



ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**FACTOR INFLUANCING EMPLOYEES'
TURNOVER INTENTION AT HIBRET BANK**

BY

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Enrolled No; SGS/0030/2011A

JUNE, 2021
ADDIS ABABA,
ETHIOPIA

**FACTOR INFLUANCING EMPLOYEES'TURNOVER
INTENTION AT HIBRET BANK**

BY:

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

JUNE, 2021

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APPROVED BY BOARD OF EXAMINERS

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Declaration

I, the undersigned, declare that this research paper is my original work prepared under the guidance of my advisor Dr.AderawGashayie. I want to confirm that this thesis has not been submitted for any degree in any other universities and all the materials used in this study dully acknowledged.

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Endorsement

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

Advisor **Signature**

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JUNE, 2021

Acknowledgement

For most, I praise lord of almighty for giving me strength, health to face the challenges of the current situation and successfully complete this study.

I also express my sincere gratitude to my Advisor Dr. AderawGashaye(PHD) for his guidance, motivation, advice, support, and even remark that he had contributed towards the completion of my paper.

Beside my adviser, I would like to express my deepest appreciation to all my workmates for answering my entire question with full concern and patience.

Last butnotleast my sincere thanks also go to my dear husband Mr. AshenafiKassa for helping me to exert full of my effort to work on this research and to think out of box at the same time.

List of Acronyms

SMU: St. Mary's University

UB- United bank (former name of Hibret bank)

SD- standard Deviation

SPSS-Statistical Package for Social Sciences

CPC- Central processing center

FR - Frequency

HR - Human Resource

List of Tables

Table1: Reliability stastics	27
Table 2: Socio demographic variables of employees.....	29
Table 3: Organizational factors and working environment as factor for turnover.....	32
Table 4: Job related factors as reason for turnover.....	34
Table 5: staff benefit and salary as reason for turnover.....	35
Table 6: Employee relationship with Management as reason for turnover.....	37
Table 7: Prospect on career growth and professional development as reason for turnover.....	38
Table 8: Intention to leave bank	39
Table9: Labor turnover factors	40
Table10: Annex	52

List of Figures

Figure 1- Conceptual frame work of employee turnover.....	21
Figure 2- the correlation between the educational background of the respondents and the factors affecting turnover.....	41
Figure 3- correlations between the gender of the respondents and the factors affecting turnover.....	42

ABSTRACT

The purpose of this study is to identify factors contributing towards turnover intention in existing employees of Hibret bank, Ethiopia. The turnover intention can be measured in the aspect of, job stress, working environment, compensation/salary, Employee relationship with management and career growth. Primary data were collected through the use of questionnaire on employees at Hibret bank. Around 160 questionnaires were distributed and almost all questionnaires were successfully collected from the respondents. Descriptive analysis technique is used to identify the background of respondents in the aspect of age, gender, marital status, years of experience, and qualification. The study revealed that the employees is highly dissatisfied with Salary or compensation and employee relationship with management and career growth compared to other variables such as job stress, Work environment . This study has played an important role to identify variables or factors contributing towards employees' turnover intention in Hibret bank and also identified few steps to reduce the problem of turnover intention. Data analyzed by using descriptive statistics which includes calculating the number and percentages, frequency distribution tables. Chi-square test is used for this and results is expressed using the p-value ($p < 0.05$ as significant). From the proposed five factors influencing employee intention to turnover, salary & benefit and employee relationship with management and carrier growth become significant factors in this study. Therefore the researcher has recommended that the bank has to revise its compensation policy like salary scale, creates a smooth relationship with management and giving a reasonable promotion in order to reduce turnover intention and retain its employee.

Key words; *Employee Turnover, Turnover intention, Employee satisfaction and Salary and Benefit*

Table of Contents

Declaration.....	I
Endorsement.....	II
Acknowledgements.....	III
List of Acronyms.....	IV
List of Table.....	V
List of Figure.....	VI
Abstract.....	VII
Table of Contents.....	VII
CHAPTER ONE.....	
1 INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2. Statement of the Problem.....	3
1.3. Research Questions.....	3
1.4. Objectives of the Study.....	4
1.4.1 General Objective.....	4
1.4.2 Specific Objective.....	4
1.5. Significance of the Study.....	4
1.6. Scope of the Study (delimitation).....	5
1.7. Limitations.....	5
1.8. Organization of the paper.....	5
CHAPTER TWO.....	
REVIEW OF RELATED LIRATUR	6
2.1 Basic Concepts.....	6
2.1.1. Definition of term.....	6
2.2 Theoretical review.....	7
2.2.1 Definition and Type of Employee Turnover.....	7
2.2.1.1 Voluntary and involuntary employee turnover.....	8

2.2.2 Turnover intention	10
2.2.3 Types of turnover intention.....	10
2.2.4 Influencing Factors for Employee Turnover.....	11
2.2.4.1 Job Stress.....	13
2.2.4.2 Compensation (Salary).....	15
2.2.4.3 Employee relationship with management.....	17
2.2.4.4 Work Environment	18
2.2.4.5 Career Growth.....	19
2.3 Empirical review of factor influencing employee turnover.....	20
2.4 Synthesis of Conceptual Model.....	21
2.5 Benefits of Turnover	22
2.6 Impact of Employee Turnover	22
2.7 Retention Strategies	23
CHAPTER THREE.....	
RESEARCH DESIGN AND METHODOLOGY.....	24
3.1 Research Design.....	24
3.2 Sources of data.....	24
3.3 Instruments of primary Data Collection.....	25
3.3.1 Questionnaire.....	25
3.4 Population.....	25
3.5 Sampling Techniques.....	25
3.6 Method of Data analysis and instruments.....	26
3.7 Reliability and Validity.....	27
3.7.1 Reliability.....	27
3.7.2 Validity.....	28
3.8 Ethical considerations.....	29

CHAPTER FOUR	
DATA PRESENTATION, ALYSIS, AND INTERPERETATION.....	29
4.1 Demographic Characteristics of the respondents.....	29
4.2 Data Analysis.....	31
CHAPTER FIVE	
SUMMARY, CONCLUSION AND RECOMENDATION.....	44
5.1 Summary of Major findings	44
5.3 Recommendations.....	45
References.....	48
Annex.....	50
Appendix.....	51

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Labor turnover is an important and pervasive feature of the labor market. It affects both worker and firms (Martin 2003). Workers experience the need to learn new job-specification skills and find different career prospect. High employee turnover has become a problem for both governmental and non-governmental institution. Recently the level of turnover increase at alarming rate both in governmental and non-governmental institution here in Ethiopia. And as such the high turnover is costing them in terms of productivity, money and time. And also demographic variables like Age, tenure, level of education, level of income, job category, and gender have been proven to affect employee retention and have been discovered to have established relationship with turnover. Among the above demographic factors, age, tenure and income level were discovered to be negatively associated with turnover. Level of education is positively related to turnover as employees with higher education levels have higher tendency to quit. With regard to job category, non-managerial employees have higher tendency to quit than managerial employees.

The effect of turnover has received huge attention from top management (senior executives), Human resource professionals and other industrial psychologists and it has proven to be one of the most costly and apparently difficult human resource challenges faced globally by different Organizations including banking industry according to Jha (2014). Organizations all over the World including banks in Ethiopia invest a lot to maintain and retain their employees. Many Strategies have been devised to retain employees by many banks in Ethiopia such as improved Benefit packages and training and development of staffs, but still the banking sector is characterized by high employee turnover despite retention strategies (Biruk W., 2013). This Scenario is also seen in our context, Hibret bank. Source : (Biruk W., 2013, Jha 2014)

Turnover has proved to be a drain of profit of an organization; similarly Hibret bank is also vulnerable to turnover related problems. Obviously, firms lose their main productive resource where there is labor turnover. The cost of recruitment and training today cannot be productive

same day; the learning curve can be longer or shorter depending on the individual workers. (Powell&York, 1992; Mourad&Mustefa, 2007).

Furthermore, turnover of any company's employees comes with a considerable yet underestimated cost. There are two kinds of costs associated with turnover, visible and invisible costs. (Turner, 2010)

Visible turnover costs include leave capitalization, recruitment costs, security clearance, temporary worker costs, relocation costs, formal training costs and induction expenses.

Invisible turnover costs involve enlarged HR and payroll administration, loss of productivity, and informal training. Other hidden costs comprise missed deadlines, loss of organizational knowledge, low motivation as a result of overwork, loss of clients and chain reaction turnover. Another turnover consequence for the organization is its impact on employee-customer relationships. Normally, long-tenured employees develop personal relationships with customers. These relationships are the basis for a re-enforcing cycle of beneficial interactions between employees and customers. (Alkahtani, 2015)

Hibret bank is losing its employees Due to the high expansion of banks throughout the country; there is high demand in the market for those who have abundant skill. The need of employees for better pay off also contributes for such challenges.

This study is aimed to identify the main cause of employee turnover and its effects on the performance of Hibret bank.

1.2. Statement of the Problem

Employee turnover is a threat to many organizations. This is due to its negative effect on operation and performance of organization. Employee turnover has always been a matter of concern for all type of organizations including banks. Large number of employee turnover may be unfavorable to both the banks as well as the employees. High turnover can harm a business's ability to retain customers and customer service quality and also leads to low productivity, (Mabindisa, 2013). Turnover is well acknowledged by higher officials and HR managers due to its multi-dimensional untoward effects in banks. After Federal Government of Ethiopia legalized domestic private commercial banks to join the banking industry, increased number of banks has created stiff market competition.

