

**ASSESSMENT OF PROFESSIONAL EMPLOYEES TURNOVER  
CAUSES AT BANK OF ABYSSINIA**

**BY**

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## DECLARATION

I, the undersigned, declared that this thesis is my original work, prepared under the guidance of Assistance Professor Goitom Abraham. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree

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**ST.MARY’S UNIVERSITY COLLEGE  
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## **LIST OF ACRONYMS**

BoA-Bank of Abyssinia

HR- Human Resource

HRMD- Human Resource Management Department

IRC- International Rescue Committee

NBE-National Bank of Ethiopia

NGOs Non-Governmental Organizations

PA-Performance Appraisal

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## ABSTRACT

This thesis assesses the causes of professional employees' turnover at bank of Abyssinia. The study adopted a descriptive research design to identify the employee turnover causes. Both quantitative and qualitative methods were used to gather information through the utilization of a questionnaire and interviews. The respondents were drawn from the existing and ex-employees of the bank. Seventy four (74) and fifty seven (57) questionnaires were issued to the current employees and ex- employees and thirty eight (38) and thirty one (31) were responded respectively. Documents that were received from the department were helpful in determining the turnover trend. Descriptive statistical and qualitative analysis method were used for data analysis.

The study showed detailed discussion of major causes for professional employees' turnover such as salaries and benefits, orientation, work environment, workload and fairness, relationship of management and supervisor with their subordinates, job satisfaction and related factor, and intention of existing employees to leave or stay.

In overall, the research investigated the reasons why professional employees leave bank of Abyssinia and the reasons why they stay in the bank. Hence, the study revealed that the bank has not attractive salary and benefit package, the employee employer relationship was not good, there is job security problem, the employee reward program was not competitive, the work place were unfavorable, employees were handled unfairly and irrespectively . All those factors influence most ex-employees to leave and increased the intention of existing employees to leave the bank. The study recommended that the bank need compensation policy, retention scheme policy, modify promotion policies to implement zero-discrimination, implement more aggressive reward and recognition program and create conducive working environment to retain its experienced and qualified employees.

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

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Banks play a key role in controlling the economic activities of a country. As the National bank of Ethiopia (NBE) implements monetary policies, the private banking industry has been expanding in Ethiopia (Harvey, 1991). Following the Monetary and Banking Proclamation of 1994 a number of private banks have been opened in Ethiopia (Alemayehu, 2001). The national bank of Ethiopia (NBE) which is the regulatory authority in the industry reveals that private banks increased in number from 3 in 1991 to 19 banks in 2012 both government and private banks. From the current banks 16 are private banks 2 on pipe line and 3 are government-owned banks ([www.nbe.com](http://www.nbe.com), Accessed on November, 2012). Those banks, indeed, created a lot of employment opportunity to the nation but they have challenged by the incidences of employee turnover.

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

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

Positively, turnover can be advantageous to the organization in that it provides an opportunity to replace less productive employees with new energetic people who ready to work, inject new blood in the organization veins and motivate the employee who takes the position of the leaving staff (Taylor, 2002).

Employee turnover is a problem that employers have been facing in all industries, but the situation is different for every industry (Catherin, 2002). Due to this, various studies were conducted on causes of turnover on various industries. Several literatures indicated various factors that why employees stay or quit their job. There are also many discussions in international and national level study on the relationship between various factors of turnover and its effect. For example, Ongori (2007) focused on sources of employee turnover, effects and forwards some strategies on how to minimize employee turnover in organisations. Rehman (2012) worked on employee turnover and retention strategy. Gabriel and Thomas (2012) carried out a study on Ghana Banks to find out the relationship between labour turnover and its impact on performance. Samuel and Chipunza (2009) also identified intrinsic and extrinsic motivational variables influenced the retention and reduction of employee turnover in both public and private sector organisations. A research was conducted in Saudi company to identify the main turnover factors in some Saudi business companies and to suggest some employee retention strategies within the Saudi context (Achoui and Mansour, 2007). Nadeem, Yasir and Hussain (2011) in their study elaborate the retention of employees its benefits and factors that may help to retain the best talent of the organization in the case of textile sector.

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

Ethiopian road authority. A turnover issue in the textile industry in Ethiopia in a case of Arba Minch Textile Company was also studied by Kumar (2011).

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

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

## **1.2. Background of the company**

Bank of Abyssinia was established as per the intent of the new policy and the Ethiopian investment code and it came into existence on February 15, 1996 according to the Commercial Code of Ethiopia 1960, and the Licensing and Supervision of Banking Business Proclamation No. 84/1994 with a subscribed capital of Birr 25 million, an authorized capital of Birr 50 million and a paid-up capital of Birr 25 million ([www.bankofabyssinia.com](http://www.bankofabyssinia.com), Accessed on November, 2012). The bank has now 1,319 shareholders, quarter of a million customers, 63 branches, 2114 number of employees and it stood 4<sup>th</sup> on the market share among other private banks in the country. The annual report of the bank states that by the fiscal year 2011/12 it

earned a total revenue of 380 million birr and net profit of 192 million birr; its total asset has reached to Birr 8.24 billion, whereas its subscribed, authorized and paid-up capital has gone up to Birr 630 million, 630 million and 479 million, respectively. This performance, of course, is indicative of the public confidence it enjoys and of the fact that its customers are fully satisfied with the services it is providing them (Bank of Abyssinia Annual Report, 2011).

