

**JIMMA UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT**

**A RESEARCH REPORT ON THE ASSESSMENT
OF EMPLOYEE MOTIVATION AND ACADEMIC
STAFFS TURNOVER OF JIMMA UNIVERSITY**

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ABSTRACT

A cross-sectional study was conducted on the assessment of employee motivation and academic staffs turn over of Jimma University. The study was conducted ^{from} November 8 to May 20, 2002 at Jimma University and the study population under consideration were academic staffs of Jimma University who served more than one year. The main objective of the study was the assessment of employee motivation and academic staffs turn over, and to explain the relationship between motivation and turnover, to describe factors which affect directly or indirectly employee motivation and leads to turn over, to show the major features and advantages of motivation to understand the effect of turnover on the University's performance & to analyze motivational techniques of Jimma University. The academic staffs which included in the study were all faculty's such as medical, business, Technology, public health, Basic sciences faculty and College of Agriculture. Since, the population for the study were homogeneous or similar, I used small sample size and a self-administered questionnaires were prepared. Analysis of the result shows that 75% of the academic staffs involved in the study were dis-satisfied by the existing compensation system, and 62% of them were dissatisfied by their job. The major reasons reported for their dissatisfaction were inadequate salary, lack of rewards for better performance, less opportunities for further education and less fringe benefits. This study has identified the major reasons attributed to academic staffs turn over and show motivational techniques taken by the University. And hoped that it indicates how to motivate academic staffs in order to reduce turnover in the University. Further, it is also believed that, this study can be used as a base line data for further study work.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

This research was conducted at Jimma University. It is an educational institution situated on South West of Ethiopia 335kms from the capital city of the country. It was an institute of Health Science until April 2000, on which inaugurated as a University encompassing Business Faculty, Technology faculty and College of Agriculture. The University is Ethiopia's first innovative of community oriented education (COE). Since its establishment is in accordance of its philosophy, it is partially fulfilling the health man power demand of the country. Through its academic organizations, it offers Diploma in Nursing (public & clinical), Laboratory technician, pharmacy, environmental health, different fields of Agriculture and Business (Accounting & Management) and Civil Engineering in (extension). It also offers Degree in Business, Engineering, Horticulture, Health Officer, BSc and Degree in Doctor of Medicine.

Currently, there are 310 academic staffs in Jimma University, of which 138 are medical faculty, 39 are public health, 18 are Business faculty, 21 are Technology Faculty, 36 are Basic Science Faculty and 58 are College of Agriculture in this year.

Where ever the place of the organization might be employee motivation is an important issue in today's business world. This is because, if employees are denied of due attention in their organization, they leave in search for the better organizational, climates to get satisfaction on their job. This leads to increase turn over. Job satisfaction (motivation) has a stimulating effect on the performance and moral of the academic staffs in contrast to factors causing demotivation which have a negative effect on them.

Motivation/satisfaction in success of getting things done well comes largely from achieving what academic staffs expect to achieve. Thus achievement and motivation are very important factors for academic staffs job satisfaction and reduce turn over. Motivation is the set of attitudes that predisposes a person to act in a specific goal directed way. Motivation is thus an inner state that energizes, channels and sustains human behaviour to achieve goals. Employee motivation is concerned with those attitudes that channel a person's behaviour toward work and away from recreation or other areas of life. ~~The motivation to work is likely to change as other life~~. The motivation to work is likely to change as other life activities change. Therefore, academic staffs motivation must be always considered in each activity of the University.

Hence the responsibility is on the management to do a lot in order to motivate academic staffs and reduce turn over rate. There are aids to motivate academic staffs, i.e, the well to work is reinforced when:

- employees are selected for a job which they likes and can do. Good performance and achievement on the job and to the self confidence and dignity of the employee. They work hard to maintain and further improve their performance.
- academic staffs are trained to do their job effectively and efficiently, they get further study at the right time. This highly helps in motivating academic staffs. The effectiveness of training lays the foundation for satisfactory performance of the job.
- communication are adequate, timely and effective, automatically academic staffs are motivated, and this timely message helps not only the employees to take the necessary action but also enhances their standing on the eyes of other employees

- academic staffs serve in the general atmosphere approved by their supervision permitting initiative, individual growth and improvements. Intelligent and sympathetic supervision provides a stimulating climate both to the individual as well as the supervisors. Academic staffs enjoy working in such atmosphere.
- an academic staffs, know that their performance will be evaluated on the objective basis as much as possible from prejudice and favoritism. Objective approach and fair treatment are basic to mutual understanding and supports to motivate them.
- academic staffs are paid fair wages (salary), rewarding superior performance, providing appropriate fringe benefits. Payment by result galvanizes individuals and groups into action. Here the objective is to create a system of rewards that is equitable to the academic staffs.