Hibret bank has a vision to be a leading bank in East Africa by the year 2025. For realization of its vision it has formulated strategies. One of the strategies is satisfying its employee through training and professional growth; recognize its employee as valuable organizational resource. But it is observed that senior employees are leaving the bank and join private banks. If the bank does not investigate the factors that influence employee turnover and formulate strategy to retain its talented employees, it may reduce its profitability and market share. Hibret bank is one of the private banks that contribute for the socio –economic development of the country. Hibret bank reached 4324+ employees including managerial supervisory and support staff. But time to time 30 % of the employees are leaving Hibret bank to another bank and organization for various reasons (according to organizational profile up to June, 2020). Therefore the separation of its high skilled and well –experienced workers is adversely affecting the bank.

There are a number of factors that drive turnover. These factors lead to employee low morale and quitting of the job which on the other hand can affect the bank by causing low organizational performance, loss of experienced employees, high administrative hiring costs and shift of customers to other banks(Alice etal,2013 as cited by Biruk Wallelign,2013). Therefore, by focusing on these factors for turnover and taking corrective measure one can proactively avert or reduce employee turnover rate (Bax&lebberk, 2004). A fuller understanding of factors for employee turnover in Hibret bank is a paramount importance for the bank higher officials and HR managers, as it gives an insight and entry point to formulate and implement various effective strategies to ensure that there is employee continuity in the bank to enhance overall performance

of Hibret bank. So it is imperative to study one of the biggest HR challenge in the banks (Hibret bank); employee turnover and its influencing factors.

Moreover when labor employee turnover is high, the bank spends lot of money on the recruitment and training new staff members each year. A number of factors could contribute to the bank's high employee turnover rate. To mention a few, job stress, organization and work factors, employee relationship with management, career Growth, and Compensation (salary).

1.3 Basic Research Question

1. What is the effect of organizational and work factor on employee turnover intention?
2. What is the effect of Job Stress on Employee Turnover Intention?
3. How can Salary (Compensation) Influence Employee Turnover Intention?
4. How do Employee Relationship with Management Influence Employee Turnover Intention?
5. What is the effect of Career Growth on Employee Turnover Intention?

1.4. Objectives of the study

1.4.1 General Objective:

The main objective of the study is:

- Identifying the factor influencing employee's turnover intention at Hibret bank.

1.4.2 Specific Objectives:

- To explore the effect of job stress on employees turnover intention
- To find out the effect of employee relationship with management on employees turnover intention

- To assess salary (compensation) effect on employees turnover intention
- To find out the effect of employee turnover on the performance of Hibret bank

1.5 Significance of the Study

The results and findings of this research through the designated questionnaire will have the following significance;

- The study may help the management of the bank to see the major area that's causing turnover intention in the organization and make appropriate decision to address the problems.
- The study may help to establish the best way to form employee retention to reduce employee turnover.
- The study may help to know how to reduce employee turnover with such kinds of tips example; recognition and praise are a cost-effective way to maintain a happy productive workforce, setting the right compensation and benefits is important too, review compensation and benefits packages at least annually.
- It may help improve the benefits and welfare of the bank and hence further supports the banking industry to revitalize their retention program.
- It would ease future researchers to identify in detail the employees' perspective on turnover intention
- The study may create insights to the readers on the factors that affect employee turnover intention in the bank.

1.6 Scope of the Study

- The research is designed to examine the factors that influence labor turnover in banking industry In case of Hibret bank. The study focused on employee working on core banking operation of Hibret bank. The study focused on selected departments at head offices and

branches of Hibret bank at Addis Ababa. The study focus on five factors that influencing employee's turnover intention at Hibret bank.

1.7 Limitations

While doing this research, the researcher encountered several challenges and difficulties in some of the respondents' attitude towards responding to the questionnaires. And also due to resource constraint I was not able to cover the entire staff and non-staff employees.

1.8 Organization of the paper

The paper has five chapters. The first chapter deals with background information, statement of the problem, objective of the study, significance of the study, scope and limitation of the study. The second chapter discusses concepts and theories related to the area of study. The third chapter deals with the methodology of the study. Chapter four includes data presentation, analyses and interpretation. Finally, chapter five includes summary of major findings, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LIRATURE

2.1 Basic Concepts

In this chapter, a literature and related views of various authors and previous research done are reviewed and the key concept under study in the research thesis, namely factors influencing employee turnover is assessed. In pursuit of this objective, the review firstly presents a definition of employee turnover intention (intention to leave) and employee turnover (actual quitting) for the purpose of addressing how this construct validates the thesis. Secondly, the literature review critically discusses a wide range of the factors/sources of employee turnover with special emphasis on the following factors. Those factors are salary and benefit package, employee career growth, relationships of manager and supervisors with their subordinates, job stress and working environment/organization related factors.

2.1.1 Definition of Term

For clarity and understanding throughout this study the following term is defined.

- **Turnover:** refers to the movement of employees in an organization and movement in market between employment and unemployment.
- **Employee turnover:** this term is used to describe the ending of a relationship between an organization and a person who received monetary compensation from the organization.
- **Turnover intention:** is defined as "a conscious and deliberate willingness to leave the organization"- is an individual desire to leave a job or an organization permanently at some point of time in the future
- **Retention:** - Retention relates to the extent to which an employer retains its employees

2.2 Theoretical Review

2.2.1 Definition and Type of Employee Turnover

Employee turnover

Employee turnover is defined as the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassial.2000). Turnover can be defined as the “individual movement across the membership boundary of an organization” (Price, 2001 as cited in Sarminah, 2006). Labor turnover is one of the most significant causes of declining productivity and disruption of the production process. Higher job turnover is leading to higher costs associated with recruitment, selection, job training and cost of training including supervisory time spent in formal training. Employee turnover is the rotation of workers in the labor market; among firms, jobs and occupations (Abassi, and Hollman, 2000 ascitedZheng et al, 2010). Turnover is measured as a percentage rate, which is referred as turnover rate. There are four types of turnovers: **voluntary, involuntary, functional and dysfunctional turnover.**

2.2.1.1 Voluntary and Involuntary Employee Turnover

(Pietersen, 2014) Human capital has more mobility than any other asset. An organization will only be able to sustain a competitive advantage if it manages employee mobility effectively. Unfortunately, employee mobility cannot always be controlled by an organization.

In this regards employee turnover – (the voluntary or involuntary movement employees in an out of work organizations) -is of key importance in talent management. It is therefore not surprising that the management of employee turnover (voluntary as well as involuntary turnover) continues to be a central concern in the management literature. It is a key concern for both profit and non-profit organizations.

1. Voluntary Employee Turnover

Occurs when an employee leaves the organization with his own will (due to job satisfaction, bad working condition etc.) when a better job opportunity presents itself. It is true that high level of Voluntary turnover is to be negative for the organizational development .Some Scholars have identified that the major factors for voluntary turnover is job satisfaction.

Voluntary turn over occurs when employees choose to leave his/her organization for whatever reason at his /her own will .If employees become dissatisfied with their job, they can be motivated to search for another organization with better situation. The labor market is also another factor for voluntary turnover to motivate employees and to find alternative employment opportunities. If the labor market situation is not favorable, however, even if they are dissatisfied with their jobs, they remain until another job is available

Source: (Meshane and Glinow, 2000, Dess and Shaw, 2001:446)

Voluntary turnover is initiated by an employee and involuntary turnover by an employer. Involuntary turnover also result from uncontrollable factors such as death and ill health. Functional voluntary and involuntary turnover could benefit an organization. For example employee turnover at subordinate organizational levels could be beneficial to banks because advances in technology continue to reduce the need for lower level skills in the banking sector. On the other hand, the need for non-manual, intermediate and high level skills as well as value-adding competencies such as autonomy and discretion are on the rise in the banking sector. Therefore, both voluntary and involuntary turnover could be dysfunctional if the result is a loss of human capital. Source: (Pietersen, 2014). Voluntary turnover could be either avoidable or unavoidable;

A. Avoidable Turnover

Avoidable turnover is something organizations can prevent by hiring, evaluating and motivating their employees more effectively. Source: (Sandra 2012).

B. Unavoidable Turnover

Unavoidable turnover results from life decisions that extend beyond an employer's control, such as decision to move to a new area or job transfer for a spouse. Source: (source: Sandra 2012).

2 Involuntary Employee Turnover

The second type of turnover is involuntary, which occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause, etc.

3 Functional employee turnover

The third type of turnover is functional, which occurs when a low-performing employee leaves the organization. Functional turnover reduces the amount of paperwork that a company must filling order to rid itself of a low-performing employee. Rather than having to go through the potentially difficult process of proving that an employee is inadequate, the company simply respects his or her own decision to leave.

4 Dysfunctional Employee turnover

The fourth type of turnover is dysfunctional, which occurs when a high-performing employee leaves the organization. Dysfunctional turnover can be potentially costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement.

Too much turnover is not only costly, but it can also give an organization a bad reputation. Organization has to bear a cost for both voluntary and involuntary turnover. As Mobley (1982) stated this as whether the turnover is voluntary or involuntary organizations has to bear following costs as recruiting, hiring, training, retaining, loss of productivity during replacement search, loss of high performers and disruption of social and communication structures of organizations. That is why Gupta, Shaw, & Delery (2005) said employee turnover is a loss in terms of financial and institutional memory. So, managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source and they have to devise a strategy to retain employees in their organization to enhance their competitiveness in the business world (source: Ongori, 2007). To improve or reduce employee turnover rates first activity is full understanding of factors for turnover and how significant are these factors and second activity to take crucial action on identified factors to curb turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). This inference also works in banking industry.