### **1.3. Statement of the Problem**

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

The major causes of employee's turnover were identified through carried out different studies with retentions strategies that organizations should follow by various researchers (Ongori, 2007; Achoui and Mansour, 2007; Kumar, 2011; Rehman, 2012 & Gabriel and Thomas, 2012). These studies were carried out in different countries and organizations. According to the results of these researches, turnover causes may vary from countries to countries since those countries may be categorized under developing or developed countries (Koys, 2001). Beside the countries, the organization sectors the study were conducted may be the factor to the turnover causes. Johns (2001) also stressed how culture plays a role in the causes of individual withdrawal within organizations. For instance, the cause for mining industry may not be alike with banking industries (Kevin et al, 2004). Though several studies were addressing the cause of employee turnover in other industries, very little has been done to address the causes of employee turnover in banking industries.

A recent study conducted by Wesonga, Alice, Noah and Makworo (2011) is evident that significant costs are involved in hiring, training and retaining new employees. Hence, it is extremely crucial for the bank to retain its employees. Moreover, it becomes imperative that management of the bank must identify the causes to minimize employee turnover at all costs since it affects the organization efficiency and effectiveness (Glebberk & Bax, 2004).

It is obvious that, new banks join the market and existing banks expand the network of their branches so this may lead the competition gets tougher and recruiting and retaining qualified and experienced employee in tight job market become often pose up as a great challenge for the bank. The bank set maximum attrition rate in its strategic planning as 4 percent. The actual attrition rate of professional employees excluding of non professional employees for the fiscal year 2008/2009, 2010/2011, 2009/2010, 2011/2012 are 8%, 7%, 9% and 8% respectively. This shows that it is almost doubled than the attrition rate set by the bank. Hence, the recent trend reflects that BoA is facing frequent turnover of professional employees. However, the causes of bank of Abyssinia professional employees leaving the bank voluntarily are not identified hitherto since as far as the knowledge of the researcher studies have not been conducting on bank of Abyssinia in this regard. Hence, this research is intended to address the causes of professional employees' turnover at Bank of Abyssinia.

#### **1.4. Research Questions**

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

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

#### **1.5. Objectives of the Study**

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

1. to identify the major causes/sources of staff turnover ,

2. to assess the magnitude and nature of employee turnover in bank of Abyssinia and,
3. to examine whether the bank has strategies designed to minimize staff turnover or not.

#### 1.6. Operational Definition of Terms

4- Turnover:-refers to the movement of employees in an organization which is determined by calculating the ratio of the number of employees who left during the period considered and the average number of employees of the organization in the same period.

4- Professional employees:-refers to employees who possess diploma and above in the area of business and banking and holding at least clerical position.

I Employee:-refers to a person working in bank of Abyssinia rendering professional service.

4- Bank: - is a financial institution which deals with money and accepts deposits and makes loans and obtains a profit from the difference in the interest paid to lenders (depositors) and charged to borrowers.

#### 1.7. Significance of the Study

The significances of this study are that it can:

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

#### 1.8. Scope of the Study

##### Delimitation

Because of time and budget constraint, this research was delimited to geographical location and the sample was restricted to departments at head offices and branches residing in Addis Ababa. This research is also delimited to the data collection tools used. There are data collection tools such as questionnaire, interview, observation and experiment. However, the researcher employed only questionnaire and interview type of data collection tools for this study. This research is further delimited to the number and type of respondents. The bank has 14

departments and 63 branches. For the purpose of this study 14 departments were selected and out of 63 branches only 33 city branches were selected. Besides, the sample size for ex- staff was delimited to those employees that were left the bank in the period from 2008- 2012. Thus, even though there might be a lot of employees that were left before 2008, they were not been included in the sample.

#### Limitations to research

One of the limitations in this research was the address of the former employees. Their address was collected from the HR department records. However, some of the former employees had changed their telephone number. Therefore, it was very difficult to reach those employees. The other limitation in this study was little or no empirical studies that have been done in Ethiopian context on the issue particularly in banking sector.

### **1.9. Organization of the Research**

This research report comprises four chapters. The first chapter contains background of the study, back ground of the company, statement of the problem, research questions, objectives of the study, operational definition of terms, significance of the study, scope of the study and the last section offers a detailed description of design of the study, population and sampling techniques, the type of data and tools/instruments of data collection employed, the procedures of data collection and the methods of data analysis used. The second chapter reveals a gap in the literature pertaining to turnover causes in the bank of Abyssinia context. The third chapter includes the presentation of findings of the study with interpretation and analysis. The last chapter comprises three sections, which include summary of findings, conclusions, and recommendations.



## **1.10. Research Design and Methodology**

### 1.10.1. Research Design

A research design is a plan or a blueprint of how to design conducting the research (Babbie and Mouton, 2001). Since this research contains clear objectives derived from research questions and specifies the source from which researcher intends to collect data, the major purpose of this research, therefore, is to describe the professional employee turnover causes as it exists at present in BoA.

