

St. Mary's University School of Graduate Studies



**Assessment of Professional Employee Turnover Intention
and Its Management: The Case of Yekabdi Agro Processing
PLC**

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February, 2022

Addis Ababa

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and Its Management: The Case of Yekabdi Agro Processing
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Addis Ababa

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Statement of Certification

This is to certify that Halefom Abreham has carried out his research work on the topic entitled Assessment of Professional Employee Turnover Intention and Its Management: The Case of Yekabdi Agro Processing PLC. The work is original in nature and is suitable for submission for the reward of the MBA Degree in Business Administration.

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Statement of Declaration

Halefom Abreham, have carried out independently a research work on "Assessment of Professional Employee Turnover Intention and Its Management: The Case of Yekabdi Agro Processing PLC" in partial fulfillment of the requirement of the MBA program in Business Administration. I also declare that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the thesis have been duly acknowledged.

Halefom Abreham _____February, 2022

Signature _____

Date_____

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ABBREVIATION

FMCG	Fast Moving Consumer Goods
HRM	Human Resource Management
MOFED	Ministry of Finance and Economics Development
PLC	Private Limited Company
SC	Share Company
SPSS	Statistical Package for Social Sciences
YAP	Yekabdi Agro processing

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Abstract

This study assessed internal and external factor for turnover intention of YAP's professional employee and the company's practice on managing professional employee turnover and retaining those employees. A descriptive research method was used to investigate major factors that affect employee turnover. To conduct this study both primary and secondary data collection method were used. The primary data for the study was collected from 80 existing professional employee of the company through standard questionnaire and analyzed by using SPSS-20 and also gathered from human resource management staffs interview has been analyzed verbally. Based on the assessment result the researcher has found that turnover intention, pay scale, employee manager relationship, work environment and job satisfaction are internal and external factor affecting professional employee turnover in the company. The study concluded that majority of the respondents has intention to turnover due to the dissatisfaction of compensation system, leadership and communication, job dissatisfaction, career development opportunity and the work environment. Therefore the study suggests that the company has to enhance its compensation package, create better relationship with employee, receive feedback of employee and apply talent management practice to resolve the above issue and retain those professional staffs.

Key words: *professional employee, employee turnover, employee retention*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Turnover is a reduction in the number of employees through retirement, resignation, reassignment, transfer or other means than layoffs, (Kumar, 2006). And also refers to the number or percentage of workers who leave an organization and are replaced by new employees (Ruth, 2016). Turnover intention is also a measurement of whether a business 'or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary (Michaele, 2016). Employee turnover occurs when workers leave an organization and need to be replaced by new recruits. As it was stated by Martin (2005), turnover is a term used to describe the departure of people from their organization. Employee turnover can be conceptualized as the departure of employees from their current organization but not from the profession altogether.

Moreover, employee turnover studies undertaken from different perspective. For instance, Arokiasamy (2013) concluded that job satisfaction has the largest direct effect on turnover intent. Obiero (2014) described in his result of finding intrinsic factors (those feeling and attitudes employees which are job related), extrinsic factors (deal with situations outside of the individual and are not necessarily job related), career development and Employee relations was the reason to staff turnover.

Asmamaw and Beruk(2011; 2013)also showed that professional employee's turnover is caused by low salary and benefit packages, job dissatisfaction, poor management systems, better opportunity in other organizations and job stress.

Depends on the organizations types and management styles people leave from an organization to join the other one. As a result, organizations will be vulnerable to turnover costs. Costs associated with turnover described into direct and indirect. Direct cost includes the cost of leaving, replacement costs, and transition costs, while indirect turnover costs include the loss of

production and reduced performance (Cascio, 2003; Laura, 2016). Besides, the cost (Michael, 2016) turnover creates structural stress it occurs within especially voluntary turnover. As investigated by (Derek, Laura & Stephen, 2005) particularly in a professional service organization where the personal relationship established between employees and clients are central to ongoing success, a turnover rate in excess of 10 per cent is likely to cause damage to the business. However, there is also good turnover (Neil, 2016) while losing employees that are poor performers or negative influences on workplace. Therefore, according to Cascio (2003) the critical issue in analyzing turnover is not how many employees leave but rather the performance and replace-ability of those who leave versus those who stay.

Organizations productivity highly depend on workforce expertise. A professional and skilled worker is a back bone for the organization as well as Yekabdi Agro Processing plc. When this kind of person leave the organization, the company will be affected very high other than losing unskilled employee. So there must be constant professional and skilled workforce to minimize the effect that face the company due to the professional employee turnover.

Therefore, this study assessed the professional employee turnover and its management in the case of Yekabdi Agro Processing plc. So as, the research covered the areas which was slightly covered by other researchers and also provided insight to take remedial action for minimizing professional employees turnover and to retain those employees.

1.2. Statement of the problem

There are different studies about employee turnover in various countries and organizations: study by (Bizuyahu, 2016) at National Bank of Ethiopia found out major reasons for professional employee turnover in NBE were payment scale dissatisfaction and poor compensation and benefit package, poor communication, leadership and employee manager relationship, inadequate career advancement opportunity, job dissatisfaction, seeking of better job opportunity respectively. Aman, (2015) states that in Oromia Water Works Design and Supervision Enterprise employee turnover due to both external and internal factor. Favorable government policy, which encourages professionals to organize themselves and working their own business, better salary at external market, are external factors that are contributing for high turnover, while lack of good treatment for workers, problem on arrangement of logistic on workers, lack of recognition and encouragement they are getting for their better performances or and poor

communication internal factors.(Amare,2013) in his study also investigate that the consequence of employee turnover in Nib Insurance S.C impacted by loss of productivity, money and time, cost of recruiting new and replace employees. An angry departing employee can tarnish his/her employee's reputation plus attraction other employees out of the organization.

Other studies outside Ethiopia, although the theory argues that employees with high firm specific capital have few incentives to leave organizations, research on determinants of turnover has shown that many other economic, psychological and sociological factors might be in play and incite employees to leave (e.g. Rubenstein, Eberly, Lee & Mitchell, 2017). Hence, through turnover (for whatever reason), organizations incur losses of valuable firm-specific human capital harming their competitive advantage and decreasing the return they obtain from past investments in this human capital (e.g., firm-specific training) (Dess & Shaw, 2001; Shaw, 2011; Shaw et al., 2013). In addition, replacing these leavers with employees possessing the same level of firm specific human capital requires substantial investments in terms of money and time (e.g. for recruitment, selection, socialization and training).Secondly, following a similar line of reasoning, turnover implies a potential loss of value because of social capital (i.e. capital and resources which are incorporated in social networks and relationships) built up by leavers (Hancock et al., 2013). For example, when a leaver has many and important social connections within and outside of the organization, the organization may lose a key member of its organizational network and incur performance losses (Dess & Shaw, 2001).

High employee turnover has become a problem for private organizations. Well experienced and qualified professionals left the organization. Yekabdi Agro Processing plc is one of the victims of this high employee turnover.

Yekabdi Agro processing is established as a private local manufacturing company in Ethiopia in the year 2013 GC with the paid up capital of 130 million birr. The company entered in the country's Fast Moving Consumer Goods (FMCG) industry through manufacturing and supplying of "WOW" natural purified bottled water.

According to YAP Company own record voluntary employee turnover data in year 2017/18 and 2018 /19. During those 2 years were 60 and voluntarily separated were 50 in the other side non-professional employees recruited during these years were 180 and voluntarily separated were

only 30 employees. The professional employee turnover rate was showing increasing rate; the turnover is still high compared with non-professional staffs. But any study was not undertaken on employee turnover and its management in the company. Turnover affects the company's brand and the quality of its productivity and the moral of coworkers greatly. According to this, the studies will assess Company's employee turnover and its management practices that harm the company.

1.3. Research question

The study will answer the following questions;

- What are the major causes of professional employee turnover intention (internal and external) in Yekabdi Agro processing PLC?
- How Yekabdi Agro processing PLC can attempt to manage professional employee turnover and retain those employees?