2.2.2 Turnover Intention

Turnover intentions defined as an ‘ individual’ s own expected chance that they are quitting the organization permanently at some spot in the near future and look forward to find the other one. (Purani&Sahadev, 2007; Weisberg, 1994, Vandenberg and Nelson 1999, p. 1315). According to Price (2001), it is not just intending to quit the location, but the work role, the job, and also the organization.

2.2.3 Types of Turnover Intention

The intention to leave can be categorized into unpreventable or unavoidable turnover, desired turnover and undesirable turnover.

1. Unpreventable turnover is due to the issues of family, personal illness or retirement.
2. The desired turnover is due to the inability of the employee himself.
3. Undesirable turnover consists of skilled and trained workers leaving due to organizational issue such as poor support, role conflict and lack of supervision.

Turnover intention is a major issue, mainly in the field of human resource management. Many researchers have shown that turnover intention has direct relationship with actual turn over. According to Castro, & Shepherd, 2007, turnover intention is the major determinants of turnover behavior (i.e., quitting behavior) and it is one of the biggest causes and an immediate symbol of employee’s turnover. Source: (Griffith et al., 2000; Porter & Steers, 1973).

Therefore turnover intention is a major area of interest and poses a very crucial challenge for today’ s HR managers because intention to leave takes perceptions of job alternatives, poor work performance, poor personal behavior and work ethics and impaired deliverance of quality service to customers, and etc. until the behavior culminates with actual quitting of job and organization. Many researchers have also linked turnover intention to lateness, absenteeism, work withdrawal, reduced performance, and poor organizational citizenship behavior, low commitment, and poor work engagement, and invariably declining output. Source: (Johns, 1997; Meyer, 1997; Griffith et al., 2000; Oluwafemi, 2009; 2010; Samad, 2012).

2.2.4 Influencing Factors of Employee Turnover intention

The topic employee's turnover is extensively studied with multiple perspectives and suggested a Varieties of factors are the causes of turnover of an employee in an organization. Some factors are Demographics and some are biographic e.g. financial rewards, work environment, promotion, Emotion of employee's self-accomplishment and self-recognition, over stress of employees etc. Nobody can deny the fact that demographic variables have constant positive or negative links with turnover ratio like tenure, educational level, age, etc. (source:Ali, 2014)

Employee turnover can be caused by various factors which in turn can have impacts in the performance and the future of the bank. These factors can stem from the employer, the employees or both. According to Bean, (2009) employees' wages, company benefits, employee attendance, and job performance and organizational commitment are factors that play a significant role in employee turnover, However, (Bratton and Gold, 2003), Pendulwa, 2011) described the causal factors for turnover which include job not matching new employee's expectations, lack of attention from line managers, lack of training, lack of autonomy, lack of challenge and variety within the work. The researchers also described; low salary, poor benefits, lack of job securities, disappointment with the promotion and development opportunities, disappointment with standards of management such as unapproachable, uncaring and distant behavior and a failure to consult as factors for turnover. These factors are also crucial in banking sector. It is stated by many scholars that in turnover process even if employees usually points out one factor for their turnover choice, there are always more factors on the back hand that works as a driving force for that factor (Jaffari, 2011). A study done on turnover intention in 160 employees of CIM Bank of Klang valley branches, in Malaysia showed a moderate correlation between working environment and bank employees turnover intention compared to other variables such as job stress, compensation salary and career growth. However, the study done by Oluwafemi on turnover intention in Nigeria's oilindustryon 750 employees found that fairness in distribution of rewards, implementation of organizational policies and procedures, as well as the prevailing superiors' styles of interaction with subordinates were found to be more important determinants of employees' intention to stay with their organization. And the study also found that participants who were emotionally unstable also scored higher on turnover intention than participants who

were emotionally stable. According to study done by Elizabeth Medina by title “Job Satisfaction and Employee Turnover Intention: What does Organizational Culture Have to do within? Depicts factors for job satisfaction which indirectly affects turnover. This study was done on 4717 individuals working on different sectors, and data is drawn from data collected for General Social Survey (GSS) of residents of the United States. The results show that, an increase in job satisfaction is associated with a decrease in turnover intention to leave his or her current employer; and, holding job satisfaction constant; employees with high workplace cultural satisfaction have lower turnover intention compared to employees with low workplace cultural satisfaction. It is worth noting that this relationship is statistically significant at the 90% confidence interval.

The results of this study confirm having higher education, increased life satisfaction from work and low income status is significantly associated statistically with increases in turnover. Furthermore, this research showed that people who have been employed with the same company for an extended period (about 5 years) are less likely to move. A person who is the lowest quartile of income (i.e. in the bottom 25 percent of earners) have increased turnover intention and intend to find a new, better-paying job when compared to someone who is not in the lowest quartile of income People in this group. Additionally the study also showed that young adults (18-35) have more level of turnover intention compared to mature adults (36-88).

A study done on causes of employee turnover on local Banks in both government and private sectors in Bahawalpur, Punjab, Pakistan, shows that employee turnover has a significant relationship with the variables i.e. Job satisfaction, Trust Relationship, Job Security, Organizational Commitment and Job Stress but it has insignificant relationship with Person Organization Fit and recognized that Job Stress is the major contributor for turnover. It was also concluded that workload monitoring and supervisory subordinate relationships from the management can not only reduce stress, but can also increase job satisfaction, job security and commitment to the organization. Moreover, given their importance in quitting intentions, managers must monitor both the extrinsic and intrinsic sources of job satisfaction provided to workers Somchit Hongvichit (2015) has reviewed research papers on turnover and on his paper The Research Progress and Prospect of Employee Turnover Intention “. He designated factors

influencing turnover intention based on the study done at different organization and pointed out that; personal factors, organization management factors, individual organization match such as job satisfaction and organizational commitment are among others which are cited in many literatures as factors influencing turnover.

The following factors are identified and systematically categorized by researcher to be a factors influencing turnover after reviewing research papers. These are; **job related factors, salary and benefit packages, employees' career growth, relationship of employee with the management, and work environment& organizational factors** and these factors are critically reviewed from literatures.

2.2.4.1. Job Stress/Job Related Factors

High rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have changed the organizational work over the last few decades have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of stress. Also to be consider stress as an environmental stimulus to a person, or an oddity between individual and environment. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit .(Shukla& Sinha,2013) .Job satisfaction is one major job-related factor that leads to turnover. It is caused by many factors. Some of common stressors in the banking industry that trigger job dissatisfaction include high job targets or demands, lack of shifting, dual obligation of protecting the banks and its customers, emotional demands, and time pressure (Ogungbamila,2010;Ojedokun, 2008, Ogungbamila,2010), changes in the task, high pressure to balance transaction of the day, and increase paperwork . When employees increased stress due to fore mentioned factors exceed the individual's coping/adaptive capability then it results in turnover intention. The more an employee satisfied from this/her job, the more he/she is motivated and committed to the job (Cooper-Hakim&Viswesvaran, 2005; Adebayo &Ogunsina, 2011). Employees who are satisfied and committed are more likely to attend work, stay with an organization, be punctual to work, perform well than employees who are not satisfied (Tet& Mayer, 1993; Koslowsky, Sagie, Krausz, & Singer, 1997; Judge, Thorsten, Bono, & Patton, 2001;

LePine, Erez, & Johnson, 2002). It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere (Shamsuzzoh&Sumon). Other job related factors that show relations with turnover include the job status, nature of job, job security, job stress, work load, job characteristics, and task identity area among others.

Job satisfaction is the extent to which people enjoy their jobs (Hirschfeld, 2000). Job satisfactions a positive emotional state resulting from the appraisal of one's job or reaction work experience, how workers feel about their jobs, aspects of their jobs, and work situations

Job status is also another factor for turnover. A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. According to (Handelsma2009) Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit.

Job security is stated as a person`s expectations about continuity in a job situation. This definition takes beyond concern over continuation of employment with an employer. It includes concern over loss of desirable job features such as lack of promotion opportunities, long-term career opportunities and current working conditions, and (Borg and Elizur, 1992; Greenhalghand Rosenblatt, 1984; Greenhalgh and Sutton, 1991; Jacobson, 1991). Meltz(1989) describe job security in wider sense as employee keep going to work with the current organization with no decrease in grade level, pay, pension rights, etc. Many researchers have successfully found the link between job security and employee turnover intention. High job security leads towards reduced turnover intention. Lack of job security makes the employees less responsible and less attached with the organization which leads to turnover. (Source: Ashford et al., 1989, Gill et al., 2011)

2.2.4.2 Compensation (Salary and Benefit Packages)

According to Sinha and Shukla (2013) one common cause of high employee turnover rates is low pay and benefits package. When a worker is employed in a low-wage position with limited benefits, there is little incentive to stay if a similar employer offers even a slightly higher rate of pay. Workers who make more, but whose salaries fall short of the going market rate, may feel undervalued at their current companies and look for a company that will pay them what they're worth. Employees quit from organization due to economic reasons. The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Low pay is good reason as to why an employee may be lacking in performance. Unequal or substandard wage structures fall under this category as well. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. If you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal. (Source: Shukla Sinha, 2013).

Low incentive and benefits packages, is also an important factor for high employee turnover Intention. When a worker is employed with limited benefits, there is little incentive to stay, even If he/she is offered slightly higher rate of salary. For these reasons, most companies focus on Employee retention strategies regardless of pay levels (Beam, 2009). Rampur, (2009) in his study concluded that employees prefer other companies which may provide them with higher posts and increased benefit packages. Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are at the top of the list of the reason why employees choose to stay with their employer or to join the company in the first place (source: Lockheed and Stephens 2004).

