level of agreement with the statement that read “I left BoA because better conditions being offered by competitors”. Accordingly, as can be seen from the response, 18(58%) strongly agreed with the statement, 8(26%) agreed with the statement. Thus, 26(84%) seemed to agree. On the other hand, minimal number of the respondents i.e. 1(3%) and 4(13%) of the respondents disagreed and strongly disagreed respectively with the statement. As confirmed by most of the respondents’ reasons for left the bank were due to better conditions being offered by competitors. This reason is take the highest share among the causes for turnover. Thus, BoA is expected to have better offer from the competitors to retain its experienced or senior employees.

Table 12: The Intention of Current Staff to Leave or Stay with the Bank

No	ITEMS	Response category n=38						
			1	2	3	4	5	Total
1	I do not have intention to resign from BoA within a shorter time	f	8	6	7	13	4	38
		%	21	16	18	34	11	100
2	Whenever I get a job in another bank definitely I leave this bank	f	4	12	5	10	7	38
		%	11	32	13	26	18	100
3	I am already fed up working in BoA so I am searching for a better job in a better organization at the moment	f	3	7	4	9	15	38
		%	8	18	11	24	39	100
4	I'm not satisfied with the work environment in my current job so I would look for outside Opportunities	f	2	6	3	11	16	38
		%	5	16	8	29	42	100
5	I would look for other job opportunities if I find I will be go since no career	f	1	5	5	10	17	38
		%	3	13	13	26	45	100

Note: 1= Strongly Disagree; 2= Disagreed; 3= Neutral; 4= Agree; 5= Strongly Agree

As shown in table 11 of item (1) above, the respondents express their feelings on the statement ‘I do not have intention to resign from BoA within a shorter time’. Thus, 4(11%) of the respondents strongly agreed with the statement, (13)34% agreed, (7)18% neutral, (6)16%disagreed and (8)21% strongly disagreed. This implies that majority of employees do not have any intention to resign from this bank within a shorter time.

Results in table 11 of item (2) for the statement asked the respondent ‘whenever I get a job in another bank definitely I leave this bank’ indicates that 7(18%) of the respondents strongly agreed and 10(26%) agreed with the statement. On the other hand, 5(13%) remained neutral

whereas 12(32%) disagreed and (4)11% strongly disagreed with the statement. This indicates that whenever the current employees get a job in another company definitely they leave the bank. Thus, the intentions of the current employees to leave the bank are high. Take in to account of this intentions of the employee to leave the bank, the management of the bank should work its assignment very well to change the potential leaver employees of the bank.

The research findings in table 11 of item (3) the respondents express their feelings for the statement ‘I am already fed up with working in BoA so I am searching for a better job in a better organization at the moment’. Accordingly table 11 indicates that 24(63%) of the respondents agreed with the above statement. Moreover, 4(11%) remained neutral whereas 10(26%) disagreed and (3)8% strongly disagreed. This shows that the current employees are already fed up working in BoA and they are searching for a better job in a better organization at the moment. The above table 11 of item (4) results show that, (16)42% of the respondents strongly agreed, (11)29% agreed, (3)8% were neutral, (6)16% disagreed and (2)5% strongly disagreed with the statement ‘I’m not satisfied with the work environment in my current job so I would look for outside opportunities’. This, indeed, shows that more than (27)70% of the current employees are not satisfied with the work environment in their job and they are looking for outside opportunities. The bank should work on retention mechanisms to handle the employee from quitting.

The findings reflected in Table 11 above in last item for the statement ‘I would look for other job opportunities, if I find I will be go since no career advancement in this bank’ show that (17)45% of the respondents

strongly agreed, (10)26% agreed, (5)13% remained neutral,(5)13% disagreed and (1)3% strongly disagreed with the statement. The result indicates that, the largest number 27(71%) of current employees respondents are looking for other job opportunities and leave the bank since they would not get career advancement in BoA. This implied that the issues raised in this regard is a critical symptoms for the existence of potential turnover in the bank and it is expected to be high in the coming fiscal periods than before in BoA. Therefore, the bank arranges the retention mechanisms regarding career advancement to retain its valuable employees as early as possible.