When the University is taking into consideration the above listed points, the academic staffs become motivated and turn over becomes reduced.

Turn over is the voluntary separation of an employee from the organization. Turn over can be analyzed for their implication for the particular organization. Although some resignation may permit an organization to correct a mistake in staffing. Excessive turn over can be very costly with each departure, the organization loses the investment it has made in recruiting, selecting and training the departing employee.

Many organizations systematically analyze their rate of turnover, which is usually calculated as the ratio of separations to total work force for some

period and attempts to maintain it within reasonable proportions (Wondell L.French, 1988, P.267).

This analysis is some times made for particular departments, divisions or classes of employees to identify areas where turn over is excessive. Obtaining the information is an important first step in understanding and controlling turn over.

Exite interviews are used by most organizations to obtain information about the cause of turn over. Usually the interview is conducted by a representative of the personal department, who tries to determine why the employees are leaving the organization. This interviews are also used to make certain that organization property has been checked in and that the employee understands the disposition of various benefit programs in order to motivate academic staffs and reduce turn over rate.

1.2 Objectives

General Objectives

The general objective of this research is the assessment of academic staffs motivation and academic staffs turn over of Jimma University.

Specific Objectives

As above
This study aims to:

- Explain the relationship between motivation and turn over
- Find out factors which affect directly or indirectly academic staff employee motivation and leads to academic staffs turnover.
- Show the major features and advantages of motivation to understand the effect of turnover on the University's performance.
- Assess motivational techniques of Jimma University.
- Assess the pay system & its relation to motivation of Jimma University.

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1.3 Significance Of The Study

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The purpose of this study will have got an enormous significance. For one thing it provides information on motivational techniques, identify the cause of turnover, and on the other hand it implies the relationship between motivation and turn over. In addition to these, this study will show how to motivate employees in order to reduce turn over in the University. Furthermore, it also serves as a guide line for further research works to be conducted in Jimma University and provides a proposed solutions for these problems.

CHAPTER TWO ✓

LITERATURE REVIEW

a Motivation is the set of attitudes and values that predisposes a person to act in a specific, goal-directed manner. It is invisible inner state that energizes human goal directed behaviour, which can be divided in two components:

1. The direction of behaviour (working to reach a goal)
2. The strength of the behaviour (how hard or strongly the individual will work)

b In motivating employees, most of the focus has been on money. From Aristotle through Fredrick W.Taylor, the " Father of Scientific Management Theory." Philosophers, scientists, industrial engineers, and managers believed that money was the only thing that motivates. Beginning with the 1930s, sociologists, psychologists, and other human relations theoritsts theorized that all kinds of cognitive and a cognitive processes also affect the relationships between pay and motivation.

Needs theoritsts including Maslow (who developed a well known hierarchy of needs) and McGregor, Alderfer, and McClelland (who modified that hierarchy) say that all human behaviours stems from needs or drives, which are innately biological in origin. Maslow's hierarchy of needs takes the form of a pyramid in ascending order, the needs are physiological, safety, social, esteem and self actualization. Lower order needs (Physiological & safety) motivate employees toward earning direct financial compensation to buy shelter and do things like provide for

retirement. Herzberg's two-factor theory of motivation tries to find out what people want from work. According to the theory, two sets of factors influence work behaviour.

1. Dissatisfiers –hygiene factors and
2. Satisfiers – motivators

- Hygiene factor relates to the context of jobs and include pay, working conditions, supervisions, etc. They do not motivate.
- Motivators include factors like achievement, recognition, responsibility, advancement, growth, and the work itself. Motivators become operational only when dissatisfies are removed. Herzberg concludes that changing pay will not motivate. But if pay is inadequate, or of the wrong type, or mis-matched to employee's needs in any way, dissatisfaction results (JOHNM. IVANEVICH; 1998, Page 310).

b Motivation refers to the forces either with in or external to a personal that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity, and part of manager's job is to channel motivation toward the accomplishment of organizational goals. The study of motivation helps manager understand what prompts people to initiate action, what influences their choice of action, and why they persist in that action over time.

c A simple modes of human motivations are needs and rewards. People have basic needs, such as food, achievement, or monetary gain, that translate into an internal tension that motivates, specific behaviour with which to fulfill the need. To extent that the behaviour is successful, the person is rewarded in the sense that the need is satisfied. The reward

also informs the person that the behaviour was appropriate and can be used again in the future.