Flexibility in benefits package can enhance retention, as it creates responsiveness to the specific needs and circumstances of individual employees (Rampur, 2009). Employees always search for organizations that provide more benefits and compensation package. Besides, compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization (Ramlall, 2003). It also found that, unequal or substandard wage structures that fall under salary and benefits category as a factor to leave the organization.

In line with salary and benefit packages, assistance or voluntary benefits provided by the organizations encourage employees to stay in the company (Rion, 2009). Organizations also used such assistance for creating good relationship in the organization with employees.

2.2.4.3 Employee Relationship with Management

Nature of management influence the individuals in terms of values of organization, image and Existence of the firm .A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are Happy even when offered a higher salary elsewhere. Employer-employee relationship plays a vital role on turnover. Lack of role clarity by management can lead to labor turnover .supervision is an extrinsic factor and “dissatisfying” as well as a “demotivating” just like pay. This is because employees tend to perform better when they are under less supervision and freedom to exercise initiatives, judgment and self-approach to work. (source: Shukla & Sinha, 2013)

Bank system and operation are hierarchical structure, and interactions between supervisors/managers and subordinates have detrimental effect on the performance and productivity of the bank, because this relationship plays a vital role on turnover intentions and Influences employees ‘decision to stay in a job. A poor relationship with the management can seen important reason for the employees to leave their jobs. Employees demand a relationship which is bounded with good support from managers and supervisors and also to be treated fairly and respectfully.

Taylor (2002) mentions that employees need managers, who know and understand them and who treat them fairly. Employees also choose managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, their levels of job satisfaction increase. Besides, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction also increases.

(Source: Egan, Yang& Bartlett, 2004).

2.2.2.4 Working Environment and Organizational Factors

If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time. Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa. In organizations where there was a high level of inefficiency there was also a high level of staff turnover. For employer losing a single key worker the like hood of project success and investor confidence may significantly reduce. Main causes of turnover are salary, working environment and security of job. Turnover particularly arises from unhappiness from job place. In contrary employees are also pushed to leave their current job due to the dissatisfaction in their present workplace.

Working conditions in an organization have a role to play in deciding whether to stay or leave. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization; whereas non-conducive environment contributes to employee turnover.(W. W.Guyo, R. Gakure, B. Mwangi, 2011). A stimulating work environment that makes effective use of people's skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allows them to see how their own contribution influence the company's well-being (Luthans, 2002). In an unfavorable working environment employees do not want to stay; due to this, some employees jump from company to company because they prefer a working environment that is suitable for them. Personal factors such as discontent at working place due to conflict and disharmony and poor social support at work environment are also good reasons to leave. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere (Magner et al. (1 996). But in the absence openness in sharing information, employee empowerment the chances of continuity of employees are minimal. Costly et al. (1987) (as cited by Ongori, 2007) points out that a high labor turnover may mean poor personnel policies, poor recruitment policies, poor grievance procedures, or lack of motivation. All these factors contribute to high employee turnover in the sense that there is no

proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit. Therefore work environment and organizational factors do also play key role in turn over.

2.2.2.5 Career Growth

Career progress creates stress on employee's understanding of the worth of his or her career prospects. Obstacles in career development can appear at any time during an employee's employment period which serves as source of stress for them. These stressing factors can include an array of problems like being stuck at a position without any hopes of progress or threats of downsizing. Career growth is much more important than salary in Europe or America but it is counted equivalent to salary in Asian context. "Moving Up or Moving Out" counts career growth as basic for turnover. High employee turnover could also be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages. (Shukla& Sinha, 2013) Irshad (2009) in his study finds that training and career development was found motivating factor which leads to retention. Besides, Phillips & Connell (2003) concluded that provision of development opportunities for individual employee is vital for the organization in order to enhance employees' proficiencies and improve their chances of getting higher posts. Employee training is also an inference of management dedication to build a life-long relationship with the employees thereby influencing their turnover decisions. (Source: Wright, McMahan and McWilliams, 1994).

2.3 Empirical review of factor influencing employee turnover

According to (Huselid, 1995), prior work has observed the determinants of both individual employees' departures and collective organizational turnover, although most of the previous work has focused on the former. For example perception of organizational culture, perception of job security, the occurrence of a union, compensation level, job satisfaction, organizational tenure, demographic variable such as age, gender, education, organizational commitment, whether a job meets an individual's expectation or not were all predictive of employees' turnover. Studying about factors affecting rate of turnover of MPOs (Medical promotion officer) Tanvir, Shahind (2012) established that most of the employees are not satisfied with their jobs and not motivated and for this turnover tendency is high. The MPOs are dissatisfied with their job security, social status, work load, visit to retailers' shop, sales target, no room for family, not getting the retirement benefit and not getting the family insurance support.

A study by Asimah (2001) shows 70.8 % of the respondents said they were not satisfied with their present motivation packages. Respondents strongly agreed that good manager-employee relationship can cause core employee to be retained. About 81.2% of the respondents were not satisfied with the mode of selection for training and development and has led to feeling of inequity, de-motivation and labor turnover.

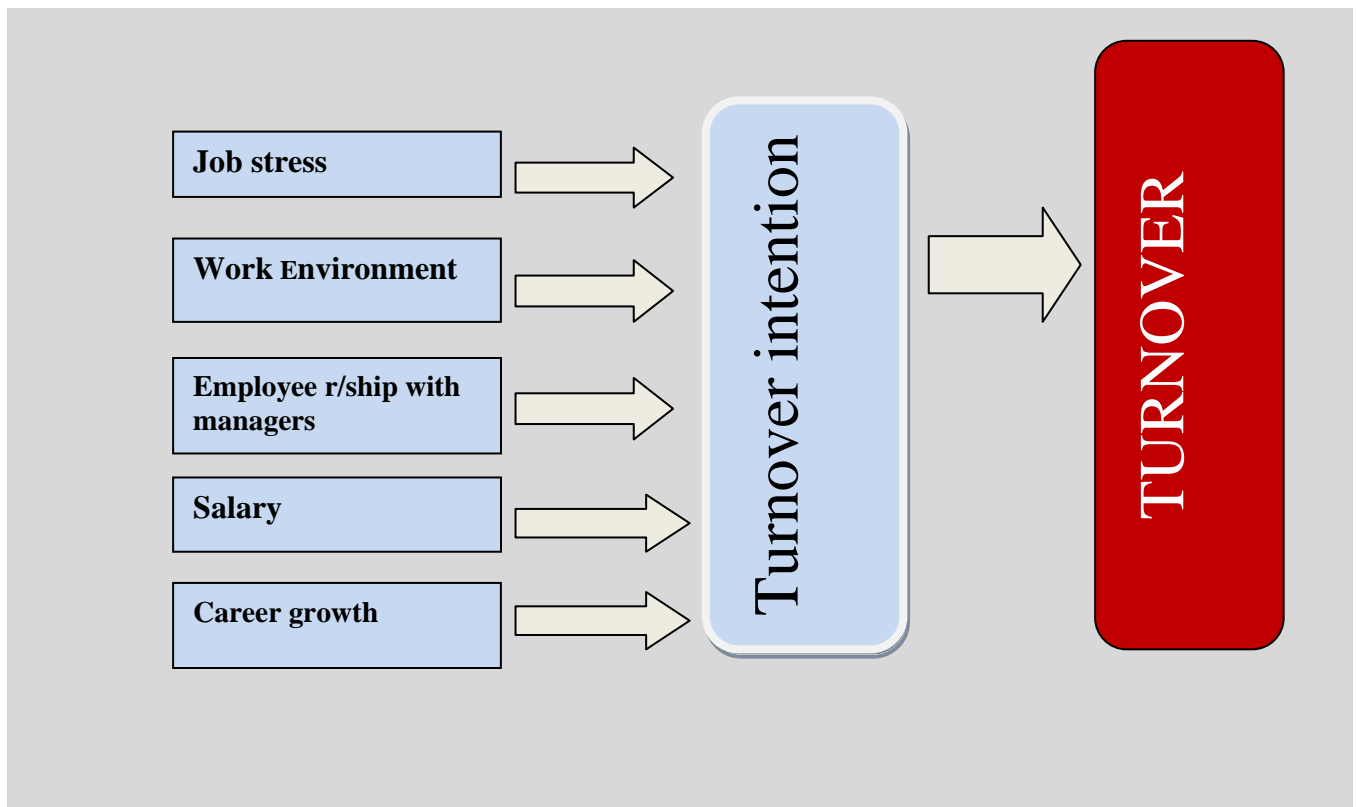
When looking at the study made by Asmamaw (2011) at MOFED, management of the organization is not committed to provide everything that employees' need for work. The study shows that unattractive financial issues, poor management regarding performance based promotion unsatisfying terminal and pension benefits and problem of the management in providing clear path for employees to advance their career were highlighted as major factors affecting employees' turnover in the company. Given all the problems, employees stayed in the organization because they do not have other alternative job and they clearly identify a mismatch between the positions they hold and the skill and knowledge they have. Most employees of the organization have no sense of belongingness to the organization so interpersonal relationship is not healthy. Disciplinary measures of the organization are not properly laid-dawn. Supervision of employees has not arranged flexible working condition. As the Ex-employees gained nothing

while they were in MOFED and most ex-employees believe in conducive working environment of the organization. Thus most Ex-employees left the organization because of low salary scale and other benefit packages.