Document Analysis

Employee Turnover trend and Magnitude at BoA

Based on the data that was obtained for this study through the available documents from the bank such as quarterly report, annual report and department document analysis was carried out to determine the turnover magnitude and trend of the bank. The findings are presented in the table below.

Table 12: The trend of staff Turnover from 2008/2009 to 2011/2012

Category	Fiscal year(July 1to June 30)			
	2009/10	2009/10	2010/11	2011/12
Managerial	11	9	9	16
Supervisor	15	17	25	16
Clerical	49	42	60	50
Total leaving staff	75	68	94	82

The data in the above table 12 shows that the magnitude of staff turnover and the trend what it looks like from the period under review, i.e. from

2008/2009 to 2011/2012. Accordingly, as it is indicated in the table above, the number of staff leaving the bank in 2008/2009 is 75, 2009/2010 is 68, 2010/2011 is 94 and 2011/2012 is 82. Hence, the data reflects BoA is facing frequent professional employees turnover. Besides, the data shows that the average number of employees leaving the bank under review periods is 80 employees per annum.

Table 13: The rate of professional staff Turnover from 2008/2009 - 2011/2012

Category	Fiscal year(July 1to June 30)			
	2008/09	2009/10	2010/11	2011/12
Managerial	11	9	9	16
Supervisor	15	17	25	16
Clerical	49	42	60	50
Total leaving professional staff	75	68	94	82
Total professional staff	1,005	1,021	1,060	1,114
Professional employees turnover rate	8	7	9	8

In the strategic planning of the bank, the tolerable attrition rate is 4%. However, the data in table14 above reflects that the professional employees' turnover rate is more than the attrition rate set by the bank by 3% in2009/2010, 4% in 2008/2009 and 2011/2012and 5% in the fiscal period2010/2011.This shows that the bank faces professional employees' turnover.

Exit interview

The cause of turnover as the researcher has tried to collect from the HR department report as they collect from exit interview sheet shows that

employees are leaving the bank due to the following reasons. Those reasons are giving fulltime attention to their private business, for better job opportunity, disagreement with place of assignment, doing business abroad, to establish personal business, to go to abroad, dissatisfaction on management decisions, family problem, dissatisfaction with promotion and to continue further education (Exit interview report of BoA 2013). However, from the reason mentioned above majority of the employees are leave the bank for better opportunity. This implied that most of those staffs are join in other existing or new commercial private banks. If the staff joins other competitor banks, it has an impact on the performance of the bank since most of those staff leaving the bank has the frequent communication with the bank's customers and as per the intimacy they have the customers that may go with them when they leave the bank.

Interview results with HR Director of the Bank

Interview was conducted with the bank of Abyssinia Human resource director and some questions were forwarded to the director. Accordingly, the Director starts his reaction by pointing out turnover is a natural occurrence and that turnover can also be positive as the bank can separate itself from poor performer and make way for capable employees continue in the bank. However, the management of the bank is happy if qualified and trained employees not living the bank. To minimize the frequencies of the turnover unreserved efforts has been done from the top management and other line managers as per their levels. For the interview question, the reasons why employees leaving the bank, the director replay as employees left the bank due to various reasons but majority of them left the bank due to salary and

benefits since new banks offer higher salary and benefits that is beyond the scale of BoA.

According to him, employees are not stay lifelong. However, as a management, the top management of the bank cultivates and upgraded a substitute through different training and developments of another employee who is equivalent or better capacity internally. He also emphasis that unless the needs arise and some vacant positions demands higher qualification, the bank is not look for competent employees externally. According to him, currently the bank has enough staffs which are qualified and experienced that can substitute their next positions. In addition, as a retention mechanism the bank review the salary scale and released very soon. According to the HR Director, exit interviews are conducted to gather information on why employees leave the bank. The HR department is aware of the magnitude of turnover that is the increasing number of employee turnover especially for the last two quarters which more experienced and qualified staffs are quit the bank. This information is needed in order to gain an understanding of how to address the problems that lead to employee turnover.