There are different types of research methods to conduct studies. However, among those methods this research was employed descriptive type of research method to gather information about the present causes of employee turnover at BoA conditions. The researcher reasons to select this method is that the researcher has no control over the variables. This method is also used to measure and used some qualitative information to know the current conditions of Bank of Abyssinia with regard to professional employees turnover causes.

Both quantitative and qualitative data were utilized to conduct this study. The quantitative approach was applied to identify the trend of professional employee turnover causes in bank of Abyssinia. Some qualitative information was also gathered from the organization by using interview check lists. In line with this, to address the assessment of professional employee turnover causes of the bank under investigation to provide possible recommendations. So, the researcher used both primary and secondary data as a source of data collection.

Primary Data was collected by a questionnaire that was developed by the researchers on the basis of literature review and distributed for current and ex-employees to collect quantitative data that was used to fulfill the objectives of the study. The completed questionnaires have provided useful information in such a way that the respondents may reveal their attitudes on issues relating to professional employees turnover causes that was used to understand them as factors in the bank. Furthermore, interviews were conducted with the HR director of the bank so as to assist in the analysis of data to confirm and further explore the results. In addition, Departmental documents and records were analyzed to explore turnover trends. Then, all the data were collected and identified the causes that contribute to professional employee turnover

among BoA employees interpretation was conducted. Finally, conclusions and recommendations were forwarded.

#### 1.10.2. Population and Sampling Techniques

Scholars do not agree on the exact proportion of the accessible population that should form the sample size. Mugenda and Mugenda (2003) suggest that in descriptive studies ten percent of the survey population is representative enough to generalize the characteristics being observed. In this study therefore ten percent of the accessible population constituted the sample size.

The study used stratified random sampling techniques for current employees. Stratified sampling is used to achieve representation of the respondents. The respondents are stratified on the basis of their gender. The target population of this research refers to the 745 professional employees who are currently working in 14 departments and in 33 city branches. The stratified sampling is applied in order to identify the number of sample employee selected from each 14 department and 33 branches. The stratified random sampling is also used again to identify the employee of each 14 departments and 33 branches which were 74 employees fill the questionnaires. Hence, 10% of current employees from the total populations were involved to fill the questionnaires. Regarding the ex-employee the researcher used convenience sampling methods to select the respondents. The reason of selecting convenience sampling methods by the researcher is that it is easy to reach the respondents. The accessible population of the ex-employees refers to 319 professional employees who were left the bank during the period under review. Those accessible populations refer to one that meets the criteria and would be available for a study (Everitt, 2006 and LoBiondo-Wood & Haber, 2006). Accordingly, the target populations 57(fifty seven) were selected to fill the questionnaires. Therefore, 18% of the ex-employees from the total populations were involved to fill the questionnaires.

#### 1.10.3. Type of data and Tools/Instruments of Data Collection

In order to collect the pertinent data, the methods of data collection is the most vibrant part in any research because incorrect data can have an impact on the results of the study resulting into worthless results which it can say losses the whole purpose of the study. Therefore, a vigilant attempt was made in order to ensure that the data collected for this research would provide a

meaningful insight to the purpose of this study. Hence, the researcher used both primary and secondary data as a source of data collection.

Some of the methods that can be used in gathering data in a survey are personal interviewing, telephone interviewing and self-administered surveys. In this study, data was primarily collected through the utilization of questionnaires and interview. The data were collected through questionnaire filled by the left and current staffs of the bank and interview conducted with management of the bank. The questionnaire was consisting of two parts.

Part one was prepared to gather general information about the respondents' age, gender, marital status, qualification and year of service.

Part two was prepared to ask respondents to answer on the causes of turnover. Questions in this part were assessed by using a 1-5 Likert scale. Each question of the Questionnaire was assigned a number 1 indicating as strongly disagree, 2 indicating as disagree, 3 indicating as neither agree nor disagree, 4 indicating as agree, and 5 indicating as strongly agree. This part consists of 27 and 24 questions for existing staff and ex-employees of Bank of Abyssinia respectively to assess professional employee turnover which is divided in to six dimensions. Those dimensions werel-benefit and salary packages, 2-orientation about the company and the job, 3-relationship with management and supervisor, 4- job satisfaction and related factor, 5- working environment, work load and fairness, 6- intention to leave or stay / other reason for ex-employees .

The secondary data sources consulted include books, journals, articles from the internet, annual report, manuals and websites. In many instances, journals were used in which articles were found on the internet. This data source is used to supplement the data obtained from the primary sources.

#### **1.10.4. Procedures of Data Collection**

The following procedures were strictly followed by the researcher to collect the data required for the study.

- 1- Data collection tools that is questionnaires and interview check list were prepared

- 2- The questionnaire developed for both ex-employees and current employees were pilot tested to check clarity
- 3- Correction was made based on the feedback obtained from the pilot test session
- 4- The amended questionnaire was delivered by hand to the respondents at their duty stations during working hours and collected through the research assistant.
- 5- Interview session was conducted with the management staff and the information obtained was compiled accordingly.