Rewards are of two types intrinsic & extrinsic. Intrinsic rewards are the satisfactions a person receives in the process of performing a particular action. Extrinsic rewards are given by another person, typically manager, and include promotions and pay increases. They originate externally, as a result of pleasing others.

- The importance of employee motivation is that ^{it} can lead to behaviours that reflect high performance within an organizations. Managers can use motivation theory to help satisfy employees' needs and simultaneously encourage high work performance. When workers are not motivated to achieve organizational goals, managers may need to evaluate the reward system, (Daft, 1998, page 526-527).

Pay satisfaction, therefore, refers to an employees linking for or dislike of the employee's compensation package, including pay and benefits. Even though at least 3,500 scholarly articles have been written about pay satisfaction, research on it is not very definitive. It has failed to find convincing evidence that workers' satisfaction leads to increase in productivity. And although it seems logical to assume that employees derive satisfaction from being paid well or getting desired benefits or services, this is a very subjective conclusion. Infact, the sheer complexity of reward systems made up of numerous components like base pay, bonuses, benefits and services makes it even more difficult to research employees' satisfaction. The clearest indication of satisfaction may be patterns of absenteeism and turn over.

Edward Lawler developed a model based on equity theory to help explain dis-satisfaction and satisfaction with pay. The distinction between the

amount employees receive and the amount they think others are receiving is the immediate cause. If they believe the two amounts are equal, pay satisfaction results. The feed back loop between the employee's perception and fairness and subsequent work behaviour leads to fluctuations in output. Expectancy theory can also be used to get employees to motivate themselves, on the basis of their views of what they want and how they can get it. Research conducted by Simonss found which components of the pay system will lead to satisfaction differed by type of workers:

- Industrial workers preferred interesting jobs more than high pay,
- Hotel workers preferred high wages above every thing else.

Other research studies found that important predictors of pay satisfaction include pay desired versus pay earned, feelings of being entitled or deserving and relative deprivation theory (JOHN.M.IVANCEICH, 1988.P.312).

{ Motivation to learn is the desire of the trainee to learn the content of the training program. Various research studies have shown that motivation is related to knowledge gain, behaviour change, or skill acquisition in training programs. Managers need to ensure that employees self-efficacy understanding the benefits of training, being aware of training needs, career interests and goals, understanding work environment characteristics, and ensuring employees' basic skills levels. Self efficacy is the employees belief that they can successfully learn the content of the training program (Noe, 1996, Page 349).

- Internally, through better communication the manager can motivate his subordinates for achieving better results. A proper system of motivation

which is to come down the top management will undoubtedly result in greater understanding and better and more willing participations.

Managers have come to realize that a motivated and satisfied work force can deliver powerfully to the bottom line profit. Motivation is a major part of manager's job. That is, managers have to learn more about motivating and guiding workers. The ability to motivate employees are critical for advancement. (Robert. N. Lussier, 1997, Page 361).

Finally, according to the reinforcement, behaviour modification & other social behaviourists developed by Pavlov, Watson, Thurnditce and skinner, motivation results from the direct interaction of the individual with the external environment, not from innate or internal processed like needs or perceptions. Behaviour is contingent upon presentation of rewards, delivery of punishment, or with holding rewards.

✓ Over all, organizations try to reduce turn over by a number of management guided methods:

- better selection and orientation of employees
- better communication
- better training of supervisors
- incentive awards i.e., fringe benefits
- enough payment system

In addition, many organizations have tried to determine why their turn over takes place. One method is to interview employees just before they leave, to try to determine why they are leaving. This is called an exit interview. Some find exit interviews are unreliable and not useful.

Others contend that, properly done, they are reliable enough for these purposes. Problems can arise when existing employees give partial reasons for leaving because they need references from the employer or might want to be re-employed at a future date.

Other methods that have been tried to reduce turn over, besides exit interviews, include telephone or in-person interviews a few weeks after termination. These would seem to have the same flaws as exit interviews, but few data are available on the reliability of these methods. Another approach is to give employees a questionnaire as they are existing and ask them to complete it and mail it back a month or so later. This gives the employee some protection and would appear to be a much better approach than the others.