1.4. Objective of the study

1.4.1. General Objective

The main objective of this study is to assess the professional employee turnover and its management on Yekabdi Agro Processing PLC.

1.4.2. Specific Objective

The specific objectives of the study will

- To assess the causes of professional employee turnover intention in the company;
- To examine the company's practice on managing professional employee turnover and retaining those employees;

1.5. Significance of the study

The success of the company can be measured mainly through delivery of quality product to their customers. When labor turnover rate is high the company intended objectives and expected results may not be achieved. Therefore, the study is significant in identifying the root cause of the problem which is provided by the researcher can enable the company to minimize the high

professional employee turnover. Besides, it would be a useful reference for researchers and others interested in this topic, and can serve as a base for any further studies to be conducted in this area of study.

1.6. Scope and Limitation of the study

The Scope of the study covers professional employees' who has first degree and above, its management practice in 2017/18 and 2018/19. More specifically, it refers to Yekabdi Agro processing plc, 50 professional and 30 non-professional employee voluntary separated employees. The topical frame work and data collection mechanism were mainly focusing on factors affecting the turnover like job satisfaction, pay scale, employee-manager relationship, the work environment and also the turnover intention.

The limitation of this study were didn't contain the reason of non-professional employee turnover thus the turnover cause were collected from the existing employee.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents a comprehensive literature review on the studies that are related to the researcher's area of concern and undertaken on the prism of the key study variables. It also features the study's theoretical framework and the conceptual framework.

In recent years, turnover has become a trend in industrial and organization field. In fact, turnover can give positive and negative impacts to the organizations. The negative effect is the main problem turnover brings. As (Kreitner& Kinicki, 2010) organization spend a lot of money in separation process and replacement. It causes organizations to consume more energy in maintaining the stability of the organization input and output (Shaw, 2011 as cited by A'yunnisa, and Saptoto, 2015).

2.1. The Employee Turnover Concept and Definition

The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover Woods, (1995).

This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. "Unfolding model" of voluntary turnover represents a divergence from traditional thinking (Hom and Griffeth, 1995) by focusing more on the decisional aspect of employee turnover, in other words, showing instances of voluntary turnover as decisions to quit. Indeed, the model is based on a theory of decision making, image theory Beach, (1990). The image theory describes the process of how individuals process information during decision making. The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting. Beach (1990) argues that individuals seldom have the cognitive resources to systematically evaluate all incoming

information, so individuals instead of simply and quickly compare incoming information to more heuristic-type decision making alternatives.

Employee turnover is defined as ‘the movements of individuals into jobs (hiring’s) and out of the jobs (separations)’ in the organization over a particular period. (OECD, 2003)

Employee turnover occurs when workers leave an organization and need to be replaced by new recruits. As it was stated by Martin (2005), turnover is a term used to describe the departure of people from their organization. Employee turnover can be conceptualized as the departure of employees from their current organization but not from the profession altogether.

2.2. Turnover Intention

Turnover intention is a measurement of whether a business’ or organization’s employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary(Micalele,2016)

According to March and Simon, (1958) the employees would initiate the process of termination of their relationship with their employee/ organization/ profession only when there is perceived desirability to do so and there is a perceived possibility of such ease of movement. This perceived desirability of termination of employee-employer relation is known as turnover intention that when there is a perceived desirability on turnover there is also a possibility to ease movement. Turnover intention may be defined as the individual’s intention to voluntarily quit the organization or profession. And also it was found by (Mobley, Griffeth, Hand, & Meglino, 1979) intentions are important to study as they predict an individual’s perception and judgment(as cited in Jha, 2009).

2.3. Types of Turnover

Turnover has divided into two (Chirantan, 2016 &Noe, Hollenbeck, Gerhartv& Wright, 2007) which are voluntary and involuntary when the organization initiates the turnover(often with employees who would prefer to stay), the result is involuntary turnover. When the employees initiate the turnover (often when the organization would prefer to keep them), it is voluntary turnover.

Voluntary turnover is when an employee quits due to finding a better position at another company, a conflict with a supervisor or a personal reason, such as needing to stay home with a family member. And it occurs when the employee makes the decision to leave on his own. Usually, voluntary turnover occurs when the employee perceives another opportunity to be better than its current position. This includes more pay, more recognition or a more convenient location. It can also occur when the employee has to leave for health or family reasons (Micalele, 2016). It is also the type of turnover that is initiated by the employee for many different reasons. Voluntary turnover can be somewhat predicted and addressed in HR (Laura, 2016).

Involuntary turnover is when an employee is laid off or fired, generally due to reducing staff because of a business downturn or change in business focus or because of an employee taking some action that is cause for termination, such as theft. It is where the employee has no choice in their termination—for example, employer-initiated due to nonperformance (Laura, 2016).

Derek, et al. (2005) also claimed turnover into —Functional“ when turnover includes all resignations which are welcomed by both employer and employee alike. The major examples are those which stand from an individual’s poor work performance or failure to fit in comfortably with an organizational or departmental culture (p.168).

2.4. Causes of Employee Turnover

There are many reasons that cause employees to leave their organization. According to Kim, Kim and Rhee (2017), better pay and prospects, personal reasons, career-related issues, company-related issues, market factor, job-related issues are the main reasons for employees to leave their organization. Also Al Mamun and Hasan (2017) stated that the relationship between employees and management or the nature of the management leadership style is also another reason for most employees to quit. 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 offered by higher salary elsewhere as Rehman (2012) demonstrated. In this case, we may conclude that employer-employee relationship plays a vital role on turnover.

High employee turnover is taxing. It costs precious time and money and can result in a loss of staff morale. Your reputation could also be tarnished, with people assuming your organization is a terrible place to work.

Some employee turnover is inevitable. For example, retirement, relocation and leaving for schooling cannot be avoided. But it's important to monitor your employee turnover and understand why employees are leaving if you want to avoid negative repercussions.

2.5. Costs of Turnover

In HR, we can separate the costs associated with turnover into indirect costs and direct costs. Direct turnover costs include the cost of leaving, replacement costs, and transition costs, while indirect turnover costs include the loss of production and reduced performance. The following are some examples of turnover costs (Maertz & Campion, 1998):

- Recruitment of replacements
- Administrative hiring costs
- Lost productivity associated with the time between the loss of the employee and hiring of replacement
- Lost productivity due to a new employee learning the job
- Lost productivity associated with coworkers helping the new employee
- Costs of training
- Costs associated with the employee's lack of motivation prior to leaving
- Sometimes, the costs of trade secrets and proprietary information shared by the employee who leaves
- Public relations costs

2.6. Managing Employee Turnover and Retention Strategy

The quality of service delivery of any organization depends on the presence of committed and talented employees. Employees are main sources for organizations in meeting objectives in both public and private sector organizations. Therefore, giving emphasis for employees become a big issue particularly in public sector organizations because professional employees' turnover in public sector organizations is more common than other organizations(Asmamaw, 2011).

According to Cascio(2003), the critical issue in analyzing turnover, therefore is not how many employees leave but rather the performance and replaceability of those who leave versus those who stay thus(Gery, 2005) emphasizes that organization must try to ensure that good performers want to stay with the organization. And those employees whose performance is chronically low are encouraged- or forced- to leave. In general, organizations try to avoid the need for involuntary turnover and to minimize voluntary turnover especially among top performers. Effective human resource management can help the organization to minimize both kinds of turnover, as well as carry it out effectively when necessary.

Retention is the converse of turnover. It is not simply a 'feel good' issue. The retention of good employees matters for three important bottom-line reasons;

1. The importance of intellectual capital: during the industrial age, a firm's physical asset such as machinery, plants, and even land-determined how strongly it could compete. In the current knowledge era' intellectual capital is what defines a company competitive edge. Intellectual capital is the unique knowledge and skills that a company's work force possesses.
2. Retention of customer satisfaction: every-one understands that customer satisfaction is one of the most-important factors in business survival and growth. Employees who are satisfied with their work and their company are more likely to create satisfied customers.
3. The cost of turnover: employee turnover involves costs like; direct, indirect and opportunity costs.