#### 1.10.5. Data Analysis Methods

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

## CHAPTER TWO LITERATURE REVIEW

### **Introduction**

In this chapter a literature and related views of various authors and previous research done are reviewed and the key concept under study in the research thesis, namely professional employee turnover causes has been assessed. In pursuit of this objective, the review firstly presents a definition of employee turnover for the purpose of addressing how this construct validates the thesis. Secondly, the literature review critically discusses a wide range of the causes/sources of employee turnover that could contribute to employee turnover through 6 factors. Those factors are salary and benefit package, orientation, relationships of manager and supervisors with their subordinates, job satisfaction and related factor, working environment, and intention to leave or stay. Thirdly, review the literatures on the causes of employee turnover. Fourthly, to understand the value of the employees, reasons of voluntarily leave the organization and retain literatures are reviewed. Lastly, the review presents the views of some researchers that a greater level of understanding of basic strategies to retention employees' inconsideration with specific variables that impact on retention processes of employees.

#### 2.1. Employee Turnover Definition and Type

##### Definition of Employee Turnover

Since employee turnover has become the most widely studied phenomenon in organizational behavior research, there are many definitions in the literature regarding the term employee turnover. Indeed, thousands of researches have been conducted on employee turnover (Cohen, Granot, Shilovsky & Yishai, 2007; Vakola, Tsaousis & Nikolaou, 2004). The term employee turnover is often used to describe the in and out of the employee in the organization. However, Rion (2009:8) and Beam (2009) had defined employee turnover as a ratio comparison of the number of employees an organization must replace in a given time period to the average number of total employees.

In some studies employee turnover also indicate that turnover does not only include the voluntary termination of employment but also the involuntary termination of membership of an

organization. According to Robbins (2003) definitions turnover is the voluntary and involuntary permanent withdrawal from an organization, and a high turnover rate results in increased recruiting, selection, and training costs. However, this study will focus on voluntary turnover.

### Type of Turnover

The two general types of turnover which different researchers classified are voluntary and involuntary (Morrell, Loan-Clarke & Wilkinson, 2001).

#### A. Voluntary turnover

Voluntary turnover is occurs when employee chooses to leave his/her organization for whatever reason at their own will (Dess & Shaw, 2001: 446).

#### B. Involuntary turnover

Involuntary turnover is arises when an employer decides to terminate the employment contract by layoffs and similar actions where the decision for an employee to leave is made by the company and not the employee. Allen (2000) states that involuntary turnover generally occurs for reasons which are independent of the concerned employee such as when organizations incur losses or unavoidable expenses, and perceive the need to cut costs, re-structure or downsize.

### Turnover rate

Turnover rate can be briefly described as how fast the employers recruit and lose employees (Chikwe, 2009). It is used to measure the effectiveness of recruitment (Mondy, 2010) and is sometimes considered as one of the indicators of organizational performance (Cho, Woods, Jang, & Erdem, 2006)

## 2.2. Causes/ Sources of employee turnover

Different causes/sources of voluntary employee turnover have been identified by different researchers on their studies dating back to the 1950's because employee turnover is considerably studied phenomenon (Curtis & Wright, 2004; Lema & Durendez, 2007; Torlak & Koc, 2007; Wheeler, Richter & Sahadevan, 2004). Hence, causes of employee turnover have

been documented in literature. Those causes includes job not matching new employee's expectations, lack of attention from line managers, lack of training, lack of autonomy, lack of challenge and variety within the work, disappointment with the promotion and development opportunities, disappointment with standards of management, including unapproachable, uncaring and distant behavior and a failure to consult (Bratton and Gold, 2003), low salary, poor benefits, lack of job securities, poor recognition and lack of flexibility in scheduling (Pendulwa, 2011) .

In line with this, those identified turnover causes/sources affect the organization activities and hampered the successes of the organization at large. Besides, organizations are nothing without its employee and difficult to survive in a dynamic environment; hence, managers should play a big role to achieve the objectives of the organizations and treating their employees as one of their assets which needs a lot of attention (Samuel and Chipunza, 2009 ). So, Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source and they can be in a position to retain employees in their organization to enhance their competitiveness in the business world (Ongori, 2007).

To improve or reduce employee turnover rates first requires an understanding of the sources and causes of turnover for taking action (Rampur, 2009). Adjusting salary, for example, may not reduce turnover if most of employees leave because of dissatisfied working conditions or lack of career advancement. Hence, for the purpose of this study from the many causes/sources of employee turnover the following are identified and categorized through reviewing different findings from various studies.

#### I. Benefits and salary packages

Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are at the top of the list of reasons why employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004). Many companies are responding to the increasingly diverse needs of their employees by introducing a greater element of choice in the range of benefits from which their workers can choose. Flexibility in benefits packages can enhance retention, as

it creates responsiveness to the specific needs and circumstances of individual employees (Rampur, 2009).

Employees always look for companies who offer more benefits and compensation package. This is the most common factors in remaining with the company. Besides, compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization (Ramlall, 2003 and Rampur, 2009). In addition to this, unequal or substandard wage structures fall under salary and benefits category as a reason to leave the organization. This is clearly shown by Handelsman (2009) *“When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees is likely to jump for higher pay, if other factors are relatively equal.”*

On top of things, the most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance appraisals. Low pay is good reason as to why an employee may be lacking in performance (Cook and Crossman, 2004). Employees prefer other companies which may provide them with higher posts and increased compensation packages (Rampur, 2009). Hence, the salaries of employee need to be increased, which will not only retain the present employees but will attract employees of other organization as well (Irshad, 2009). Guthrie (2000) identified that paying employees according to their knowledge and skills is a traditional approach so that pay is attached to the performance.