In summary,^A turn over needs to be examined and monitored because it involves the most important resources of an organizations. The firm needs to know who is leaving, why people are leaving and whether any effort on its part can slow turn over. These are questions that can be answered if a thorough evaluation of turn over program is implemented.

So, things like compensation, training, fringe benefits, communication, and working environment have got a direct relation to employee motivation and hence reduce employee turn over.

As * Turnover is the net result of the exit of some employees and the entrance of others. Turnover can be quite costly to an employer. The costs of turn over include increased costs for social securities and unemployment compensation, terminal vacations, severance pay, under utilized facilities until the replacement is hired. Employment costs such as recruiting, advertisement and expenses, interview time, test costs, computer record costs and moving expenses, and administration costs of notification and

payroll changes. Obviously, there is also a loss of productivity until the new employee reaches the performance level of the one who left the job. (JOHN M. Ivancellich, 1998, page 669).

Transfer disrupt employees' daily lives, interpersonal relationships and work habits. They have to find new housing, shopping, health care, and leisure facilities and they may be many miles from the emotional support of friends and family. They also have to learn a new set of work norms and procedures, develop interpersonal relationships with their new managers and peers, and are expected to be as productive in their new jobs as they were in their old jobs even though they may know very little about the products, services, processes or employees for which they are responsible. (Noe, 1996, page 399)

The type of pay system may influence employees' pay satisfaction because employee often have standards regarding the appropriate payment system. If employees believes that their pay should be based on length of services, a system that rewards more senior employees with greater pay will, other thing being equal be satisfying. Alternatively, some form of merit or incentive system may be most satisfying, if employees believe that they should be paid based on their performance.

Pay system may have a different impact on employee motivation and hence performance than it has on satisfaction. (HeneMan, Schwab, Fossum, Dyer, 1988, Page 514)

CHAPTER THREE

METHODOLOGY

3.1 *Study Area*

This study was conducted at Jimma University. It is an educational institution situated on South West of Ethiopia 33kms from the capital city of the country.

3.2 *Sampling Techniques*

From the total academic staffs of 310, only 50 were selected by using simple random sampling technique. Since, the population for the study are homogeneous, small random sample size can be sufficient and the questionnaires were distributed to them. However, from the sample of 50, only 44 individuals were responded. The rest 6 refused to respond.

3.3 *Materials*

Materials which were used for collecting the data were questionnaires.

3.4 *Data Analysis and Interpretation*

Analysis was made by sorting, tallying by hand, by pencil and by simple calculators. The data from the questionnaire was manually sorted out by using tally sheets and also information was checked for completeness in the variables under study. Data were summarized and presented by means of tabulations. Relevant statistical computations were done using calculators. The result of the analysis was interpreted carefully to reveal the existence and extent of turn over to influence the performance of the University specifically in Jimma University.

3.5 *Limitation Of The Study*

This study has got the following limiting factors:

- 1/ Lack of written & supportive documents as well as the previously done research works on the topic selected
- 2/ The failure of some of the respondents to respond for the questionnaire, and being negligence, even though they were oriented with the objective of the study.
- 3/ Time constraints: Too short and insufficient time to undertake such an in depth go through of the research work due to over load.

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CHAPTER FOUR

RESULTS AND DISCUSSION

3.5 Results

The study which was conducted at Jimma University shows that most of the academic staffs are unsatisfied by the existing compensation or pay system of the University. Based on the data collected out of 44 respondents 75% are unsatisfied with the pay system. While the remaining 25% are satisfied. The details are shown in table 1 which shows the number and the percentage of academic staffs that are satisfied and unsatisfied.

Table 1. Levels of satisfaction of Jimma University's academic staffs from pay system perspective.

Pay system	Response in Number	Response in Percentage
Satisfied	11	25%
Unsatisfied	33	75%
Total	44	100%

From fringe benefit aspect as was indicated in the study, most of the academic staffs are unsatisfied by the existing fringe benefit system of the University. From the data collected 34 (77%) are unsatisfied with the provision fringe benefit. The details are shown in table 2.