The straightforward answer to the question of how best to retain staff is to provide them with a better deal, in the broadest sense, than they perceive they could get by working for alternative employers. Terms and conditions play a significant role, but other factors are often more important. For example, there is a need to provide jobs which are satisfying, along with career development opportunities, as much autonomy as is practicable and, above all, competent line management

(Derek et al.,2005). To reduce turnover intention, (Michaele, 2016) organizations can offer strategic compensation packages, especially emphasizing performance and tenure. Also employee-centric businesses tend to have less turnover because the staff feels like it has a voice

and the company values its contributions. Derek et al. (2008), compensation packages organization should employ to retain their employees are:

Pay- The consensus among researchers specializing in retention issues is that pay has a role to play as a satisfier, but that it will not usually have an effect when other factors are pushing an individual towards quitting. Raising pay levels may thus result in greater job satisfaction where people are already happy with their work, but it will not deter unhappy employees from leaving. While pay rates and benefit packages may play a relatively marginal role in the retention of good people, reward in the broader sense plays a more significant role. If employees do not find their work to be rewarding' in the broadest sense of the word, they will be much more likely to start looking for alternative jobs. Making work rewarding is a good deal harder for managers to achieve because different people find different aspects of their work to be rewarding. There is thus a need to understand what makes people tick and to manage them as individuals accordingly

Managing expectations- it is important to make sure that new staff enter an organization with their eyes wide open and do not find that the job fails to meet their expectations. A major cause of job dissatisfaction, and hence of high staff turnover, is the experience of having one's high hopes of new employment dashed by the realization that it is not going to be as enjoyable or stimulating as anticipated

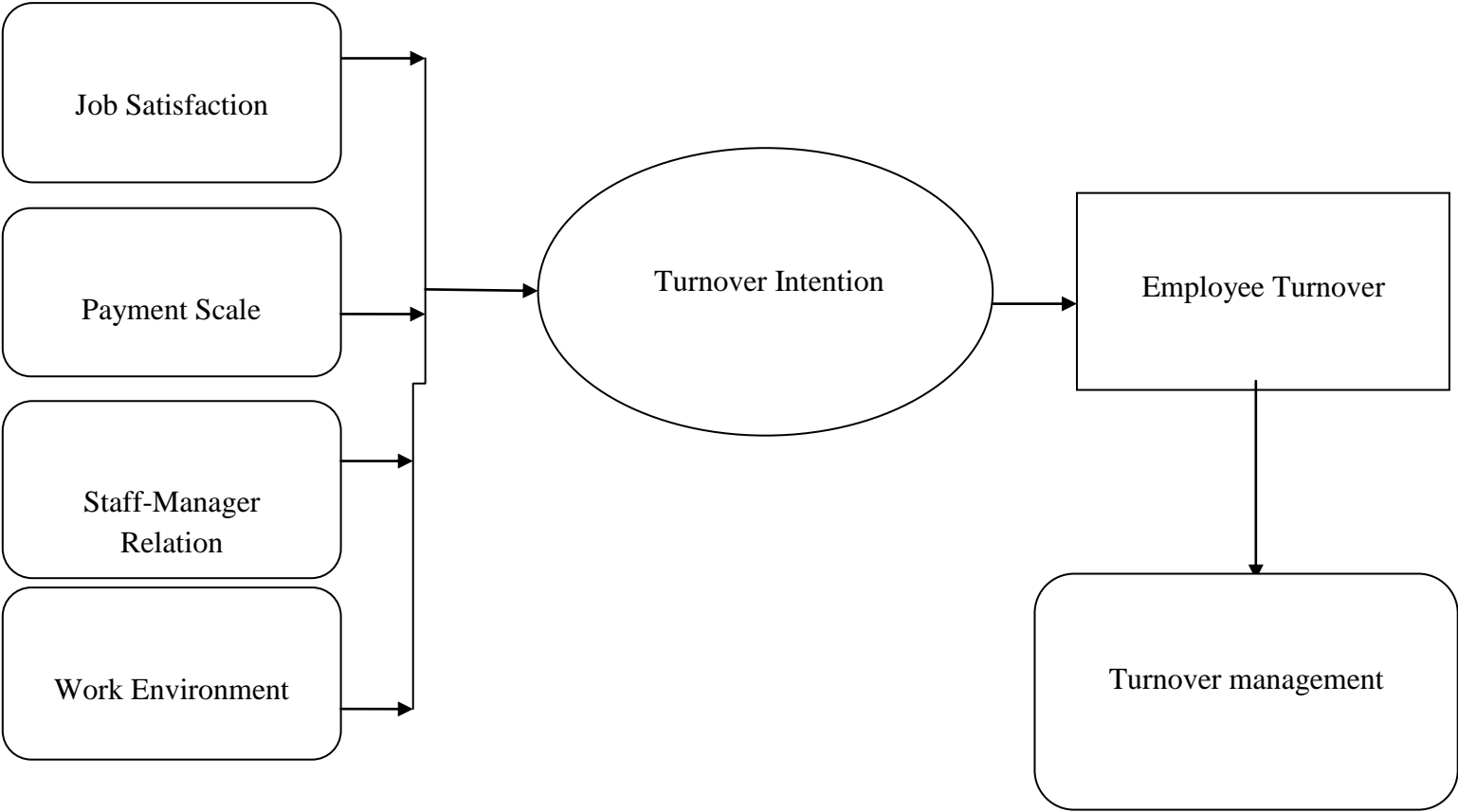
Induction- Another process often credited with the reduction of turnover early in the employment relationship is the presence of effective and timely induction. It is very easy to overlook in the rush to get people into key posts quickly and it is often carried out badly, but it is essential if avoidable early turnover is to be kept to a minimum.

Induction has a number of distinct purposes, all of which are concerned with preparing new employees to work as effectively as possible and as soon as is possible in their new jobs. First, it plays an important part in helping new starters to adjust emotionally to the new workplace. It gives an opportunity to ensure that they understand where things are, who to ask when unsure about what to do and how their role fits into the organization generally. Second, induction provides a forum in which basic information about the organization can be transmitted. This may include material about the organization's purpose, its mission statement and the key issues it faces. More generally a corporate induction provides a suitable occasion to talk about health and

safety regulations, fire evacuation procedures and organizational policies concerning matters like the use of telephones for private purposes. Third, induction processes can be used to convey to new starters important cultural messages about what the organization expects and what employees can expect in return

Improving the quality of line management-If it is the case that many, if not most, voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors, it follows that the most effective means of reducing staff turnover in organizations is to improve the performance of line managers. Too often, it appears, people are promoted into supervisory positions without adequate experience or training. Organizations seem to assume that their managers are capable supervisors, without recognizing that the role is difficult and does not usually come naturally to people. Hence it is common to find managers who are quick to critics but slow to praise', who are too tied up in their own work to show an interest in their subordinates and who prefer to impose their own solutions without first taking account of their staff's views. The solution is to take action on various fronts to improve the effectiveness of supervisors: select people for line management roles following an assessment of their supervisory capabilities; ensure that all newly appointed line managers are trained in the art of effective supervision; regularly appraise line managers on their supervisory skills. Retention is a voluntary move by an organization to create an environment which engages employees for long term (Chaminade, 2007). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery(cited by Samuel &Crispen, 2009)

2.7. Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study area

Yekabdi Agro processing is established as a private local manufacturing company in Ethiopia by its mother company Tenkir Bekele Plastic shoes manufacturing PLC in the year 2013 GC with the paid up capital of 130 million birr. The company entered in the country's Fast Moving Consumer Goods (FMCG) industry through manufacturing and supplying of "WOW" natural purified bottled water.

Wow water is extracted from the Guragie chained mountain which is found 175 KM south of Addis Ababa in the Southern Ethiopia national and nationalities region, Cheha Wereda, at Adoche and Atulche kebele. Where there are natural green mountains with no contamination which gives the water clarity and cleanliness and reach mineral contents from the nature.

We used state of the art machineries with production capacity of 12,000 bottles per hour. These fully automatic technologically advanced machineries enable the purifying and packing process is 100% free of human contact. This gives our customer and consumers a confidence that Wow water is pure, clean and contamination free.