High employee turnover could also be due to no potential opportunity for advancements or promotions.

If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while (Shamsuzzoha, 2007).



Career advancement may affect turnover decision through several different channels such as the current level of career attainments, recent upward mobility, and the future prospect of career advancement along the job ladder in an organization (Zhao and Zhou, 2008).

A lack of training, development and career opportunities are some of the major reasons for voluntary turnover. Irshad (2009) in his study finds that training and career development was found motivating factor which leads to retention and career development. Besides, Phillips & Connell (2003) concluded that provide development opportunities for individual employees is vital for the organization in order to enhance employees proficiencies and improve their chances of getting higher posts. Employee training is also an inference of management dedication to build a life-long relationship with the employees thereby influencing their turnover decisions (Wright, McMahan and McWilliams, 1994).

It is vital for an organization to create an environment in which important information is freely communicated and in which employees are knowledgeable and perceptive of opportunities for further self-development. In addition to this, various forms of training will logically a key to an organizations array of business practices (Vandenberg, Richardson and Eastman, 1999).

In line with salary and benefit packages, assistances or voluntary benefits provided by the organizations encourage employees to stay in the company (Rion, 2009). Organizations also used such assistances for creating harmony relationship in the organization with employees. *"Offering voluntary benefits can help further important objectives for both employers and employees. Voluntary benefits—such as dental, long-term care and life insurance—can improve employers' employee retention and cost control objectives, while also addressing employees' growing concerns about a variety offinancial issue"* (Nugent, 2009).

## II. Orientation about the company and the job

Orientation is the process of familiarizing the selected/ new employee with organization. It is done through oral communication, arranging work place visit, documents referral including manual, policies, rules history of the organization, etc. *"A successful orientation process will help new employees from an attachment to your companies mission as well as improve their productivity within their positions "* (Brown, 2007). To get new employees off to a good start, a

formal orientation program is a must. One way to take off the new employee is to assign them a supporter (Mondy, 2010). Formal orientation programs are effective in retaining and motivating employees, reducing turnover, and increasing productivity. In addition, to helping new employees assimilate rapidly into the culture of the employing organization. An orientation program should not consist of a one-day introduction, but should be planned and paced over a few days or weeks (Brown, 2007).

### III. Relationship of Managers and Supervisors with subordinates.

Lack of fixing issues or problems, particularly from supervisors, decreases workers' ability to cope with their stressful jobs and increases the likelihood that they will leave their jobs (Michal, Nissly, J.A and Levin2001). According to Griffeth and Hom (2001) management researchers have blamed bad supervision as a prime malefactor of turnover.

The relationship between managers and employees influences employees' decision to stay in a job. Supervisors and managers have an important impact on employee turnover. Hence, the length of time that employees stay in an organization is largely determined by the relationship between employees and their managers (Dobbs, 2001: 1). Likewise, the quality of supervision was a significant influence on intent to leave the organizations. Besides, little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention (Mondy, 2010).

Employee's demands treated fairly and respectfully with support from managers and supervisors. Taylor (2002) mentions that employees need managers, who know and understand them and who treat them fairly. Employees also choose managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, their levels of job satisfaction increase. Besides, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction also increases (Egan, Yang & Bartlett, 2004).

#### IV. Job Satisfaction and Related factor

Job status may play an important role in reducing turnover and organizations use it as a career reward and incentive to retain qualified employees (Zhao and Zhou, 2008). A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. *"Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers"* (Handelsman, 2009).

The content of the work itself is a major source of satisfaction and research related to the job characteristics approach to job design shows that feedback from the job itself and autonomy are two of the major job-related motivational factors. Moreover, autonomy is valued by employees and decreases turnover (Luthans, 2002).

Job satisfaction is perceived as sentimental or emotional response to the job done by an employee's comparison of the true results achieved with the results the employee expects from the job environment. Job satisfaction is the extent to which people enjoy their jobs (Hirschfeld, 2000). Hence, like employees of other organizations, bank employees also give different evaluation of the job they do. The outcome of the evaluation reveals whether the job is satisfying or not. Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reaction to work experience, how workers feel about their jobs, aspects of their jobs, and work situations (Landy & Conte, 2004). In addition, Sharma & Bhaskar (1991) note that the actual job done by employees and the nature of the job given to the employee has a direct influence on job satisfaction.

Employees decided to leave their organization when they become dissatisfied with their Jobs. Job satisfaction with the current job reflects an indicator to predict employee turnover in the organizations may be low in finding another job due to a positive experience with their organization's policies (Rehman, 2012).

Although review of literature revealed a modest correlation between job satisfaction and performance, Greenberg and Baron (2003) stated that "Naturally, as working people, we all want to be satisfied with our jobs. Not only does satisfaction keep us from withdrawing from

our jobs, but it is also makes them more pleasant and enjoyable. And this, of course, is an important end in itself". Consequently, the two authors had suggested very important guidelines for promoting job satisfaction and avoiding job dissatisfaction at work as make jobs fun, pay people fairly, match people to jobs that fit their interests, avoid boring and repetitive jobs.