Table 2. Levels of satisfaction of Jimma University's academic Staffs from fringe benefits aspects

Fringe benefit system	Response in Number	Response in Percentage
Satisfied	10	23%
Unsatisfied	34	77%
Total	44	100%

Concerning turn over as was indicated in the study, mostly turn-over is voluntary, not involuntary. As the information obtained from the data indicates 34 (77.3%) of the respondents replied that turn over in the University is voluntary while the rest percentage shows turn over is involuntary and 6.8% of the respondents are indifferent. The details are shown by table 3.

Table 3. Types of academic staffs turnover which occurred at Jimma University.

Turn over	Responses in Number	Response in Percentage
Involuntary	7	15.9%
Voluntary	34	77.3%
Indifferent	3	6.8%
Total	44	100%

As per job related problem is concerned most of the academic staffs have left their job encountering job related problem. As the information procured from the data indicates 60% of the respondents favours this fact. While 37% of the respondents responded that non-job related problems are the other cause of turn-over. Finally, 3% of the respondents are indifferent to give their answer. To be more precise, the statistical data is presented in the table below as follow.

Table 4. Number and percentage of Jimma University's academic staffs response concerning job related problems.

Job related problem	Number of respondents	Response in percentage
Yes	26	60%
No	17	37%
Neutral	1	3%
	44	100%

Reduction system of turn over is almost insignificant in the University. From the total respondents, 14% witnessed the existence of turn-over reduction system by solving causes of turn over where as 86% of them replied its non-existence.

When we come to the duration of vacation for academic staffs, the time period of education is the fundamental phenomenon meaning they are supposed to teach for ten (10) months. Therefore, the remaining two months are used for vacation. Consequently, we cannot change the existence of vacation that depends up on service. This tells, vacation is independent of service one is assumed to render. From the data collected, 77% of the respondents replied vacation is not dependent on academic staffs service. That is, all academic staff can get the same two month vacation.

From the data collected, 34% from the total respondent indicated that they are satisfied in their job. Where as 62% of them are dissatisfied for various of reasons. For example, environment condition, work over loaded, inadequate salary and some times jobs are routine as they replied and 4% of the respondents remain neutral. The details are shown in table 5, which shows the number of respondents and percentage of responses that are satisfied and unsatisfied.

Table 5. Level of job satisfaction of Jimma University academic staffs.

Job Satisfaction	Number of Respondents	Response in Percentage
Yes	15	34%
No	27	62%
Neutral	2	4%
Total	44	100%

From promotional aspect as was indicated in the study, the University promotes its academic staffs both on merit basis, seniority basis and performance basis. The research activity shows that, most of the academic staffs favours both types (seniority & performance) of promotional systems.

The number and percentage of those who do not have an access to the promotional opportunity is almost insignificant. This detail is shown in table 6.

Table 6. Number and percentage of Jimma University's academic staffs from promotion prospect and types of promotion favored by them.

	Number of the Academic Staffs favoring the System					Response in percentage
	Merit base	Seniority	Performance base	Research end over	Total	
Promoted	12	13	15	1	41	93%
Not promoted	—	—	—	—	3	7%
Total	12	13	15	1	44	100%

To motivate its employees the University gives recognition to academic staffs in minimum percentage that perform their job very well. As the information obtained from the data indicates 43.2% of the respondents replied that their organization gives recognition for the work well done. While the remaining greater percentage which is 56.8% of the respondents responded that their organization is not providing recognition to their work.

The University not only provides less recognition for the work done but it also gives less growth and development for the academic staffs. As the fact collected from the data indicates, 68% out of the total respondents witnessed this fact. While 32% of the respondents replied that there is growth and development for the academic staffs through providing further education, promotion and give research leave.

From accountable and responsible prospect, as was indicated in the study, the academic staffs are made responsible as well as accountable to their respective jobs. From the data collected 96% of the respondents are responsible & accountable to their job. While the remaining 4% are not.

From training point of view, the University administers inadequate training programmes to most of its academic staffs. As the collected data shows, 61.4 of the respondents replied that there is no relevant training to cope up with the dynamic and ever changing environment. While 38.6% of the respondents favours this fact. To be more precise, this point could be ascertained by table 7.

Table 7. Shows training and training types provided by Jimma University , in percentage and in response number.

	Number of responses and Training Types				
	Long term	Short term	On the job training	Total	Percentage
Trained	6	7	4	17	38.6%
Not trained	-	-	-	27	61.4%
Total	6	7	4	44	100

The research activity come up with the fact that, there is some what a moderate working conditions that is prevalent in the Jimma University. From the total, half of the respondent replied that working condition is moderate. The detail can be seen from table 8.