Currently the company is producing WOW natural purified water with 5 sizes; 2000ml, 1500ml, 1000ml, 500ml and 300ml. The products are being distributed to many parts of the country with different sales agents or distributors and we are working hard to make the products available all over the country.

As the demand opportunity for the brand is highly positive, it is planned to expand the production capacity to 24,000 bottles per hour. In addition to this, the company aspires to produce packed juices in the near future and contributes to the betterment of the country's economy.

The company has a vision to fulfill the customers demand and become the chosen best bottled water supplier in the country with the manufacturing and supplying of clean, mineral rich and quenching natural water from the chained mountain of Gurage Zone.

3.2. Research approach

Research approach was selected by researcher(s) based on the research purpose, the nature of the research, the problem area, and research questions (Alhamdani et al. 2006). The research approach in this study was chosen based on the purpose and the research questions set out to be addressed. For this study the research approach method that used was Mixed approach both quantitative and qualitative approach.

3.3. Research Design

According to Zikmund et al. (2005) many good research projects combine both qualitative and quantitative research. Qualitative data rate from slight to highly significant effect based on qualitative judgments, such as perception and attitude. According to Kumar (2006), it is the most appropriate method to measure the characteristics for which numerical value cannot be assigned, are called attributes and used to find out the facts. Creswell (2003) describes the importance of quantitative focusing on survey as follows. "A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. In order to assess and investigate professional staff turnover intention and its management, both quantitative and qualitative research methodology used because using mixed method helped the researcher to use all data sources. The researcher also selected a descriptive research method because the study made with detail description and analysis of data.

3.4. Data Source

For this study, primary and secondary data were used. Primary data were collected from Human resource department and 80 professional employee of Yekabdi Agro Processing plc. Through interview and structured questioner. Secondary data were gathered from relevant sources.

3.5. Method of Data Collection

Standard questionnaire and structured interviews were used to gather relevant data from respondents. The questioner which contain mostly close indeed question were distributed to 80 respondents. The second primary data was also collected from interview of Human Resource Manager and human resource staffs. The secondary data also collected through reviewing of relevant sources.

3.6. Sampling Method

The sampling method that was used to collect the data were simple random sampling technique to give equal opportunity to the respondent and included in the survey. Structured interview, questioner, ordinal and nominal scale to measure participant's opinion on the variables. And also used cross tabulation to identify the relationship between job satisfaction, payment scale, and staff-manager relationship and work environment based on the conceptual framework.

3.7. Sample Size

Malhortra and Peterson (2006) and Zikmund (2003) stated that the larger the sample sizes of a research, the more accurate the data generated. The researcher used sample size determination method developed by Carvalho (1984) to determine the appropriate samples.

Table 1. Sample size determination of Carvalho (1984)

Population Size	Sample Size		
	Low	Medium	High
51-91	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	138
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984).

3.8. Data Analysis

In order to analyze data, descriptive statistics such as mean, standard deviation, percentage, ratios, frequency and cross tabulation to clearly show the relationship between factors that affect employee turnover and the turnover intention. And also the data was collected through interview were analyzed verbally. Whereas, to identify the data which has been collected from questionnaire were analyzed by using SPSS version 20 (Statistical Package for Social Sciences)

CHAPTER FOUR

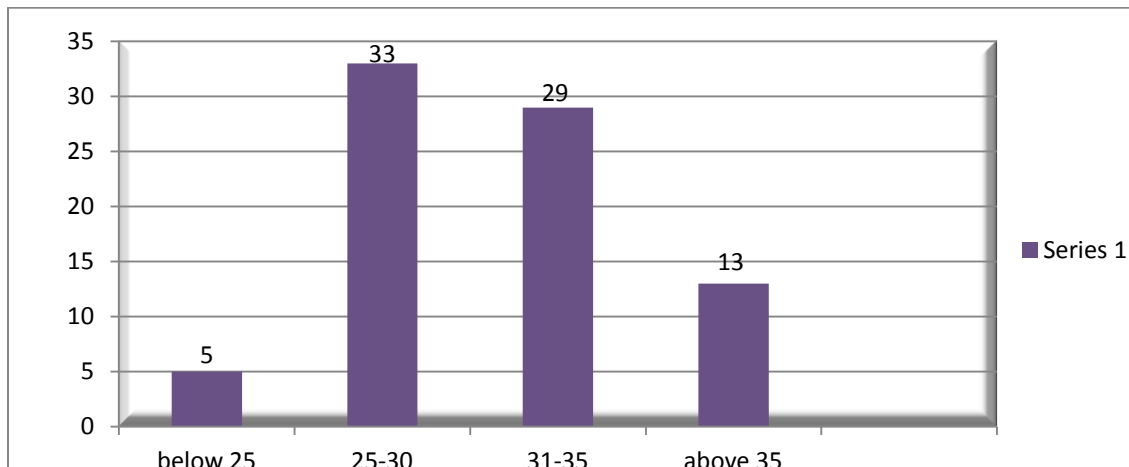
DATA ANALYSIS AND PRESENTATION

Introduction

This research intends to assess the professional employee turnover and its management in Yekabdi Agro processing Plc. So that three main research questions were pointed out and both qualitative and quantitative research method were used to realize the affirmed objectives. Survey-questionnaire and in-depth interview were employed under the mixed approaches as research methods to collect the necessary data and information in accordance with the mentioned research questions. This chapter presents the results of the study based on the analysis of the data collected from the respondents and discussion of results on the basis of the literatures. The section includes the descriptive sequential analysis that has conducted. As indicated in the methodology section the study conducted basically using questionnaire and close ended questions filled by respondents. A total of 85 questionnaires were distributed and 80 were returned (which has a response rate of 94.1%), due to the incompleteness of data 5 questionnaires were discarded. Therefore, 80 questionnaires were considered for the data analysis and with 5 key informants in-depth interview was conducted purposively to managers. The data received from questioners from the respondents were analyzed with the help of statistical software SPSS version 20.

4.1. Background of the Respondents

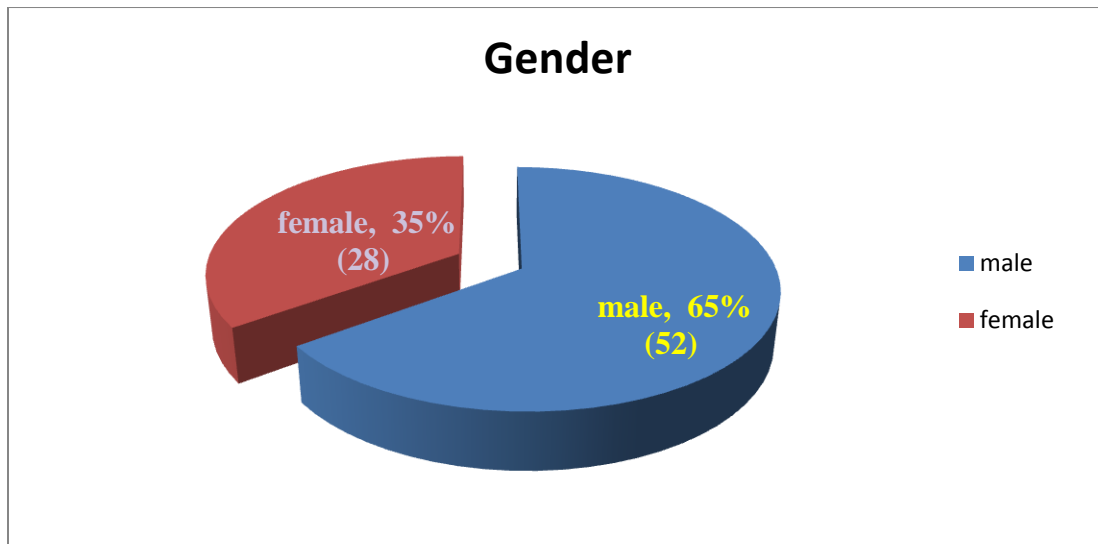
Figure 4.1 Age of the respondents



Source: researcher own field survey, 2021

Figure 4.1, described the majority of the participants 33% were found in the age category of 25-30 years (29%) were found under the age category of 31-35. The rest 13% and 5% were found under the age category of were above 35 years and below 25 years respectively. So from the above data we can say that most of the employee intent to turnover are between the age 25-30 which covers the highest percentage 33%.