#### V. Working environment, work load and fairness

Effective career management means that at all levels in the organization there are well qualified workers who can assume more responsible positions as needed and that as many members of the organization as possible are highly motivated and satisfied with their jobs and careers (Hicks-Clarke & Ilis, 2000 ; Lawler, 2005; Savolaine, 2000 and Mondy, 2010) .

Irshad (2009) in his finding, the area of work environment found that it is key factor in employee retention, it is also found that employee leave the job due to work environment and organizational justice (distributive justice and procedural justice). It also play pivotal role in employee retention, it is reveled from study that, if organization want to retain their prowess employees, organization must fallow fairness formula. So, organizations should be realized that, working conditions in an organization have a role to play in deciding whether to stay or leave. These are the gaps that may be explored. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization.

In line with this, the overall working environment of the organization should be favorable to employees and the organization working environment was not conducive to most of the employees it contributed to employee turnover (W. W. Guyo, R. Gakure, B. Mwangi, 2011). A stimulating work environment that makes effective use of people's skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allows them to see how their own contribution influence the company's well-being (Luthans, 2002). In an unfavorable working environment employees do not want to stay; due to this, some employees jump from company to company because they prefer a working environment that is suitable for them. Recent studies conducted by Handelsman (2009) shows that if working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long. Likewise, if an employee finds an

appropriate work environment which is suitable for them in a specific company, they may work in that organization for several years.

According to Catherin (2011), employees should always be rewarded and recognized for work well done but not basing on only policies of the organizations. Bajpai & Srivastava (2004) notes that, promotion are offer prospects of growth and career advancement. Since fair promotion policies are important to employees, they seek promotion policies and practices that they perceive to be fair and unambiguous, and in line with their expectations. Hence, satisfaction with promotion determines employees' attitudes toward the organization's promotion policies and practices (Robbins, 2003). In addition to this, Bajpai & Srivastava (2004) postulate that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Research indicates that employees who observe that promotion decisions are made in a fair and just manner are most likely experience job satisfaction (Pergamit & Veum, 1999).

Regular performance appraisal (PA) tends to be linked with improved performance and greater job satisfaction (Cook & Crossman, 2004). Furthermore, research indicates PA tends to focus on appraiser understanding of the situation and instruments validity rather than examining the views of appraise who are the subjects of PA. PA will not be effective unless it is perceived to be fair and equitable by both employer and employee. Eventually, unfair usage of PA would be reflected in widespread dissatisfaction amongst employee. This is generally the gap between expectations and results in the mind of the employees that fuels dissatisfaction and leads to turnover (Lawler, 2005 & Cook and Crossman, 2004).

## VI. Intention of employees to leave or stay in the organization

As turnover intention or intention to quite or leave is an individual desire or willingness to leave employer organization, turnover intention has been found to be one of the major determinants of turnover behavior (Malik, Danish & Munir, 2011).

Although, all over the world, organizations have recognized that experienced and qualified people exploit the organization for better incentives, how to reduce employee's turnover intention is a very crucial challenge for today's HR managers since pay better incentives and

employee's motivational techniques have been useless and old practices of the human resource management (Malik, Danish and Munir, 2011).

Ramlall (2003) one of the primary conclusions from his study is that, the factors that most significantly contributed to an employee's satisfaction with a position were similar to the factors that contributed to the likelihood of an employee seeking employment with another organization. The common factors affecting employees' satisfaction and the likeliness to leave were satisfaction with rewards and recognition, task identity, feedback, number of positions held at the company, age, and satisfaction with position as an indicator for likeliness to seek a position with another organization (Elangovan, 2001).

It is important for the organizations to conduct exit interviews in order to find out the reasons as to why employees leave for the purpose of developing plans and strategies that will assist in curbing employee turnover. Hence, some organizations utilize exit interviews to find out the reasons as to why employees are leaving in order to rectify and improve the situation that may lead to some good retention strategies. However, research indicates that exit interviews are not a trustworthy informational basis for the identification of factors that cause turnover in an organization since certain employees may not provide accurate information in interviews. Hence, as a result of the exit interviews inaccuracy, most academic researchers concerned with employee turnover use the exit interview only as a secondary data collection tool (Griffeth and Hom, 2001).

### **2.3. Retentions of Employees**

At this time, organizations need to be concerned about retaining their workers since retaining valuable employee is one of the important issues for competitive organizations as hiring is not an easy process and recruiting the right candidate is a time consuming process, an organization invests time and money in training an individual and make them ready to work and understand the corporate culture. To retain employees, the organizations must review their career plans and reorganize those plans according to the market so that intelligent and talented employees could serve more and would be beneficial in the long run (Nadeem et al, 2011). Besides, today employees are the most valuable assets in any company (Ongori, 2007); hence, it is better for organizations to continue working with their current employees than to encourage labor

turnover by hiring new employees. This is may be akin with the Amharic proverb the devil you know is better than the angel you do not know.