On the question regarding career path, the director stated that BoA lacks career path which is inconsistent with the existence of the policy on career pathing. According to him, professional employees leave as a result of the policy not being implemented. Employees reach a point of frustration after they have set measurable goals and have received the necessary training or intervention, and are unable to progress as inadequate attention is given to advancing employees. The director also mentions that there are no documented programs that the bank designed to minimize professional employees' turnover. However, the bank has different benefits package gives

to employees used as retention mechanisms such as loans for various purposes, school fee, cover medical expenses and the like.

Finally, the Director pointed out that, the bank gives due attentions to its employees since the success of the bank is directly related with the contribution of the employees. It is obvious that without the qualified and experienced staff it is very difficult to achieve the objective of the bank.

Findings

- Most of the current employee respondents (55%) are females, below the age of 40, married, qualified above BA/BSC, and has been in the bank above 5 years. Likewise, ex-employee respondents (61%) are found to be male, age group of below 40, married, qualified above BA/BSC and had been in the bank for less than ten years.
- Most of ex-employees respondents were left the bank due to low salary, that is, the salary they received in connection to their experiences, responsibilities and qualifications in the bank (91%) and compared their salary with others employees' salary doing similar works at other banks (84%). Besides, majority of the ex-employees reason left the bank were the assistance given by the bank in terms of school fee, leave for exams, subscriptions (52%) and assistance for loans such as housing, vehicle, personal and staff loans (78%) were inadequate. In line with this, not getting continuous training and development program were the reason to some of the ex- employees' respondents (52%) to leave the bank. On the other hand, quite a lot of ex-employee respondents (55%) were not left

the bank due to the number of vacations, sick leave and insurance policy (safety & health) were insufficient.

- A large number of current employees respondents (71%) feel that the bank does not pay attractive salary in accordance to their experience, responsibilities and qualification and also the amount of pay they received for their job is not equal to others employee doing similar work in other banks for them(66%). Besides, the assistances given by the bank for loans such as housing, vehicle, personal and staff loans are not adequate for the current employees' respondent (60%). On the contrary, majority of the current employee respondents (60%) agreed that the number of vacation, sick leave and insurance policy (safety & health) are sufficient.
- Most of the ex-employees respondents left the bank due to a decline in quality of supervision of top management and supervisors (88%), their supervisors treat them unfairly and disrespectfully (77%) and the management of the bank did not shown a genuine interest in fixing the issues/problems in their role (75%). Besides, their supervisors were not available to them when they had questions or need help (68%).
- Majority of the current employees respondents (60%) feel that the management of the bank does not shows a genuine interest in fixing the issues/problems in their role. Moreover, some of the current employees' respondents (52%) agreed that supervisors are treat employees unfairly and disrespectfully.

- Nearly all of the ex-employees respondents' reason leaving the bank was due to the job they were assigned since they felt insecure in their job (97%) and the job had not good promotion (93%). Besides, most of them were left the bank given that their qualification and experience was not well thought-out for promotion and their opportunity in a similar way to other employees (81%) and the bank did not confer enough recognition for well-done work, not appreciated at toil (72%).
- Majority of the current employees respondents reckon that they do not feel secured in their job (60%), their job has not good promotion and they have not the line of attract to grow in their job (53%), and the bank does not confer enough recognition for well done work and are not appreciated at work (53%).
- Most of the ex- employees' respondent left the bank because of the bank was unfair in general and treat them unfairly (88%) and not satisfied with the overall work environment of BoA (77%). In addition, unreasonable and unsound workload was the reason to majority of ex-employees left the bank (61%).
- Majority of the current employees respondents believed that the overall work environment of the bank is not conducive (63%), the amount of workload in their job is not reasonable and sound (60%), the bank is unfair in general and treat employees unfairly (52%). Moreover, respondents of current employees (50%) agree that they are not rewarded with better appraisal rates and grade promotions and appraisals on their actual performance.
- Most of the ex-employees are not leave the bank due to baby care (97%), discharge due to continuous illness (97%), returned to higher learning

(93%) and self-employed (65%) rather they left the bank due to better conditions being offered by competitors (84%).