Table 8. Working condition in Jimma University.

Working Condition	Response in Number	Response in Percentage
Conducive	13	30%
Moderate	22	50%
Non-conducive	9	20%
Total	44	100%

When the general attitude of the academic staffs towards their respective organization is examined, most of them have got some what a positive attitude towards the University, as is shown from the following table.

Table 9. The number and percentage of academic staffs and their attitudes towards Jimma University.

Attitudes	Response in Number	Response in Percentage
Good	20	46%
Neutral	17	38%
Bad	7	16%
Total	44	100%

From the data made available by the academic staff indicate that, pay is not the only motivational technique that make them happy. In addition to pay, they strongly believe that job satisfaction, good working condition, availability of appropriate facilities, better social environment, provision of good fringe benefits and other related factors contribute to academic staff motivation in order to reduce turn over and goal achievement as well. The percentage of the academic staffs that respond this way accounts 98% of the total respondents.

Finally, from co-operation and problem solving habits point of view as was showed in the study, somewhat there is cooperation and problem solving habits in the University. From the total respondent almost half percent favour this fact, i.e. 53%. While 43% from the total replied there is no co-operation and problem solving habits. Lastly 4% remain neutral.

4.2 DISCUSSION

Employee motivation is a set of attitudes and values that predisposes a person to act in specific, goal directed manner. The level of motivation existing in a given organization greatly determines the employees desire to work bitterly for organizational objective or in the reverse direction if not well motivated. The attitude an employee has towards his/her organizations, say from the view point of existing compensation systems, promotions, working conditions, and other related factors can affect the employee morale to work hard. For better understanding, factors that affect employee, motivation based on the data collected can be discussed in the consecutive paragraphs as follows.

Compensation deals with every type of rewards individuals receive for performing organizational tasks. It is a major cost of doing business for many organizations as a motivated i.e., a well compensated employee call work better and serves a longer time than the one who is not well compensated. It is the chief reason why individuals seek employment. It is an exchange relationship. From the research work, it is indicated that most of the academic staffs are not well compensated, that is 75% of the respondents are unsatisfied and the rest satisfied. Therefore, this figure tells as that, Jimma University has not a better compensation system, which motivates them to work for a longer time. When you see the University's fringe benefit system separately from compensation, 77% are unsatisfied with the existing fringe benefit.

Not only direct compensation but also indirect compensation composed of factors such as promotion and personal growth and development contribute more to academic staffs motivation. Those academic staffs who have praise worthy achievements for their organizations services, in turn expect their organization to consider their role in the organization and encourage them to do their task better than their past performance. Therefore, they have to understand or promoted in

such away that the academic staff maximum capacity is efficiently utilized). Despite the fact that the above-mentioned factors are very much important for academic staffs, the consideration of Jimma University to such motivational factors is unfair. This is to mean that academic staffs are not satisfied with the promotion i.e., personal growth and development.

To be more evidential 32% of the respondent assures the existence of personal growth and development. Where as 68% of the respondent have denied the presence of personal growth and development. Academic staff might respond in such a manner owing to they is dissatisfied with these vital motivational factors. The University provides personal growth and development in different forms such as by providing scholarship opportunities, though it is poor, academic promotion, giving research leave and considering 3 credit hours for research activity.

Good communication to the academic staffs, make them more conscious of what they are performing and what they are performing for, giving recognition for better task accomplishment make academic staffs accountable and responsible to their job, all plays a significant role in motivating academic staffs so as to create a sense of belongingness to the given organization. In regard to this bench mark/dimension/point in the University, it is absolutely wrong to say there is good recognition. We can support this numerically as follows.

43.2% of the respondents stated that there is recognition of employee. In contrast to this, 56.8% of the respondents responded that there is no recognition for work well done.

So long as, we are dwelling in a very dynamic and turbulent environment arising from technological advancement and economical complexities. This may inturn create human being skill obsolescence, if and only if the organization remain silent concerning training. It is by means of training that the organization will be in a position to cope up with the ever-changing environment.

Academic staffs, if they are not provided with timely and relevant training that their job requires them to have, lack the necessary skills, abilities and knowledge's, then they are quietly motivated and as a result the organization's (University's) performance is really fail (hampered). These days, the working environment is changing fastly. So, to meet with such changes that posed by the external environment, academic staffs should be trained appropriately.