#### 2.4. Effort to Retain Employees

To be effectively retaining workers, employers must know what factors motivate their employees to stay in the organization and what factors cause them to leave. So, reducing employee turnover is a primary goal for almost every human resource professional (Catherine, 2002). By reducing employee turnover, organizations save money on recruitment and training, as well as encouraging a stable and experienced workforce. Since retention of employees is one of the most important ongoing practices of human resource management, efforts to increase employee retention start with improving the recruitment and training process, but continue on to providing challenging, interesting work, a cooperative work environment, and comparable compensation programs (Irshad, 2009). Additional factors that contribute to reducing employee turnover include opportunities for professional growth, additional training, and organizational stability. Therefore, it is always important to keep professional employees in any organization in order to improve the kind of service that is provided to the relevant customers (Nadeem et al. 2011).

#### **2.5. Retention Strategy**

As retention strategies are complex and are not easy to implement, a review of literature indicates a wide and diverse range of potential retention strategies. In order to in effect the retention strategies, the employees, and their managers or supervisors need to be actively involved in the development and implementation of the strategies. Managers need to have a clear understanding of the needs, abilities, goals and preferences of the workforce (Pendulwa, 2011). In line with this, more effort should be done to improve retention by taking in to consideration of the many factors such as better recruitment effort, review job content, compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, non-work factors, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, compressed work week, employee involvement, proper exit interview policies for turnover, and recognitions (Rehman, 2012 & Achoui and Mansour,2007).

In addition to the above, given the growing needs for organizations to retain best employees they face a competition. Samuel and Chipunza (2009) in their findings suggest that, certain variables are crucial in influencing employees' decision to either leave or remain in an organization. Such variables include training and development, recognition/reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be underestimated when formulating a retention policy. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in various organizations (Nadeem et al. 2011). So, for those organizations who are struggling of retaining employees they must understand the requirements of the employees and the factors discussed below. This could help in retaining the best professional employees for the long run success.

## **2.6. Basic Strategies to retain employees**

### **I. Competitive and Fair Compensation**

Competitive and fair compensation is a fundamental starting point in most strategies to attract and retain good employees specially those employees whose gives outstanding performance or unique skill which is necessary to the organization because company finance more amount on their training and orientation (Lawler 2005 and Smith 2006). However, there is general agreement that compensation levels do not single-handedly guarantee employee retention. Common best practices include the use of industry surveys to benchmark and position wage and salary structures to be fair and competitive. Pires, 2009 enforces this idea by concluding as *“Develop competitive compensation and benefit packages. Understand and research market pay ranges in your area and consider the value of benefits and employee perks; offering such extras to your workforce may be the key to your retention efforts”*.

Employers would be able to retain and attract well-qualified and professional employees if they would make it a point to offer salaries that would be competitive in order to achieve better financial position (Hansen, 2002). This would possibly resolve the problem of employees leaving based on low salaries. Employers should also offer attractive benefit packages.

There are many employees who are not aware of the benefits that are provided to them in their compensation package. The employers need to reduce their



bureaucratic procedures in order for the employees to receive the best available benefits without any difficulty. They should make a note of what all benefits other organizations are providing, which may attract their current employees. Also, companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance (Rampur, 2009).

## **II. Recognition and Rewards**

Recognition and reward for well-done employees were found to have significantly accelerates retention of employees in the organization. Besides, it can contribute to a workplace culture of respect and appreciation for employees and work well done, and thereby reinforce employee commitment to the firm. Rotundo (2002) in his study contends that reward systems should be a weighty domain of innovation for employer. Recognition and Rewards include a diverse range of formal and informal, financial and non-financial incentives given to individual employees or groups of employees or to an entire staff. They include such things as employee of the month awards, company sponsored sports teams and social events, prizes, clothing, and so on.

Employees, especially those with esteem and self-actualization drives want to be appreciated and rewarded, not necessarily with money, but by openly acknowledging their achievements and contribution to the attainment of organizational goals and objectives. This corresponds with the findings by Johnson (2007) which shows that two-thirds of respondents in the research known that lack of appreciation was the major factor in driving them to leave their organizations. Hence, it is important to let your employees know that their work does not go unnoticed since employees are more willing to stay with a company if they feel a sense of pride and success in their work. Besides, when employees meet or succeed your expectations, show your appreciation for a job well done.

## **III. Training, Professional Development, and Career Planning**

Training, professional development and career planning are effective ways to enhance employee retention. Training constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. Training often leads to work that is more intrinsically rewarding. Combined with effective communication about how an employee's efforts at developing skills will lead him or her to

more challenging and meaningful positions within the company and training encourages workers to make longer term commitments to their workplace. It permits them to see a future with the company. Many have put in place effective internal promotion programs that allow even their unskilled and semi-skilled workforce to move towards positions of greater responsibility and remuneration within the company (Dobbs, 2001). Catherine (2002) indicated that career development plan for the employees play a vital role in the retention of employees. Providing these career development opportunities helps to restrict employees from leaving the organization and increase in loyalty.

#### **IV. Orientation**

Good initial orientation to the newly-hired employee can not only help to effectively integrate that person into the workplace but can also help to make the new person feel welcome and provide him or her information about how to cope with the demands of the workplace, and any possible problems that may arise. The employee customizes the work environment as soon as possible through induction process and it can help to retain employees to employer (Robbins, 2003).