- Most current employees' respondents (71%) have definitely an intention to leave the bank because most of them are looking for other job opportunity and whenever they get a job in another company they leave since most of them are not satisfied with the work environment in their current job, they are fed up working in Boa and they would look for outside opportunities if they find they will go because they feel that no career advancement in the bank.
- The management of the bank believes that the existence of professional employee turnover but the bank relates the turnover with salaries and packages.
- The bank has no strategies and programs that have been designed to minimize professional employees' turnover.

Conclusions

Through this study the researcher has made an attempt to identify major causes of professional employees' turnover at bank of Abyssinia. A combination of quantitative and qualitative data was used to conduct this study which employed data collection techniques like questionnaires and interview check lists. Both quantitative and qualitative data collected were analyzed by employing analysis techniques of descriptive statistics and qualitative analysis method respectively. Consequently, the findings from the survey and the interviews have been presented. At this point, the researcher comes to a

conclusion based on the interpreted results and discussions of findings. Accordingly, the following conclusions are drawn.

- The compensation system and benefit packages of the bank are not attractive. Hence, most of the employees left the bank and they will leave the bank when they get better offer by the competitors.
- The employer employee relationship in the bank of Abyssinia is not good. Besides, supervisors are not treating and give respects to the employees.
- Since no job security in the bank, employees are leaving the bank.
- The bank does not give enough recognition for well done work and employees are not appreciated at work.
- There is inequity in the bank during promotion of employees.
- There is unfair employee handling in the bank. Hence, some of the employees are leaving the bank and others are looking for outside opportunities.
- The management of the bank is aware about its experienced and qualified employee's turnover, but has only associated the cause with salaries and benefits packages. Besides, even if the management realizes some of the causes obtained from the exit interview, retention mechanisms as a strategy has not been developed to retain the employees so far.

Recommendations

In the light of the above conclusions, the following discussion explores the recommendations considered important for the bank to retain its experienced and qualified employees.

- Other studies by various researcher reviewed on employee turnover indicates that factors like salary and benefit packages are the most common cause of the turnover rate being so high. If the bank doesn't offer good salaries and benefit packages, employees tend to hunt for jobs that pay them considerably well. In order to resolve this problem, the bank is needed a compensation policy that is merit-based and offer salaries and benefits that would be competitive enough and benchmarked against other organizations in the same labor market to retain and attract well-qualified and experienced employees. If possible, it is strongly recommended to be the leading in salary paying against current market scales.
- Advancement and promotion are the prime reason why many professional employees leave the company. Due to no potential opportunity for advancements or promotions, employees prefer other companies which may provide them with higher posts and increased compensation packages. So, career development is the most important retention factor since offering good opportunities for career development not only prevents employees from leaving the bank but it also contributes in a positive way to their loyalty to the bank. Since the aim of retention policies is not only to retain employees but also to retain employees who are loyal and committed, the top management of the bank must also put more efforts in retention policies relating to the relationship between managers and supervisors with their subordinates, working environment and job content. Those factors are important predictors of employee satisfaction and they also significantly avert employees from

leaving the bank. Besides, the bank should try to maximize opportunities for individual employees to develop their skills and move on in their careers.

- The bank should provide as much job security as possible. Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking for more secured employment at the same time. Job security is greatly valued by most employees.
- A perception of unfairness, whatever the reality when seen from a management point of view, is a major cause of voluntary resignation. In addition to this, as quality of supervision/style of management has high effect factor that contributed to employee turnover, it becomes necessary to scrutinize that management of the bank treated all employees fairly and equally. This becomes more so important because any turnover resulting from inequality could also have legal implication on the bank. Accordingly, the bank encourages and promotes Zero discrimination against any of its employees and the bank need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance.
- The manager and supervisors of the bank need to show their appreciation to employees and should be more visible in the work to gain a better understanding of what is happening in the various work sections that are aimed at rewards for performance to retain valuable professional employees. Besides, the bank ought to implement more aggressive reward and recognition programs for well done work employees.

- Not satisfying in over all working environment is one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they move from company to company in just a few months. However, if they find an apt work environment in a specific company, they may work in the same organization for several years. So, the bank should work on providing all required comfort and ease to perform the job to the employees to retain its qualified and experienced employees.

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