2.4 Synthesis of Conceptual Model

After reviewing many research papers, it is found that salary and benefit packages, employees' career growth, expectation and recognition, poor employee orientation, relationship of employee with the management, job related factors and work environment & organizational factors are the notable key factors of employee turnover. These few factors are the bases for adopted conceptual model and over all these factors are the major areas of emphasis for this study, the researcher planned to conduct.

Figure 1 Conceptual frame work of employee turnover



Source: adopted from research done on 2019

2.5 Benefits of Turnover

According to Shumon (2012), "Sometimes employee turnover benefits organizations positively". This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one.

2.6 Impact of Employee Turnover

Some researchers (Blomme, van Rheede & Tromp, 2011; Tchapchet, 2013) content that high employee turnover rate may have an adverse impact on organizational performance if not managed appropriately. Tariq, Ramzan & Riaz (2013) further express that the rise in the rate of employee turnover is a big challenge for organizations and is apparently affecting organizational performance. The clientele start to question the management of the organization, due to the organization having a high employee turnover and are uncertain whether they ought to keep on doing business with that organization. Hendry (2012) contends that while employee turnover can affect the performance of organizations with certainty, it is linked with adverse effects much of the time. The reason behind this is that the loss of knowledgeable workers may be destructive to the organization since it might meddle with the output of the organization. Researchers (Tariq, Ramzan & Riaz, 2013; Antony & Bhattacharyya, 2010; ALDamoe, Yazam & Ahmed, 2012) acknowledged meaningful ways through which employee turnover can influence the performance of an organization which comprises of efficiency, productivity, innovativeness, quality and profitability. Turnover is expensive (Mobley, 1982).

It affects organizational profitability because in measuring turnover three major costs are included. Separation cost, replacement cost and training cost. Johnson (1981) viewed turnover as problematic for the industries, affecting the quality of products and services and incurring considerable replacement and recruitment costs. He further said that labor turnover acts as an obstacle to increased productivity and efficiency, a view maintained in more recent literature. For example, the issue of quality cannot be ignored when dealing with employee turnover. Curtis and Wright (2001) stated that "high turnover can damage factors such as quality and customer service which provide competitive advantage, thereby inhibiting business growth or even causing a

decline in the level of business”. It is often said that the people who leave are those who are most talented (Hinkin& Tracey, 2000). The issue of quality is highlighted when someone unfamiliar with the tasks takes on the vacant position. It takes a long time to learn a new job and ranges from 54 to 80 days to reach an acceptable level of competence (Hinkin& Tracey, 2000).

2.7 Retention Strategies

Employees’ departure from organization for various motives and it cause organization performance to weaken. Some of these motives are inevitable, and management of organizations cannot control them, while some of the motives are preventable if controlled. Organizations accumulate costs due to high employee turnover rate because of expenses linked to recruiting new talent and training them. Organizational performance decreases too because it takes new employees time get up to speed and equal the output of knowledgeable employees.

Yezina (2014;35) further expresses that “decreases in turnover leads to increases in organizational performance and a reduction in costs associated with losses of the firm and job specific knowledge, hiring, and retraining of replacement employees”. That is the reason it is advantageous for managers to concentrate on strategies to reduce employee turnover and stabilize performance. There are some strategies organizations can adapt to reduce employee turnover and improve performance that shall be discussed below in detail.

CHAPTER THREE

Research Design and Methodology

Introduction

This section deals with methodological issues such as research design, research methods, the source of data, the tools used for data collection, population and sampling design, the methods of investigating and analyzing the problem and ethical Consideration

3.1 Research Design

A research design is a master plan specifying methods and procedures for collecting and analyzing the required data (Churchill 2002). It is a means that is to be followed in completing a study. The research design helps the researcher to obtain relevant data to fulfill the objectives of the study (Churchill and Lacobucci, 2002). A research design which used in this study is a descriptive and explanatory research designs. According to Creswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus is to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population. Lee and Ling, (2008).

3.2 Research Methods/Approaches

A Research approach is selected based on the research objective and the nature of the research, the problem area, and research questions. There are three basic types of research approaches such as quantitative, qualitative, and mixed approach. Qualitative research use a variety of methods for the breadth and depth of understanding of how people perceive their social environments and in consequence, how they act within the social environment, Quantitative research gathers data in a numerical form and it can be measured in different units of measurement. And the third one is a mixed approach which is combination of the two. Creswell,(2003). The overall goal of mixed

methods research is combining qualitative and quantitative research components to expand and strengthen a study's conclusions. Therefore by considering the research questions and objectives of the research it was believed that mixed method approach can be a very appropriate choice.

3.3 Instruments of primary Data Collection

3.3.1 Questionnaires

A questionnaire is a list of questions drafted by the researcher to be filled by the respondent. This was the basic tool the researcher used in data collection. The questionnaire contained both close ended and open ended structured questions and the variables therein were measured using Likert scaling technique. The reason for use of this method was that it minimized bias. Questionnaire was chosen by the researcher because of the following reasons: - it encouraged great honest, possibilities of enquiring absent attitude, and opinions; they could be written for specific purpose, within a short time, one could collect a lot of information.

3.4 Population

The population of the study included the employees of Hibret bank in few branch including Head office which count 262. The source of population for this study is employees working in Hibret bank. Study population is employees working at credit, trade service/ international banking and branch operations who are selected to be part of the study. Credit and Trade service are handled at head office. On the other hand, for branch operation, Hibret bank has four districts under Addis Ababa region, South Addis District, North Addis District East Addis District & West Addis District. The researcher takes sample branches from each district based on convenient, from South Addis district, Finfine branch, from North Addis district, Addis Ababa branch, from West Addis district Tekelehaimanot branch and From East Addis District Meskel square branch were the sample population for employee working branch operation. Study population is employees selected from these four branches and the head office.

3.5 Sampling Techniques

In this study, the researcher used Simple random technique. In addition the researcher collect sample from the population using **lottery method** & determine the sample size by using a “confidence of 95%” a formula developed by Yemane.

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

$$n= 262/ (1+262 (0.05)^2)$$

$$n= 262/1.655= 158.3.$$

Where, n= sample size,

N=population size, E= level of precision

3.6 Method of Data Analysis And Instruments

Both qualitative and quantitative approaches are used during the data analysis. Data analysis is coding, categorizing, data entry and manipulation and summarization of data. In order to analyze the quantitative data obtained through questionnaire, first the data were tabulated analyzed and interpreted by using the appropriate statistical tools (descriptive statistics) like; frequencies, percentage. The data collected using open-ended questions. Descriptive statics analysis is applied for the presentation, interpretation and discussion parts on various dimensions of the evaluation system. Frequency, tables, charts, graphs, figures and percentages are used as appropriate to analyze, interpret, tabulate and present the results of the study. The data are analyzed and presented in the form of charts, diagrams, and tables by using SPSS.

3.7 Reliability and Validity

3.7.1 Reliability

Reliability of the data is the degree of consistency that an instrument demonstrates (John. Creswell, 2014). Cronbach's Alpha test is commonly used to test in internal reliability of the instrument that used 5-point Likert Scale. It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. This research used Cronbach's Alpha reliability test to test the reliability of the collected data, alpha value between 0 and 1 is ranged as normal and above 0.7 alpha values is classed as acceptable reliability value in social science research (Gliem and Gliem, 2003), the closer alpha value to 1, the more data is described as reliable.

Table 1 Reliability Statistics.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.813	23

The above table illustrates the reliability coefficient of all items in the instrument which yielded an alpha value of 0.813 which is greater than the acceptable value of 0.7. This classes our 23 item instrument as internally reliable for having the required degree of consistency.

3.7.2 Validity

Validity represents the extent to which an instrument measures what it supposes to measure (Dawson, 2002). Construct validity of measures was determined for the validation of an instrument. The content of the responses given by the respondents were checked against the study objectives. Evidence of content relevance, representativeness and relevance to the research variables indicates that the research instruments are valid (Joppe 2000). If research has high validity that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. High reliability is one indicator that a measurement is valid. If a method is not reliable, it probably isn't valid.

3.8 Ethical considerations

Concerning ethical consideration, an attempt are made to ensure all respondents to keep their identity and respondents as confidential in order for all the information to be given with complete confidence .The questionnaire are dispersed based on willingness of each respondents. In addition, the purpose of the questionnaire and interview was clearly revealed.

CHAPTER FOUR

4. Data Presentation, Analysis, and Interpretation

This chapter deals with data presentation, analysis and interpretations of the analyzed data .It includes two major analysis techniques .The first section presents demographic features of respondents which are the subject of the study and the second section of the chapter discusses the results and implications of the findings. For the purpose of clarity, the chapter is arranged in accordance with the objectives of the study stated earlier in chapter one.

4.1 Demographic Characteristics of the respondents

It begins with the description of the demographic characteristics of the respondents such as their Age, gender, Educational qualifications, working experience and marital status. The details are as follows;

Table 2: Socio demographic variables of employees

No		Variables	frequency	percentage
1	Age	18-25	12	7.6%
		26-35	24	15.2%
		36-45	66	38.0%
		46-55	50	31.6%
		Above 55	12	7.6%
		Total	158	100%
2	Gender	Male	84	53.2%
		Female	74	46.8%
		Total	158	100%
3	Marital status	Married	67	42.4%
		Single	72	45.6%
		Separated	13	8.2%
		Divorced	6	3.8%
		Total	158	100%

4	Educational level	Diploma	18	11.4
		Degree	106	67.1
		Master	34	21.5
		Total	158	100
5	Work Experience	Less than 1 yr	2	1.3
		1-2 years	60	38.0
		3-5 years	63	39.9
		Above 6 years	33	20.9
		Total	158	100

Item-1 demonstrates the respondents age and out of 158 respondents 38% fall under the age 36-45 followed by 31.6% within the age group of 46.-55, then 15.2% within the age group of 26-35, 7.6% within the age group of 18-25, and 7.6% above the age of 55. From this one can conclude that majority of the company's employees are within the middle age group this could be taken as an advantage of the company if managed well because the majority of the company's employees are well experienced.