Any organization can administer training in three range of time period as long term, short term and on the job training. Though, training administered by the University is minimum. What is common for the University is to administer training in the short term. According to the respondents answer, 38% accepted that they are provided with relevant training, while the remaining (62%) replied no and among their academic staffs who responded by accepting the existence of training, the percentage distribution with the type of training is long term (13%), short term (16%) and on the job training (9%).

The general working conditions and the attitudes of the academic staffs have to wards the University also influenced the academic staffs performance. In an inviting working environment, an academic staff tends to do more and in the opposite environment they do not more. According to the respondent the environment in Jimma University is moderate (50%).

It would be impossible to imagine that pay is the only factor to motivate the academic staffs. However, we should be contingent in saying the above phrase. Because to be the only motivational factor one should be able to scrutinize or inspect the level of economical as well as educational background. As far as our case is concerned since, educational background has its own influence, 98% of the respondents have assured that pay is not the only factor to motivate academic staffs. Where as the rest of the respondents replied in adverse manner.

There are various factors assumed to be motivational factors other than pay. To explain it in a broader manner the given organization can motivate the employee by designing numerous non pay motivational factor such as good working condition, appraisals and other fringe benefits, job satisfaction, good style of management, social environment, training opportunities, creating better living areas & condition, other social and psychological values, in general conducive working condition are much more important to be considered as motivational factors. This non-pay motivational consideration is one step further along of the spectrum of organizational recognition towards the academic staffs.

Turn over is the net result of the exit of some employees and the entrance of others. Turnover can be divided further voluntary and involuntary turn over. Involuntary turn over means an employee in required to serve the organization for a specific period of time and when that time is at hand, an employee's service will not be required. We call this in human resource management discipline as retirement, here, one thing should be born in mind that, an organization may seek the service of an employee beyond her/his retirement period provided that one may have special talent or creative capability.

When we come to the idea of voluntary turn over-workers may leave their working area in search for better organization or due to unstable environment. Turn over can be job related or non-job related. The overall major cause of turn over in Jimma University can be elaborated/summarized as follows.

Inadequate salary, poor administrative system, less opportunity for further, education, the location of the organization, shortage of different infrastructure, presence of poor fringe benefit system and finally weakness of the University in attempting to solve the problem are the vital cause of academic staffs turn over in Jimma University.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

From the study it was observed that academic staffs motivation and turn over go hand in hand. A motivated academic staffs shows willingness to contribute his ability skill and knowledge for the betterment of the organization's performance. However, if academic staffs are not well motivated, they are not happy to do best instead they wants to search other possibility to leave the University.

As was indicated in the University, motivation is a tactical way of shaping an employee's mind in a manner leading them to achieve the final goal of the University. Any academic staff can perform the task receiving the main salary alone but for their effectiveness as well as for their willingness, there has to be an additional package of rewards that can create desirability to work further.

As it is clearly stated on the study, academic staffs are not well compensated and also provided with inadequate fringe benefit system. Since pay system is not the only dimension to be considered as motivational factor, rather academic staffs can be motivated by other factors such as better management style, further educational opportunities, having adequate infrastructure, job satisfaction, training either short term or long term, social & psychological value and other can be taken as the main motivational factors in the study.

As shown in the study, the University's academic staffs are not delighted to the extent they are expecting from the system of rewards. They are not also provided with appropriate training relevant to their job to successfully overcome the challenge that the external environment might pose. This resulted from the University's limitation in designing fair or satisfactory compensation system.

To sum up, academic staffs strongly believe that, factors such as adequate compensation system, good management style, conducive working environment, good fringe benefit, job satisfaction, opportunity for further education providing adequate infrastructure and other related factors of motivation are all equally important to encourage them and to reduce turn over in order to work hard for the overall improvement of the University's performance.

5.2 RECOMMENDATION

Based on the study, I would like to recommend, Jimma University the following important points, to take steps that enable the organizations to be more effectives. The believe that I have is, if the University consider the following suggested solutions, definitely the University will maintain the academic staffs in accordance with its objectives.