Figure 4.2 Respondents gender



Source: researcher own field survey, 2021

As it is indicated in figure 4.2, 52(65%) of the respondents are males and 28 (35%) of the respondents are female. From the above data most of the employee that are vulnerable to turnover are male.

Table 2. Education of the respondents

	Frequency	Percent
BSC/BA	63	78.8
MA	13	16.3
Level 5	4	5.0
Total	80	100.0

Source: researcher own field survey, 2021

As the above table has indicated that 63(78.8%) of the respondents have BA/BSC degree, 13 (16.3 %) respondents have master’s degree, 4(5%) respondents have level 5 educational background. From the above data most of the employee intent to turnover has first degree.

Table 3 Experience of the respondents

	Frequency	Percent
less than 1 year	5	6.3
1-2 years	20	25.0
3-5 years	41	51.3
more than 5 years	14	17.5
Total	80	100.0

Source: researcher own field survey, 2021

Table 3, depicted how long participants have worked in yekabdi. Due to this, 41(51.3%) of the participants were 3-5 years of service followed by 20(25%) of the participants were 1-2 years, 14(17.5%) were more than 5 years and the least years of service were 5(6.3%) which is less than 1 years. Therefore, based on the above information majority of the respondents have worked 3-5 years in Yekabdi Agro Processing plc. So we can say that well experienced professional employee has high intention to turnover.

4.2 Internal and External Factor For Turnover Intention

Table 4 Respondent response on job satisfaction

	Frequency	Percent
Yes	36	45.0
No	44	55.0
Total	80	100.0

Source: researcher own field survey, 2021

As revealed from the above table 4, Majority of the respondents 44(55%) replied that they aren’t satisfied with their job. On the other hand, 36(45%) of respondents replied that they are satisfied

with the current job. In short, the analysis indicates that the respondents' aren't satisfied with their current jobs.

This result was maintained by in-depth-interview with key informer's illustration related outcomes that the employees' aren't satisfied with the company. The key informer illuminated on the report as follows

.....“ *I recognize and I am an immediate boss for 5 employees' in this company most of the workers' aren't satisfied with current job. This is because the company hasn't gives more benefit and promotion*”. (KI3).

As the above explanation also supported by the following idea and presented as follows

“The company isn't given high concentration for their employees' .Thus employees are overseeing other companies and organization because of lack of handling, and other issues existing in the company”. (KI1).

In conclusion, the results gained from the two method of data collection instruments have indicated that the employees aren't satisfied by their job at Yekabdi Agro Processing plc.

Table 5 Respondents response on getting the right salary and job satisfaction

Respondents Response	Yes	No	Total
Do you think you are getting the right salary to your job?	36	44	80
Total	36	44	80

Source: researcher own field survey, 2021

As it portrays on table 5, the researcher made cross tabulation getting the right salary with satisfaction of employees. Therefore, based on the above quantitative data 44(55%) of the respondents are responded they aren't satisfied with their job and they haven't get the right salary in the company. On the otherhand,36(45%) of participants are satisfied with the salary and their job in the company.

Table 6 Respondent response on I was motivated to join YAP for gain of experience

	Frequency	Percent
Strongly disagree	3	3.8
Disagree	27	33.8
Valid Neutral	15	18.8
Agree	35	43.8
Total	80	100.0

Source: researcher own field survey, 2021

As demonstrates on table 6, majority of the respondents 35(43.8%) answered agree on the question. On the other hand, 27(33.8%) respondents replied disagree, 15(18.8%) respondents replied neutral and 3(3.8%) respondents replied strongly disagree. In nutshell, most of the information given by employees who are worked in YAP Company was motivated in their experience.

Table 7 Respondent response on I was motivated to join YAP because of the salary scale

	Frequency	Percent
Strongly disagree	1	1.3
Disagree	40	50.0
Valid Neutral	23	28.8
Agree	16	20.0
Total	80	100.0

Source: researcher own field survey, 2021

As it presented on table 7, most of the participants 40(50%) replied disagree on the issue. On the other side, 23(28%) participants' responded neutral, 16(20%) participants answered agree, 1(1.3%) participants answered strongly disagree on the statement respectively. In conclusion, the researcher summarizes that most of the employees weren't motivated the salary scale in YAP company.

Table 8 Respondent response I was motivated to join YAP because I thought YAP has good opportunity for training and development

	Frequency	Percent
Strongly disagree	2	2.5
Disagree	30	37.5
Valid Neutral	26	32.5
Agree	22	27.5
Total	80	100.0

Source: researcher own field survey, 2021

As indicated out on table 8, majority of the participants 30(37.5%) answered disagree on the statement. On the other hand, 26(32.5%) participants answered neutral on the statement, 22(27.5%) participants replied agree on the statement, and 2(2.5%) participants replied strongly disagree on the issue. Finally, the analysis result shows that the employees weren't motivated to join YAP because they thought YAP hasn't good opportunity for training and development.

Table 9 Respondents response regarding I was motivated to join YAP because I did not have any other job

	Frequency	Percent
strongly disagree	3	3.8
Disagree	21	26.3
Valid Neutral	19	23.8
Agree	36	45.0
strongly agree	1	1.3
Total	80	100.0

Source: researcher own field survey, 2021

Table 9 portrayed, most of the participants 36(45%) answered agree on the question listed. On the contrary, 21(26.3%) participants showed their disagreement level, 19(23.8%) participants showed their neutral stand on the point listed, 3(3.8%) participants answered strongly disagree and 1(1.3%) participants replied strongly agree on the issue. In conclusion, the employees' were motivated to join YAP and its cause for employees' turnover in the company.

Table 10 After joining YAP, were your expectation met

	Frequency	Percent
Yes	36	45.0
Valid No	44	55.0
Total	80	100.0

Source: researcher own field survey, 2021

Table 10 shows that 44(55%) weren't met the expectation of the respondent after joining YAP and 36(45%) of the respondent met there expectation after joining the company so we can say the respondents were not met there expectation .

Table 11 Respondents response Fair treatment on employee

	Frequency	Percent
strongly disagree	17	21.3
Disagree	26	32.5
Valid Neutral	25	31.3
Agree	11	13.8
strongly agree	1	1.3
Total	80	100.0

Source: researcher own field survey, 2021

As demonstrates on table 10, most of the participants 26(32.5%) answered disagree when they have asked about fair treatment in the company. On the reverse, 25(31.3%) participants answered neutral, 17(21.3%) participants answered strongly disagree and 1(1.3%) respondents replied strongly agree. Therefore, overall information's given by employees who are worked in YAP Company wasn't get fair treatment from the company.

4.3 Cause of professional employee turnover

Table 12 How good would you say managers at YAP are at keeping employees informed

S/n	Items	Responses	Freq.	Percent
1.	How the organization run change	Very poor	4	5.0
		Poor	27	33.8
		Neutral	25	31.1
		Good	23	28.8
		Very Good	1	1.3
2.	Changes in staffing	Very poor	34	42.5
		Poor	27	33.8
		Neutral	19	23.8
		Good	--	--
		Very Good	--	--
3.	Organization's budget and other financial matter	Very poor	1	1.3
		Poor	31	38.8
		Neutral	23	28.8
		Good	24	30.0
		Very Good	1	1.3

Source: researcher own field survey, 2021

Table 12 depicts that to what extent respondents would say that managers at YAP 27(33.8%) respondents replied poor, 25(31.1%) replied Neutral, 23(28.8%) responded good, 4(5%) responded very poor and 1(1.3%) of respondents replied the managers run to organizational change. From the above quantitative data concludes that managers aren't run to organizational change at YAP.