Item-2 shows Gender arrangement Male respondents are 53.2% and female respondents are 46.8% that is male employees are greater than female with 6.4% and the gap is not as such significant. This shows that the bank provides equal job opportunity for male and female which is good.

Item-3 of the table points out the proportion of employees' single marital status is slightly differing from those who are married employee and each representing 45.6 % and 42.4% consequently. . Family responsibility is a factor that may affect turnover as they are predisposed

to leave their job for better pays and benefits to support their families and on the other hand family responsibility may also be related to job security so they may even stay at their job placement avoiding disturbance of turnover.

Item-4 of the table is about the educational qualification of the respondents. Based on the data, majority of the respondents, which is 67.1% are first degree holders followed by 21.5% second degree holders and 11.4% are diploma holders. These data represent that the company is run by the educated work groups but it is believed that the educated work groups are the threat for turnover in competitive business industry. The educated employees have good level of perception to an event before making decision so they are likely to be linked to turnover.

Item-5 of the table is concerning the service year of the respondents in the organization. The table shows that 39.9% of the respondents have been working in the organization for 3-5 years and 38 % respondents for 1-2 years, 20.9% respondents for 6 years and above and the rest 1.3% respondents for less than 1 year. Based on this figure, it's hard to conclude that majority of the employees are fairly stable.

4. 2 Data analysis

4.2.1 Working environment as factor for turnover

Table 3: Organizational factors and working environment as factor for turnover

Questions	Strongly disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly agree (SA)		Total	
	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%
There is an opportunity for advancement in the bank.	25	15.8	42	26.6	22	13.9	30	19.0	39	24.7	158	100
There is enough bank training opportunity.	25	13.9	55	34.8	23	14.6	33	20.9	25	15.8	158	100
There is a harmonious colleague's relationship.	32	20.3	31	19.6	39	24.7	41	25.9	1	0.6	158	100
There is good organizational culture in the bank.	35	22.2	47	29.7	44	27.8	24	15.2	8	5.1	158	100

As showed in the above table, 43.7% of respondents believe that work environment is satisfactory unlike 42.4% who believes that it is not satisfactory. Work environment is very important as its impact upon the ability of the individual to take control of their work and the level of stress they experience within the workplace. (Warr, 2002).Hence Hibret bank has a good work environment which makes it to be competitive in the industry and reduce employee turnover.

Also 48.7% respondents agree that there is not enough bank training opportunity and 36.7% says there is enough bank training opportunity. It is clear that having enough bank training opportunity not only provide staff with essential knowledge required for the role, but also improve their overall performance; even with customer service. This is mainly down to the fact that after the training in banking is complete, staffs are better equipped to help customers with their queries and solve any issues in a more efficient manner. Therefore, Hibret bank has to develop enough bank training opportunity to have employees with adequate knowledge about the work they are doing and to make them perform well without any confusion.

From the respondent, 39.9% believe that the working hours are not adequate with the workload given and around 26.5% believe it is adequate. This show the work hours are not adequate comparing with the work load and Hibret bank has to maintain the working hour. For the question of having good organizational culture in the bank 51.9 % respondents feel there is not a good organizational culture in the bank. While 20.3% of respondents feel there is good organizational culture in the bank. This show hired bank has a lot to do for providing a good organizational culture.

4.2.2 JOB STRESS (Job related factors) as reason for turnover

Table 4: Job related factors as reason for turnover

Questions	Strongly disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly agree (SA)		Total	
	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%
Technological advancement has not increased my job stress.	10	6.3	38	24.1	68	43.0	36	22.8	6	3.8	158	100
There is a no role conflict in my job.	26	16.3	24	15.0	21	13.1	59	36.9	28	17.5	158	100
The restructure change did not create a pressure on my job.	7	4.4	40	25.3	65	41.1	38	24.1	8	5.1	158	100
I feel that the amount of workload is reasonable and sound	12	7.6	38	24.1	71	44.9	34	21.5	3	1.9	158	100

As shown in the above tables 30.4% of respondents say technological advancement has increased my job stress unlike 26.6% who says that technological advancement has not increased my job stress and 43% that are neutral. From this one can conclude that role clarity in technology usage should be maintained, so that it does not add to the stress level of the bank employees. Hibret bank should build different strategies to manage techno-stress which can be extensive and regular training program which is easy to understand training modules should be prepared as per the educational levels of employees. From the respondent, 31.3% believe that there is role conflict in the job they are doing and around 54.4% believe there is a no role conflict in the job they are doing. This shows hired bank employee does not have any problem with role conflict.

Again from the respondent, 29.7% believe that the restructure change did create a pressure on their job and around 29.2% believe the restructure change did not create a pressure on their job. Although there is a slight difference between the respondents who agree and disagree on this statement those who feel pressure while there is restructure change is more than those who does not feel it.

For the question of reasonable work load, 31.7% employees responded they disagree with reasonable workload, 23.4% agree with the statement and the remaining 44.9% were neutral. This shows that the workload is not satisfactory.

4.2.3 COMPENSATION FACTOR(Staff salary and benefit package as reason for turnover)

Table 5: staff benefit and salary as reason for turnover

Questions	Strongly disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly agree (SA)		Total	
	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%
I am happy with my salary as I am well paid in Hibret bank in comparison to my experience, responsibilities and qualification	30	18.8	44	27.5	20	12.5	52	32.5	15.2	8.8	158	100
The amount of pay I receive for my job in Hibret bank is equal to others doing similar work in other banks	32	20.3	31	19.6	39	24.7	41	25.9	1	0.6	158	100
I feel that the performance bonus structure is fairly rewards my effort	26	16.3	42	26.3	24	15.0	48	30.0	18	11.3	158	100
I am happy with company' s assistance for Loans – housing, vehicle, personal and staff loans	26	16.3	24	15.0	21	13.1	59	36.9	28	17.5	158	100

From the total respondent, 46.3% of employees responded as they are not happy with their salary payment and 41.3% of the respondents are happy with their salary. 39.9% of them responded their payment is not equal to the pay provided by other banks for similar job unlike 26.5% who responded that it is equal. This shows that other private banks have better salary structure compared to Hibret bank. It is known that when employees are not happy with the payment and benefit packages and thinks that salary is not competitive enough with the market according to their experience and qualification, they may decide to leave their job and look for better salary in other banks. From the respondents, 42.6% feels that the performance bonus structure is not fairly reward to their effort, while 41.3% feels that the performance bonus structure is fairly reward to their effort, On the other hand, the respondents are happy with the loan packages (54.4%), unlike 31.3% of them who do not agree with above views.

4.2.4 EMPLOYEE RELATIONSHIP WITH MANAGEMENT

Table 6: Employee relationship with Management as reason for turnover

Questions	Strongly disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly agree (SA)		Total	
	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%	Fre q.	%
My supervisor keeps me well informed on work issues	22	13.8	48	30.2	20	12.6	50	31.4	18	11.3	158	100
The feedback I receive from my supervisors is supportive and encouraging type	29	18.2	44	27.7	18	11.3	48	30.2	19	11.9	158	100
My supervisor treats me fairly and respectful	34	21.4	46	28.9	18	11.3	44	27.7	16	10.1	158	100
My supervisor motivates me and give me freedom to exercise initiatives and self-approach to work	26	16.3	24	15.0	21	13.1	59	36.9	28	17.5	158	100

The detail of the factor under staff with management relationship depicted in the above table and 44% of employees disagree with their supervisor keeps them well informed on work issues, 42.7 % of employees respondents disagree the fact that they are fairly and respectfully treated by their supervisor. 45.9 % respondents agree as they get supportive and encouraging feedback from their supervisor. Almost the majority of the respondents are happy with the relationship that they have with their supervisors, the treatment, respect, feedback and support they receive are encouraging and motivating. It can be deduced from their responses that relationship is not an issue in hired bank and it is not likely to be a reason for employees turn over. It is an obvious fact good relationship is a key for the execution of line of commands to employees for effective service

provision and productivity. The bank management has to maintain this encouraging relationship with its employees

4.2.5 PROSPECT ON CAREER GROWTH AS REASON FOR TURNOVER

Table 7: Prospect on career growth and professional development as reason for turnover

Questions	Strongly disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly agree (SA)		Total	
	Fr eq.	%	Fr eq.	%	Fr eq.	%	Fr eq.	%	Fr eq.	%	Fr eq.	%
The bank arranges continuous training and development programs to enable my professional growth	22	13.8	42	26.4	54	34.0	20	12.6	20	12.6	158	100
when there is promotion opportunity the consideration is equal for other employee	28	17.6	46	28.9	38	23.9	24	15.1	22	13.8	158	100
I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance	25	15.7	50	31.4	41	25.8	24	15.1	18	11.3	158	100

As showed above 25.2% of respondents agree for the question that the bank arranges continuous training and professional development programs but 40.2% disagree and the remaining 34.0% are neutral. Of course, continuous training and professional development programs are vital for any company including banks. Of course, the response indicates hibret bank is working on it but it should be continuing as the name implies and needs to be for all employees for effective & efficient delivery of bank services. It can be seen from the table that 47.1% the respondents feel

that they are not rewarded with better appraisals and grade promotions based on their actual performance but 26.4% are happy with the appraisal and promotions they get. About 46.5% of respondents feel that promotion opportunities are not equal for all employees however 26.4% feel that promotion consideration is fair in Hibret bank. From this data, it is observable fact that Hibret bank is not giving equal promotion opportunity and the appraisal is not based on employee performance and career growth of professionals. The bank has to take an assignment to clear the issues with regard to promotion Procedures to its employees and transparency have to be shown during promotion and performance appraisal. Hibret bank should give due attention to evaluate its rating of performance appraisal as this is the main factor for turnover.