1. Suggested solutions to alleviate the pay system and the fringe benefit are:
 - The University should influence the Federal Government to revise pay system and consider qualification and type of work done in pay system.
 - The fringe benefit should address the current market price of the intended purpose.
 - To motivate the academicians' additional fringe benefits like medical expense coverage, insurance coverage, tour programme, transport service, further education, be implemented in the University's by affords such things.
2. Motivational approaches other than pay system such as recognition, clear goal communication, accountability to job, job satisfaction, training (advancement) and other related reward systems should be more encouraged.
3. Since the administrative system of jimma University is poor, the University should improve the management system by assigning the right professionals at the right position.

4. In the University there is shortage of different infrastructure, therefore, sufficient infrastructures/facilities should be made available in the University especially in medical faculty.
5. Academic staffs considers the University as there second home, therefore, the management should promote a positive attitude towards the University and create a conductive working environment to operate in.

More over, it should enhance the ^{en}academic staffs morale, job satisfaction by placing them on more challenging jobs, avoid fear of job security, and generally work hand in hand towards the betterment of academic staff motivation and the University's performance, so that, the academic staff can serve a longer time and reduce turn over.

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APPENDIX
Jimma University
Faculty of Business
Department of Management

A questionnaire on assessment of employee motivation and academic staffs turn over of Jimma University.

Dear respondent, the purpose of this questionnaire is to collect data on factors that affect employee motivation and employee turn over in your respective organization purely for academic purposes. Hence, responding to the questions will not create any harm. Therefore, you are kindly requested to respond genuinely.

1. The following are pay fringe benefits related questions, Please circle the response number that best describes how you feel about the statement.

	Strongly disagree	Disagree	Un-decided	Agree	Strongly Agree
a) The organizations payment is all right for the kind of work done	1	2	3	4	5
b) Your organization pay has discrimination	1	2	3	4	5
c) Your organization allows to keep up employees with the cost of living	1	2	3	4	5
d) Employees satisfy with pay receive for their job	1	2	3	4	5
e) Most employees in the organization get paid at least what they deserve	1	2	3	4	5
f) The organization under stands how employee salary is determined	1	2	3	4	5
g) Your organization major fringe benefits plan provide excellent coverage	1	2	3	4	5
h) Your organizations under stands what your fringe benefits are	1	2	3	4	5
i) The employees satisfy with the given fringe benefits	1	2	3	4	5

⇒ What change, if any, should be made to the organization pay system.

 => What, if any thing should be done with the organization fringe benefit plan.

2. Is there involuntary turnover?
 Yes _____ No _____

If yes, what is the cause _____

Lateness

Absenteeism

Others (specify) _____

3. Are turn over causes job related:
 Yes _____ No _____
 If yes, Why _____

4. Mostly the turn over occurs in your organizations, is
 job related _____
 non-job related _____

5. Does the organization try to reduce turn over?
 Yes _____ No _____
 If yes, what way 1. by solving causes of turn over
 2. others (please specify)

6. Does your organization have insurance coverage for employee?
 Yes _____ No _____
 If yes, 1. Adequate 2. Intermediate 3. Inadequate

7. Is duration of vacation depends on employees service years in the
 organizations?
 Yes _____ No _____
 If No, why? (state the possible reasons) _____

8. Are you satisfied by your job
 Yes _____ No _____
 If No, Why? 1. Because the jobs are routine
 2. Because the jobs are not challenging enough
 3. Others (please specify)

9. Are there opportunities for transfer and promotion?
 Yes _____ No _____
 If yes, in what way 1. Seniority based 2. Merit based
 3. Others (specify) _____
10. Does your organization provide recognition for work well done?
 Yes _____ No _____
11. Does your organization offer an opportunity for personal growth and development?
 Yes _____ No _____
 If yes, in what way _____
12. Are you responsible and accountable to your job?
 Yes _____ No _____
13. Are you provided with relevant training to cope up with the changing working environment?
 Yes _____ No _____
 If yes, what type of training
 A. Long term B. Short term c. On the job training d. Others
14. How do you appraise the general working conditions (safety, psychological well being, relation with peers, bosses.....) prevalent in your organization? 1. Conducive 2. Non-conducive 3. moderate
15. What is your attitude to wards your organizations?
 1. Good 2. Bad 3. Indifferent
16. May you briefly outline the general motivational aspects and its relation to organizations performance as per your organization.

17. Do you think that pay is the only factor to motivate employees?
 Yes _____ No _____
 If No, why? _____
18. What are the overall and major causes of turn over in your organizations?

19. Is there co-operation and problem solving habits on the spot related to personal and job issues?

Yes _____ No _____
If No, why? _____

Thank You!



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