Regarding to the level of changes in staffing employees to inform 34(42%) of the participants t reacted very poor, 27(33.8%) participants answered poor and 19(23.8%) participants answered neutral on the stated question . In conclusion, from the analysis generalizes that employees aren't informing to the staff for change.

In relation to managers at YAP informing financial matters, most of the participants 31(38.8%) answered poor, 24(30%) of the respondents replied good, 23(28.8%) respondents replied neutral, 1(1.3%) of respondents replied very poor and very good .From the above data the research concludes that managers are not communicate financial matters at YAP company. As it illustrated that, when there is change in the organization, most of current employee respondents

replied neutral. Therefore the result indicates that there is poor communication between the workers and management team. In nutshell, the researcher find out from the above data this leads to high turnover rate of the company.

Table 13 To what extent do you agree or disagree with the following regarding to Managers at YAP

S/n	Items	Responses	Freq.	Percent
1.	Honesty to the employee	Strongly Disagree	3	3.8
		Disagree	35	44.7
		Neutral	19	23.8
		Agree	23	28.7
		Strongly agree	0	0
2.	Employee encouragement for skill development	Strongly Disagree	4	5.0
		Disagree	35	44.7
		Neutral	20	25.0
		Agree	20	25.0
		Strongly agree	1	1.3
3.	Fair treatment of employee	Strongly Disagree	17	21.3
		Disagree	26	32.5
		Neutral	25	31.3
		Agree	11	13.8
		Strongly agree	1	1.3

Source: researcher own field survey, 2021

Table 13 Shows the summary of the level of participants' agreement on the managers. item 1, 35(44.7%) of the participants answered disagree, 23(28.7%) participants reacted agree. On the contrary 19(23.8%) of the respondents replied neutral and 3(1.8%) participants answered strongly disagree. Generally, the largest parts of the respondents are thinking that the mangers are not honest to the employees as a result there is turnover in the YAP Company.

Regarding to item 2 most of the participants 35(44.7%) replied disagree, 20(25%) of the participants answered agree and neutral.4 (5%) of the participants reacted strongly disagree and 1(1.3) of the participants answered strongly agree to the stated question. Therefore, from the above quantitative data the researcher concludes that Employees are not get encouragement for skill development from their perspective managers.

On item 3, 26(32.5%) of the participants answered disagree, 25(31.3%) participants answered neutral, 17(21.3%) participants answered strongly disagree, 11(13.8%) participants answered agree and 1(1.3%) participant showed strongly agree in the stated question. finally, the researcher concludes that there is no fair treatment of employee conducted by the managers.

Table 14 How good would you say managers at YAP?

S/n	Items	Responses	Freq.	Percent
1.	Finding Employees view	Very poor	4	5.0
		Poor	27	33.8
		Neutral	25	31.1
		Good	23	28.8
		Very Good	1	1.3
2.	Employees suggestion response	Very poor	34	42.5
		Poor	27	33.8
		Neutral	19	23.8
		Good	--	--
		Very Good	--	--
3.	Allowing employee to influence final decision	Very poor	1	1.3
		Poor	31	38.8
		Neutral	23	28.8
		Good	24	30.0
		Very Good	1	1.3

Source: researcher own field survey, 2021

Table 14 depicted participants answered the extent of managers finding employees views of which 27(32.8%) answered poor .on the other hand 23(28.8%) participants answered good,25(31.1%) participants answered neutral and 4(5.0%) participants answered very poor. Finally, the researcher concludes managers at YAP don't consider the employees' view. so that, this reason employees are quite from the company.

On item 2, 34(42.5%) respondents reacted to very poor employee's suggestion response, 27(33.8%) reacted to poor, 19(23.8%) reacted to neutral employees suggestion in the company.

On item 3, 31(38.8%) of respondents replied managers are poor in allowing employees to influence final decision, 23(28%) respondents replied neutral,24(30%) respondents replied good

and 1(1.3%) respondent replied very poor and very good. In nutshell, the relationship between managers and employees at YAP is not good. This is because, managers are not giving due consideration for the employees, poor in taking suggestions and they aren't allowed to influence final decision.

Table 15 Respondents response how would you describe relations between managers and employees at YAP

	Frequency	Percent
Valid very poor	3	3.8
Poor	40	50.0
Neutral	16	20.0
Good	20	25.0
very good	1	1.3
Total	80	100.0

Source: researcher own field survey, 2021

Table 15 shows the extent of managers and employees relationship in YAP company.40 (50%) of the respondents suggested that poor relationship, 20(25%) of the respondents suggested out that good relation, 16(20%) of the respondents suggested out neutral, 3(3.8%) respondents suggested very poor and 1(1.3%) respondent suggested very good relation. Therefore from the above quantitative data concludes that relationship among managers and employees are not good thus it's the main cause for employees' turnover in YAP Company.

Table 16 Measuring working environment at YAP

S/n	Item	Responses	Freq	Percent
1.	The company has provided a clear path for all employees career advancement	Strongly Disagree	1	1.3
		Disagree	41	51.3
		Neutral	16	20.0
		Agree	22	27.5
		Strongly agree	0	0
2.	The company has provided better training and	Strongly Disagree	3	3.8
		Disagree	48	60.0

	development opportunity for all employees	Neutral	18	22.5
		Agree	11	13.8
		Strongly agree	0	0
3.	Management recognize employees for their contribution	Strongly Disagree	2	2.5
		Disagree	36	45.0
		Neutral	18	22.5
		Agree	24	30.0
		Strongly agree	0	0
4.	Communication system with management is properly laid down	Strongly Disagree	2	2.5
		Disagree	36	45.0
		Neutral	18	22.5
		Agree	24	30.0
		Strongly agree	0	0
5.	Disciplinary procedures are properly arranged	Strongly Disagree	1	1.3
		Disagree	30	37.5
		Neutral	28	35.0
		Agree	20	25.0
		Strongly agree	1	1.3
6.	Dispute/grievance handling mechanisms are good	Strongly Disagree	2	2.5
		Disagree	31	38.8
		Neutral	28	35.0
		Agree	19	23.8
7.	The period between pay rises is reasonable	Strongly agree	0	0
		Strongly Disagree	21	26.3
		Disagree	38	47.5
		Neutral	18	22.5
		Agree	3	3.8
		Strongly agree	0	0
	All necessary fringe benefits	Strongly Disagree	2	2.5

8.	are provided in YAP (e.g. health insurance, transport allowance, different types of loan etc.)	Disagree	33	41.3
		Neutral	26	32.5
		Agree	19	23.8

Source: researcher own field survey, 2021

Table 16 indicates that the overall condition of working environment so that 41(51.3%) of the respondents replied disagree with YAP company gives career advancement. In contrary, 22(27.5%) participants answered agree for the provided question, 16(20%) participants answered neutral and 1(1.3%) participants answered strongly disagree.

In connection with question 2, majority of the participants 48(60%) answered disagree about the company gives better training and development opportunity for all employees, 18(22.5%) participants answered neutral on the issue, 11(13.8%) participants answered agree and 3(3.8%) participants answered strongly disagree.

Regarding to question 3, most of the participants 36(45%) answered disagree on the company management recognize for their contribution. In the reverse, 24(30%) participants answered agree, 18(22.5%) participants answered neutral and 2(2.5%) participants answered strongly disagree on the statement.

On item 4, 36(45%) respondents reacted to disagree on the arranged good communication system by management, 18(22.5%) reacted to neutral, 24(30%) reacted to agree and 2(2.5%) of respondent reacted to strongly disagree the communication system of YAP company.

On item 5, 30(37.5%) participants answered disagree on the disciplinary procedure properly arranged, 28(35%) participants answered neutral, 20(25%) participants answered agree and 1(1.3%) of the respondents reacted to strongly agree and strongly disagree.

Regarding to item 6, majority of the respondents which are 31(38.8%) and 28(35%) reacted disagree and neutral respectively on established grievances handling mechanism, 19(23.8%) respondents reacted agree and 2(2.5%) participants were answered strongly disagree on the above stated statement.