Table 8 : Intention to leave Hibert bank

Question	Strongly disagree		disagree		neutral		agree		Strongly agree		Total
	Fre q	%	Fre q	%	Fre q	%	Fre q	%	Freq	%	
I have intention to resign from Hibret bank within a short time	34	21.5	58	36.7	23	14.6	20	12.7	23	14.6	100
I am being dissatisfied working for UB due to one or other reasons, so I would probably look for outside opportunities	33	20.9	65	41.1	20	12.7	20	12.7	20	12.7	100
I am already fed up working in UB so I am searching for a better job in a better organization at the moment	45	28.5	50	31.	27	17.1	19	12	17	10.8	100
Whenever I get a job in another bank definitely I leave this bank	31	19.6	57	36.1	24	15.2	25	15.8	21	13.3	100

As shown in the above table, 58.2% of interviewed employees do not have intention to resign from Hibret bank in short period but 27.3% have intention to leave Hibret bank of Ethiopia. From the respondents, 29.1% is agree to definitely leave the bank when they get job in another bank unlike 55.7% who don't want to leave and 25% neutral. Additionally, around 22.8% of respondents are searching for alternative job but 59.5% are not. It is an obvious fact that intention is a fore runner before the actual turnover takes place. This study shows huge number of employee is on pipeline to leave Hibret bank in one or another reason. So, the company needs to see it carefully so that it will not lose its highly competent and experienced employees. Above all the HRM has to examine reasons for the intention and design a retention strategy

Table 10 Labor turnover factors

Items	factors	Mean	Standard Deviation
1	Work environment	2.73	1.34
2	Job stress	2.93	0.91
3	Compensation salary	3.00	1.31
4	Employee relationship with management	2.77	1.31
5	Carrere growth	2.87	1.23

Item 1 concludes that the respondents result on a matter of work environment i.e. mean 2.73 and SD 1.34, and This infers that, the respondents are neutral on the factors.

Item 2 shows job stress with a 2.93 mean and 0.91 SD in five point Likert measurement scale. This explains the majority of respondents fall under the category of neutral or indifferent.

Item3 explains respondents mean (3.0) and standard deviation (1.31) on regarding compensation salary. Based on the result, respondents are indifferent on the matter of compensation salary in the bank.

Item4 shows the respondents answer on the factor of Employee relationship with Management and explains with a mean 2.77 and SD 1.31. In addition the result explains that the respondents are indifferent with factor.

Item 5 found Carrere growth which respondent’s response is mean 2.87 and SD 1.23.this result explains that respondents are indifferent on the factor mentioned.

Regression analysis

Regressions analysis is used to explain the effect of one dependent variable and a number of independent variables. And so, critical information can be attained from the Linear Regression Analysis; for instance the significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the direct effect of each independent variable on the dependent variable and the strength of the independent variable. But, before the regression analysis is made, it is necessary to make some diagnosis test multi-coliniarity

Multi-Collinearity Test

Mult-conlinearity is a problem that occurs in the regression analysis when there is a high relationship one independent variable with the other independent variables. The researcher has to identify the unique contribution of each variable in predicting the dependent variable, if the variables are highly associated it indicates that there is Mult-conlinariy problem. According to Pallant (2005), collinearity can be checked based on result of tolerance and VIF. Tolerance is an indicator of how much the independent variable explained with the other independent variables. If this value is very small less than 0.10, it shows that Mult-conlinarity in the other variable is high. Also in the Variance Inflation Factor (VIF), if the value is above 10 it indicates the presence of multi-collinearity.

Table; Collinearity Statistics

	ColinearityStatistics	
Model	Tolerance	VIF
(constant)		
Job stress	.872	1.146

salary	.948	1.055
Work environment	.857	1.167
Employee r/ship with management	.824	1.256
Carrere growth	.954	1.42

Source: Survey Data 2021

As we can see in the above Table 4.12, there is no multi-coliniarity problem among independent variables. Because, the tolerance value for all independent variables is greater than 0.10 and also the VIF value of each variables are less than 10.

Heteroscedasticity Test

Heteroscedasticity is a problem because ordinary least squares (OLS) regression assumes that all residuals are drawn from a population that has a constant variance (homoscedasticity). Heteroscedasticity is used to tests whether the variance of the errors from a regression is dependent on the values of the independent variables. so we can check this assumption by checking whether the residuals might have come from a normal distribution if the probability of chi-square is greater than 0.05, there is no Heteroscedacity problems

Table 4:14 Heteroskedasticity Test

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	2.16553	Prob. F(3,201)	0.0933
Obs*R-squared	6.41842	Prob. Chi-Square(3)	0.0929
Scaled explained SS	8.75656	Prob. Chi-Square(3)	0.0327

Source: Survey Data 2021

Table 4.13, shows, the probability Chi Square (3) is greater than the suggested value 0.05. Therefore it indicates that there is no Heteroskedasticity problem.

Regression analysis will tell us to what extent the dependent variable explained by the independent variable. In this study the regression analysis was made based on the five independent and one dependent variable. Model summary was provided to show how well a regression model fits the data. It consist four elements the R, R-square (R^2), adjusted R-square (R^2), and the standard error of the estimate R-squared measures the proportion of the variation in the dependent variable (Y) explained by the independent variables (X) for a linear regression

model. Adjusted R-squared adjusts the statistic based on the number of independent variables in the model. That is the desired property of a goodness-of-fit statistics.

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.75 ^a	.563	.68	3.274

- a. Predictors: (Constant), job stress, work environment, career growth, employee r/ship with mgt, salary
 b. Dependent Variable: employee turnover.

The above Table show that the model summary of the regression analysis based on five independent variables (job stress, work environment, career growth, employee r/ship with mgt, salary). The R-square (R^2) of model summary explains that 56.3% of employee turnover can be predicted by the combination of the five important factors.

4.2.1 Analysis of Variance for factor influencing employee’s turnover intention at Hibret bank.

ANOVA^a

Table 4.16 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.382	3	.461	29.731	.000 ^b
1 Residual	3.114	201	.015		
Total	4.496	204			

- a. Dependent Variable: Organizational
 c. Predictors: (Constant), Transformational, Transactional, Laissez-faire

The (Analysis of Variance) ANOVA table shows that the overall significance of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p < 0.05$, it shows that the model is significant.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMENDATION

This chapter presents summary, conclusion and recommendation based on the data collection, analysis.

5.1 Summary of Major Findings

When we see demographic data of the employee, majority of them are between age 36-45 which constitute 38.0% of the population. This indicates that Hibret bank has large number of experienced employees. As to their marital status is concerned, there are almost equal numbers of single and married employees in the Bank. There is almost compatible number of Male and female employees in Hibret bank. This shows that Hibret bank respect gender equality in employee recruitment. As to educational background, 67.1% of employees of the bank are above first-degree holder and 39.9 % of employees have work experience above five years. This indicates that the bank has educated and experienced workforce that enables it competent in the industry.

On the other hand, when we see the staff benefits and benefit package of Hibret bank, 46.3% of employees are not happy with the benefit and salary. From this we understand that employees of Hibret bank believe they are currently not paid competitive salary compared to the industry. When employees are not happy with the payment and benefit packages and thinks that salary is not competitive enough with the market according to their experience and qualification, they may decide to leave their job and look for better salary in other banks. However, loan packages are good. However the survey shows that there is better employee supervisor relation. Employees of the bank under study responded that they are treated respectfully, get feedback and receive encouragement from their supervisor. This shows that there is good relationship between employee-supervisor. The study shows 45.9 % respondents agree as they get supportive and encouraging feedback from their supervisor.

Furthermore, the study established that working environment is very important factors that employees consider at work place. A poor work environment may cause discomfort to some

employees who may end up being attracted to other organizations with better working conditions. Flexible work-schedules lead to greater work-life balance and can offset work stress. The study revealed that if the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees will not be willing to put up with the inconvenience for long. It further established that the environment in which an employee works should be considered safe, and abides by health and safety standards.

5.2 Conclusion

High employee turnover can be caused by a lot of factors, such as work factor, job stress, compensation (salary), Career Growth, Employee relationship with management etc. The company under the study recorded high employee turnover in the last few years. This study has identified factors that affect the turnover in the Bank, in doing so; the researcher used both primary and secondary data sources. Regarding the analysis, interpretation, tabulation, and presentation of the data, the researcher made use of different tools such as mean, frequency, tables, charts, graphs, figures and percentages.

The conclusion of the study reveals that, the current employees of Hibret bank think that work factor and job stress can't be the reason to leave the organization. From the analysis made one can conclude that the main reasons of the high employee turnover that are found in the organization are: Highly dissatisfaction with salary and also dissatisfaction with employee relationship with the management and career growth. Employees are not happy with salary they get in the bank and they believe that the payment is not comparable with similar job in other banks. To this affect the level of turnover Intention to leave the bank is high. So, the bank has to give due attention to payment to its Employees as this are a significant factor to potentially lose its employees. On the other hand Employees are satisfied with bonus structure except assistance for school fee and subscription.