Regarding to question 7, majority of the participants 38(47.5%) answered disagree about the company rises pay within the period for all employees, 21(26.3%) respondents replied strongly disagree the above question, 18(22.5%) participants answered neutral and 3(3.8%) participants answered agree.

On item 8, 33(41.3%) respondents reacted to disagree on all necessary benefits are provided to the employees by the company, 26(32.5%) reacted to neutral, 19(23.8%) reacted to agree and 2(2.5%) of respondent reacted to strongly disagree.

“..... to improve workplace environment at YAP management must maintain positive employer- employee relationship and give time to employee’s grievance and try to understand them. The management should encourage positive organizational culture by facilitating social interaction by making special events like “employee of the month” ceremonies.”(K3)

Here from the explanation we understand that the company must create good workplace environment by maintaining positive relationship with employees.

“.....in order to improve workplace environment, YAP should encourage good employee-employer relationship, competitive benefit package enhance its capacity by increasing investment. By working closely together with employees increase, its network to boost the company.” K5

In nutshell, the working environment in YAP company is not conducive because of employees are not get career development, not get better training and development opportunity, the management also doesn’t recognize the employees for their contribution, the communication system also very poor, not appropriate disciplinary procedures arranged and the grievances handling mechanism not properly functioned thus due to this reasons there are high turnover rates in the company.

Table 17 Respondents response How satisfied is you with the amount of involvement you have in decision making in YAP

	Frequency	Percent
very dissatisfied	6	7.5
Dissatisfied	33	41.3
Valid Neutral	18	22.5
Satisfied	23	28.8
Total	80	100.0

Source: researcher own field survey, 2021

Table 17, shows that employees involvement in decision making from the above table 33(41.3%) participants answered dissatisfied .in the reverse , 23(28.8%) participants answered satisfied about the issue, 18(22.5%) participants answered neutral and 6(7.5%) participants reacted very dissatisfied. In general, the results indicates that there is no harmonious relationship between managers and employees.

Table 18 Respondents response on Overall how do you feel the working environment of YAP

	Frequency	Percent
very dissatisfied	7	8.8
dissatisfied	38	47.5
Valid Neutral	14	17.5
Satisfied	20	25.0
very satisfied	1	1.3
Total	80	100.0

Source: researcher own field survey, 2021

Table 18, indicates that the overall feeling of employees working environment 38(47.5%) of the respondent reacted dissatisfied with the working environment. On the other hand, 20(25%) of the respondents reacted satisfied, 14(17.5%) of the respondents reacted neutral on the issue, 7(8.8%) of the respondents reacted very dissatisfied and 1(1.3%) respondent reacted very satisfied. In general from the above data concludes that the working environment is not conducive to retain the employees in YAP.

Table 19. Respondents response on Do you wish to stay in YAP for one year from now

	Frequency	Percent
Valid Yes	29	36.3
No	51	63.8
Total	80	100.0

Source: researcher own field survey, 2021

Table 19, shows that employees wish to stay in YAP and the respondent response indicates 51(63.8%) respondents replied no they have not wish to stay YAP company and 29(36.3%) of the respondents replied yes to stay in the company. Therefore based on the above quantitative data the researcher concludes that majority of the respondents have not a plan to stay for one year from now in the company.

Table 20. Respondent reason force to leave YAP

s/n	Items	Responses	Freq.	Percent
1.	Poor Compensation System	Strongly disagree	1	1.3
		Disagree	13	16.3
		Neutral	12	15.0
		Agree	49	61.3
		Strongly agree	5	6.3
2.	Poor leadership and communication system	Strongly disagree	1	1.3
		Disagree	6	7.5
		Neutral	12	15.0
		Agree	57	71.3
		Strongly agree	4	5.0
3.	Poor career advancement Opportunity	Strongly disagree	1	1.3
		Disagree	8	10.0
		Neutral	16	20.0
		Agree	51	63.8
		Strongly agree	4	5.0
4.	Job satisfaction	Strongly disagree	1	1.3
		Disagree	7	8.8

		Neutral	22	27.5
		Agree	47	58.8
		Strongly agree	3	3.8
5.	Seek of better job opportunity	Strongly disagree	1	1.3
		Disagree	6	7.5
		Neutral	22	27.5
		Agree	46	57.5
		Strongly agree	5	6.3
6.	Low social and interpersonal Relationship	Strongly disagree	0	0
		Disagree	16	20.0
		Neutral	15	18.8
		Agree	46	57.5
		Strongly agree	3	3.8
7.	Lack of feeling of belongingness to YAP	Strongly disagree	2	2.5
		Disagree	16	20.0
		Neutral	9	11.3
		Agree	51	63.8
		Strongly agree	2	2.5

Source: researcher own field survey, 2021

Table 20, indicates that the reason respondents forced to leave YAP company from this majority of the respondents 49(61.3%) replied agree to leave YAP company because of poor communication system on the other hand 13(16.3%) of the respondents replied disagree that no poor communication in the company and we are stay here because of good communication,12(15%) participants answered neutral about the question,5(6.3%) participants answered strongly agree and 1(1.3%) participants answered strongly disagree. In nutshell, from the above analysis clinches that the main reason of employees forced to leave from YAP Company is poor communication system.

Related to item 2, most of the respondents 57(71.3%) replied agree they are forced to leave the company because of poor leadership, 12(15%) participants answered neutral mentioned statement , 6(7.5%) participants answered disagree, 4(5%) participants answered strongly agree

and 1(1.3%) participants answered strongly disagree. In general poor leadership style is forced to leave the employees from YAP Company.

On item 3, majority of the respondents 51(63.8%) replied agree to leave the company because of poor career advancement opportunity, 16(20%) participants answered neutral, 8(10%) respondents responded disagree, 4(5%) participants answered strongly agree and 1(1.3%) participants answered disagree on the question. In conclusion, because of poor career advancement opportunity employees are forced to leave YAP Company.

On item 4, 47(58.8%) participants answered agree on they have not satisfied by their job, 22(27.5%) participants answered neutral, 7(8.8%) participants answered disagree, 3(3.8%) participants answered strongly agree and 1(1.3%) participants answered strongly disagree on the statement. In nutshell, from the above data concludes that most of the respondents have not satisfied by their job and they are forced to leave the company.

Related to item 5, most of the respondents 46(57.5%) replied agree they are forced to leave the company because of seek for better job opportunity, 22(27.5%) participants answered neutral on the issue, 6(7.5%) participants answered disagree, 5(6.3%) participants answered strongly agree and 1(1.3%) participants answered strongly disagree. In general the researcher concludes that for seek of better job opportunity is forced to leave the employees from YAP Company.

On item 6, majority participants answered 46(57.5%) agree to leave the company, 16(20%) participants answered disagree, 15(18.8%) participants answered neutral and 3(3.8%) of the participants answered strongly agree on the statement. In conclusion, because of low social and interpersonal relationship of employees are forced to leave YAP Company

On item 7, most of the respondents 51(63.8%) replied agree to leave the company because of Lack of feeling of belongingness, 16(20%) participants answered disagree, 9(11.3%) participants answered neutral and 2(2.5%) participants answered strongly agree and strongly disagree on the statement. In general, because of Lack of feeling of belongingness employees are forced to leave YAP Company.

CHAPTER FIVE

SUMMARY, CONCLUSION and RECOMMENDATIONS

5.1. Summary

Based on the analysis and interpretation made in the previous chapter the major findings are summarized as follows.

From the above information the majority of the respondents were in the age category of 25-30 years followed by 31-35 years. Most of the employee who worked in the company currently and the resigned one are male and worked for two years in the company. The majority of the respondents' expectations to join the Company have not been met after they were employed.

Yekabdi professional employee have intension to turnover and most of the respondent didn't want to stay at least one year from now leaving interest, salary, employee manager relationship, work situation and job interest are internal and external factor affecting professional employee turnover in the company.

Weak compensation, weak management and communication, poor work satisfaction; needing new work environment low social and interpersonal relationship; partiality in job assignment, unfair appraisals, unfair training opportunity and promotion and absence of labor union; are the reasons provided by the existing professionals turnover intention.

To manage the turnover in YAP the company received some advice from interviewing the respondent to improve workplace environment at YAP management must maintain positive employer - employee relationship and give time to employee's grievance and try to understand them. The management should encourage positive organizational culture by facilitating social interaction by making special events like "employee of the month" ceremonies.

5.2. Conclusion

To conclude the study focus on professional employee turnover and its management in YAP. Now a day's voluntary turnover get a good attention specially on private limited company. Because of its association with many kinds of financial cost and the negative outcome. To undertake the study both primary and secondary data sources were used, gathered information

from the organizations professional employee and human resource by standard interviewing method. Percentage and frequency have been used to analyze the collected data.

In the above analysis, discussion and interpretation made Yekabdi Agro-Processing PLC face a great challenge on qualified and trained professional employee turnover based on the analysis. The outcome of the survey shows that most of professional employee have intention to leave the organization or quit their job.

The major reasons for the turnover and the intention to turnover were, weak compensation , weak management and communication, poor work satisfaction ; needing new work environment low social and interpersonal relationship; partiality in job assignment, unfair appraisals, unfair training opportunity and promotion and absence of labor union respectively.

5.3. Recommendations

It is important to implement practicable strategies at least to reduce observed problems. Working on human resource retaining, developing, evaluating both internal and external factors that are affecting the company business will be important. Efforts started by the company to reduce the turnover as well as using the existing professionals should continue. Based on the findings and conclusions of the study the following recommendations are suggested to reduce turnover and increase retention of the YAP professional employees.

- ❖ Develop system of, filling a vacant position by a person who already employed in the enterprise through upraising the employee currently holding the position, transferring an employee from a less desirable to a rewarding job elsewhere in the enterprise depending on employees fulfillment of the necessary skill, competence and education needed for the position
- ❖ Proper training and development shall be in place to increase the retention rate through well developed training programs.
- ❖ YAP should attach interest in providing good supervision, fair and equal treatment, reduced stress, avoiding unpleasant physical and interpersonal working environment to reduce turnover.
- ❖ The work environment also has effect on employees to stay or to leave. Therefore, the company should create welcoming, participative, and comfortable to learn.

- ❖ The company undertake only exit-interview to understand the reasons of employees for leaving the bank but beside undertaking the exit interview stay interview shall be conducted to find out what the employees are dissatisfied with and to consistently give solutions for the staff dissatisfaction;
- ❖ The company should implement strong talent acquisition and retention system through hiring talented and quality employees and retaining that top talent because the success of YAP may depend on high retention rates when it consider the costs of employee turnover. Failure to retain talented professional staff increase the cost and has negative effect on employee morale that leads to lower productivity as vacancies arise
- ❖ The leadership and communication system should be improved by capacitating managers of the company with the leadership skill and by establishing the communication line from down-to-upward asking the suggestions of employees and participating those professional employees in decision making; Create opportunities for the leaders to spend time together with employees in discussing goals, sharing success stories and providing feedback that reinforces the mission, vision and values of the company
- ❖ To make the professional employees satisfied on their job the company should firstly assign employees based on their competency then provide consistent skill gap training and provide recognition and reward for the successful accomplishments of assignments,
- ❖ The company also need to have clear career path for the career advancement of competent professional employees if there is the absence of career advancement opportunity the employees will not be encouraged to stay in the company

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Annex I: Survey Questionnaire

Questionnaire 2021

St. Mary's University School of Graduate

Studies Questionnaire for the Professional Employees of Yekabdi Agro Processing plc

Dear Sir/ Madam,

I am a Masters student at St. Mary's University School of Graduate Studies. In partial fulfillment of the requirements for Master of Arts in Business Administration in General Management, I am conducting a research on the title "Assessment of Professional Employee Turnover and its Management in the case of Yekabdi Agro Processing plc." I would kindly request you for assistance in completing the attached questionnaire which forms a major input of the research process. The information will strictly be used for academic purposes only and will be treated confidential. Your cooperation will go a long way in ensuring the success of this project. I would like to thank you in advance for your time and consideration.

Please contact the researcher for further information:

Mobile: 0910402550

Email: halefomabreham@gmail.com

Instruction:

Please put a tick "√" mark for those questions that are followed by choices and write your short and precise answers for those followed by blank spaces. As an important input of this study your frank response is greatly appreciated

1. BACKGROUND INFORMATION

1.1. Age |

Below 25 25-30 31 -35 Above 35

1.2. Sex

Male Female

1.3. Academic qualification

BSc/BA MSc/MA PhD

1.4 For how many years you have worked in YAP? Five years class size

Less than 1 year 1 -2 years 3 -5 years more than 5 year

2. ABOUT YOUR JOB

2.1. Are you satisfied with your job?

Yes No

2.2. Do you think you are getting the right salary to your job?

Yes No

2.3. Are you satisfied with the salary you get?

Yes No

2.5. To what extent do you agree or disagree with the following statements about joining YAP?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I was motivated to join YAP for gain of experience					
I was motivated to join YAP because of the salary scale					
I was motivated to join YAP because I thought YAP has good					

opportunity for training and development					
I was motivated to join YAP because I did not have any other job					

2.6. After joining YAP, were your expectations met?

Yes

No

3. THE MANAGEMENT AND EMPLOYEE MANAGER RELATIONSHIP

3.1. How good would you say managers at YAP are at keeping employees informed about the following?

	Very Poor	Poor	Neutral	Good	Very Good
How the organization run change					
Changes in staffing					
Organization's budget and other financial matter					

3.2. To what extent do you agree or disagree with the following regarding to Managers at YAP

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Honesty of the employee					
Employee encouragement for					

skill development					
Fair treatment of employee					

3.3. How good would you say managers at YAP are at?

	Very Poor	Poor	Neutral	Good	Very Good
Finding employees view					
Employee's suggestion response					
Allowing employees to influence final decision					

3.4. In general, how would you describe relations between managers and employees at YAP?

Very poor Poor Neither Good nor Poor Good
 Very good

4. YOUR VIEW ON WORKING IN YAP

4.1. To what extent do you agree or disagree with the following statements about working in YAP?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The company has provided a clear path for all employees career advancement					
The company has provided better training and					

development opportunity for all employees					
Management recognize employees for their contribution					
Communication system with management is properly laid down					
Disciplinary procedures are properly arranged					
Dispute/grievance handling mechanisms are good					
The period between pay rises is Reasonable					
All necessary fringe benefits are provided in YAP (e.g. health insurance, transport allowance, different types of loans etc.)					

4.2. How satisfied are you with the amount of involvement you have in decision making in YAP? Very dissatisfied Dissatisfied Neither Satisfied nor Dissatisfied
Satisfied Very satisfied

4.3. Overall how do you feel the working environment of YAP?

Very dissatisfied Dissatisfied Neither Satisfied nor dissatisfied
 Satisfied Very satisfied

4.4. Do you wish to stay in YAP for one year from now?

Yes No

4.5. If your answer is NO, which of the following reasons will force you to leave YAP?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Poor Compensation System					
Poor leadership and communication system					
Poor career advancement opportunity					
Job satisfaction					
Seek of better job opportunity					
Low social and interpersonal relationship					
Lack of feeling of belongingness to YAP					

Please specify if you have any other reasons

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Interview

Questions of the Interview will be made with the Human Resource Management of YAP about all information concerning professional employee turnover and how managing turnover and retention mechanism followed(if any) to reduce the turnover.

1. Do you think professional employees 'turnover rate is higher than other non-professional employees?
2. Do you feel that the mobility of skilled manpower from the company is a serious problem?
3. Do you make exit interview consistently, when employees resign?
4. If yes, why did they leave the company?
5. Are you apply in merit based opportunity for promotion for all employees of the company?
6. Is there a mechanism to award best performer? If yes is it applicable?
7. Do you feel that the company has provided adequate compensation for the professional employees compared to the market?
8. Do you measure turnover cost? If you do how much is the estimated cost of turnover?
9. Is there a mechanism provided/ applied for the best employees not to leave the company?
10. Which directorates are more exposed to turnover? Did you find out the reason?