Thus this should be continued with improvement made on assistance for school fee and subscription. Intention of employees of Hibret bank to leave the bank is significantly high.

Intention Ultimately leads to actual turnover so the bank has to revise its strategy to control the turnover of employee as early as possible.

5.3 Recommendations

Grounded by the findings and conclusion, the next recommendation are made to allow the liable authority's to retain the current employees and decrease the factors for the high employee turnover faced by the organization.

Compensation and benefit- referring to the responses given by the employees, the company seems in good space in this regards. However, the company should not take this for granted as the external environment is every changing and a need to revise its benefit package could be a necessity. For this, the company should always stay alert of what's happening the external environment and make sure it's package is competitive and sufficient enough to retain its talents. Create a conducive working environment where employees feel recognized for a job well done and are well motivated to excel on their responsibility. ked by the organization. Furthermore, the company needs to conduct a pulse survey and understand what led employees to believe that gender equality is not recognized in the company (e.g. equal pay, career advancement...). Gender diversity should be given due attention by the management as a diverse workforce proved to bring different ideas to the table and drive company's performance. The impact of availing all the appropriate tools of trade for employees on employees moral and job satisfaction should also not be over loo

Career progress within a particular company plays a critical role in the retention of top talents. Furthermore, it is considered as a wise way of building the succession pool of the company where by talents is groomed to assume a senior role when the need arises. Even though the employees seems satisfied (based on the response given) with the career progress opportunity that exists within the organization, the company should always stay abreast of new developments and strive to bring about a more effective career opportunities/path that are appealing for the talents' generation as what worked well for the existing employees may not be acceptable by the new talents that the company will be recruiting for the years to come. Therefore, the company should

consider designing a clear career road map for its employees with appropriate capability plan not only to support the employees but also to ensure that the company achieves its target year on year.

A harmonious relationship with the employees and the management is very critical to the very existence of any organization because more engaged employees are believed to be more productive. For this reason, the company needs to conduct a value survey/pulse survey for the following reasons;

- Whether the employees value aligns with that of the company
 - To identify how they feel about the organization and the management as a whole
 - To identify the root cause of this dissonance
- To collectively identify area of improvements Furthermore, employees should be fully engaged in important matters (policy changes before it takes effect for example) so that they feel valued and they're important members of the organization. This will intern not only improves the employee-management relationship but also creates a sense of ownership within the employees which will result in a better company performance.

The Bank should continue to provide a stress free environment for its employees as it plays a critical role in enhancing employees' performance.

Career growth and compensation and salary are adequate and these can't be the reason to leave the organization. From the analysis made one can conclude that the main reasons of the high employee turnover that are found in the organization are: Highly dissatisfaction with the working environment and also dissatisfaction with employee relationship with the management.

The company under the study is losing young and mature professionals and this in turn affects the performance of the organization.

- It is found that salary and benefit is a major case for employee turnover. In my survey result employee have high turnover intention which is highly related with salary and benefit. Currently Hibret bank is not paying competitive salary compared to other banks in

the industry. Therefore, the bank has to revise its compensation policy for example salary scale should be revised and paying competitive salary in order to reduce turnover intension and retain its personnel.

- Equal and clear promotion opportunity to all employees should be available in order to maintain healthy workforce. The Hibret bank lacks clarity and equal promotion opportunity based on my survey result but it is a critical cause for employees ‘dissatisfaction that result in increased turnover. Hence Hibret bank has to evaluate its promotion procedure and makes fair, equal and consistence promotional package in order to reduce turnover. I recommend that promotion should base on year of service, academic achievement and performance appraisal base to maintain clarity
- A Good work environment is very important. It is a one that retains employees for long run in the organization even in absence of good compensation. Making available adequate equipment, supplies and enough support at work increases the good work environment. Employees love their organization and comfortable when they are furnished with the required support for their job. Thus the bank has to provide adequate facility so as retain its personnel. The other work environment that the employees disagree was their non involvement in decision making. According to Casey Anderson, when employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall. Therefore Hibret bank has to acknowledge the benefits of employee involvement in decision making so as to increase the productivity and profitability of the organization.

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Annex

Table 10 ; annex Time Frame

No	List of activity	Feb	Mar	April	May	June	Remark
1	Preparation of the draft proposal						
2	Submission of 1st draft						
3	Feedback from advisor						
4	Designing of questionnaire						
5	Review literature/ further discussion						
6	Review literature/ further discussion						
7	Collection of interview questionnaire						
8	Compilation and edition of the final paper						
9	Submission of the first thesis draft						
10	Correction /feedback from the advisor						
12	Final edition and correction of the draft thesis paper						
13	Submission of the final paper						

APPENDIX QUESTIONNAIRE

**DATA COLLECTION INSTRUMENT FOR STUDY ON FACTOR INFLUANCING EMPLOYEES'
TURNOVER INTENTION AT HIBRET BANK.**

This Survey Is Used for Academic Purpose for Thesis Requirement in Partial Fulfillment of Master's Degree in Business Administration at St. Mary's University School of Graduate Studies. It is anticipated that the survey will not take longer than 15 minutes to complete.

Whatever information you provide will be kept strictly confidential and will not be shown to

Other persons and we will not asking your name for this purpose. Given the importance of the

Topics covered in the study, your genuine responses are vital for the success of this study. So, I

Kindly request your contribution in filling the questionnaire honestly and responsibly.

Thank You in advance for your contribution.

Please don't write your name on the questionnaire

If you have any question on questionnaire you can contact me via my phone 0975323219.

Instructions

Kindly tick (v) the appropriate choice or fill the following questions in the appropriate spaces provided

PART- ONE: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Age:

A. 20-29 _____ B. 30-39 _____ C. 40-50 _____ D. >50 _____

2. Gender

A. Male _____ B. Female _____

3. Marital status

A. Single _____ B. Married _____ C. Divorced _____ D. Widowed _____ E. Other _____

4. Number of years working in Hibret Bank?

A. Less than 1year _____ B. 2 to 5 years _____ C. 5 to 10 years _____ D. >10years _____

5. Department.

A credit _____ B. Trade Service _____ C. Branch operation _____

6. Job title _____

7. What is your level of education?

A. Diploma _____ B. Degree _____ C. Masters _____ D. PhD _____ E. Other (specify) _____

PART TWO: QUESTIONS ON TURNOVER INTENTION OF CURRENT EMPLOYEES

The following questions are prepared to get your views regarding some of the causes of employee turnover. For each questions below, circle the options that fits to your opinion based on the following scale.

5= Strongly Agree 4= Agree 3= Neutral (neither agree nor disagree)

2= Disagree 1= Strongly Disagree

I- Working environment and organizational factors

1. There is an opportunity for advancement in the bank?

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

2. There is enough bank training opportunity.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

3. The working hours are satisfactory with the work load in Hibret bank.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

4. There is good organizational culture in the bank.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

II- Job related factor

5. Technological advancement has not increased my job stress.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

6. There is a no role conflict in my job.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

7. The restructure change did not create a pressure on my job.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

8. I feel that the amount of workload is reasonable and sound

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

III- Benefits and Compensation Salary related

9. I am happy with my salary as I am well paid in Hibret bank in comparison to my experience, responsibilities and qualification

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

10. The amount of pay I receive for my job in Hibret bank is equal to others doing similar work in other banks

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

11. I feel that the performance bonus structure is fairly rewards my effort

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

12. I am happy with company' s assistance for Loans – housing, vehicle, personal and staff loans

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

IV Relationship of employee and management

13. My supervisor keeps me well informed on work issues

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

14. The feedback I receive from my supervisors is supportive and encouraging type

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree
2.

15. My supervisor treats me fairly and respectfully

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

16. My supervisor motivates me and gives me freedom to exercise initiatives and self-approach to work

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

V Career Growth in United bank

17. The bank arranges continuous training and development programs to enable my professional growth

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

18. When there is promotion opportunity the consideration is equal for other employees

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

19. I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

VI- Intention to leave the Job and UB

20. I have intention to resign from UB within a shorter time

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

21. Whenever I get a job in another bank definitely I leave this bank

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

22. I am already fed up working in UB so I am searching for a better job in a better organization at the moment

1.Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

23. I am being dissatisfied working for UB due to one or other reasons, so I would probably look for outside opportunities

1.Strongly disagree 2. Disagree3. Neutral 4. Agree 5. Strongly agree

Intention any time

24. Do you have intention to leave UB at any point of time in the future

1. Yes 2. No 3. Indifferent

25. If **YES**, what are the reasons that will cause you to consider to leave the bank? **(you can select more than one option!)**

a. Insufficient payment

b. Insufficient benefits

c. Lack of career advancement

d. Work load

e. Bad relationship with the management and other colleagues

f. Working condition

g. Alternative job opportunities

h. External pressure may cause me to leave my job

i. Discrimination

j. Other (specify):

In Your View

26. In your view what should be done to reduce the labor turnover patterns that are being experienced? Please tick (v) the appropriate by ranking.

- 1) Increase salaries of all workers____
- 2) Increase employee relationship with management____
- 3) Reduce the work load by employing more workers ____
- 4) Provide training and development opportunities for career growth____
- 5) Other suggestion if any,

27. What is the Company doing to reduce the labor turnover patterns being experienced?

- 1) Nothing____
- 2) Finding out why workers are leaving____
- 3) Involving workers in decision making____
- 4) Management working closely with the workers trade union____
- 5) Other deed if any,

28. Other Remark related to factors affecting employee turnover.

**Thank You Very Much
For
Your Participation!**