#### **V. Conducive Working environment**

It takes on a variety of forms, including those directed at the physical work environment (cleanliness, safety, ergonomics, etc.); health practices (supporting healthy lifestyles, fitness, etc.); and social environment and personal resources (organizational culture, a sense of control over one's work, employee assistance programs, etc.). Healthy workplace initiatives not only improve the health and well-being of individual employees, but contribute to business performance objectives including employee retention (Rehman, 2012). The researcher is forming the conclusion that flexible work schedule will increasingly be an important issue in the efforts to retain an organization's critical employees (Dobbs, 2001). Hannay & Northan (2000) argued that future opportunities for the employees also help in retaining employees because these opportunities are associated with more pay, additional work responsibilities, superior work environment and different incentives plans. Enhancing open lines of communication between managers and employees can improve the overall quality of

working relationships. Many interventions designed to make the workplace more hospitable can lead to improved retention (Griffeth & Hom, 2001).

## 2.7. Managing Staff Retention

It is always important to keep key people in an organization (Dobbs, 2001). The best organizations design, implement and leverage systems that detect warning signals projected by dissatisfying employees and therefore, managers and organizations should try by all means to be ahead of their competitors in retaining their employees by learning how to focus on key employee satisfiers and dissatisfies (Harkins, 1998). Therefore, it is vibrant for an organization to develop retention plans, including relationship building with the key staff since high employee turnover may have an impact in the organizational situation of high vacancy rate which is to the loss of effective service delivery. Runy (2006), states that in order to foster staff retention, organizations need to develop environments in which bank professionals want to work.

## **CHAPTER THREE**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

This chapter deals with the analysis and interpretation of the data collected from the former and current employees of the bank of Abyssinia through the distribution of questionnaires and the interviews sessions arranged with the concerned official of the bank. It also presents analysis of the data obtained from relevant documents consulted. Accordingly, this chapter is divided into four parts. In the first part of this chapter an attempt is made to discuss the characteristics of both current and ex-employee of BoA. In the second part, detailed analysis and discussion of data collected through the distribution of questionnaires are presented. The third part also deals with the data obtained from document analysis. Finally, interview results forwarded by the HR director of the bank are given.

Two types of questionnaires were prepared to be completed by current professional employees of the bank and ex-employee who left the bank voluntarily. Out of the 74 questionnaires which were distributed to current employees 38(51%) were completed and returned. Moreover, out of 319 professional employees of the bank who were left voluntarily under the period reviewed 57 were selected for the study. Out of this category of respondents 31(54%) responded and returned the completed questionnaires. Since the return rate of the questionnaires distributed is more than 50%, the researcher is confident that the data obtained from the respondents will be sufficient enough to come up with realistic conclusions.

#### **3.1. Characteristics of Respondents**

The characteristics of the respondents were assessed from the point of view of gender, age, marital status, qualification and total year of services in the Bank of Abyssinia. Accordingly, analysis and interpretation of the data obtained from the respondents are presented as follows:

**Table 1. Demographic Profile of Respondents**

No.	Item	Number of Ex- Employee Response n= 31		Number of Current Employee* Response n= 38	
		No.	%	No.	%
1	<b>Sex</b>				
	Male	19	61	17	45
	Female	12	39	21	55
	Total	31	100	38	100
2	<b>Age</b>				
	Below 25	1	3	1	3
	25-30	4	13	14	37
	31-35	15	49	17	45
	36-40	10	32	4	11
	Above 40	1	3	2	4
	Total	31	100	38	100
3	<b>Marital status</b>				
	Married	19	60	25	66
	Single	12	40	13	34
	Total	25	100	38	100
4	<b>Qualification</b>				
	12+2	3	10	1	3
	BSC/BA	25	81	33	87
	MSC/MBA	3	9	4	10
	PHD	0	0	0	0
	Total	31	100	38	100
5	<b>Length of service year in BoA</b>				
	less than 1 year	1	3	0	0
	1 to 2	1	3	0	0
	2 to 5	16	52	8	21
	5 to 10	7	23	23	61
	More than 10	6	19	7	18
	Total	31	100	38	100

Source: Survey, 2013

Table 1 shows the breakdown of the sample respondents selected from the ex-employees and current employees of BoA in terms of sex composition, age range, marital status, educational qualification and length of service. As can be seen from item (1) of the table 1, out of 31 respondents, 19(61%) are males and 12(39%) are females. Female representation in the study was thus less by 22%. The representation of women may be decrease due to the level of discrimination or bias of the study. However, there is an indication that there is gender in

balance against females, particularly in professional positions. It is also possible to assume that the intention of female employees to leave the bank is less as compared to their male counterparts.

As regards with the age range of the respondents as indicated in item (2) of table 1, majority of them lie in the age group of 31- 35. Thus, those in the age group of 31- 35 count for 15(49%) and those who lie in the age group of 36-40 count for 10(32%). Altogether, the respondents whose ages range from 31- 40 are 25(81%) of the total respondents. This clearly shows that the bank is losing matured, energetic and experienced employees. This will certainly have serious impacts in the overall performances and growth of the bank.

Relating to marital status of the ex-employees as can be noted from table 1 of item (3), 19(60%) of them are married and the rest are single. This reflects that the employees who have family responsibility have the tendency of leaving the company and may be seeking for better income that enables them to fulfill the needs of their dependents.

As can be perceived from item (4) of table 1, most of the respondents possess first degree and above. Thus, 25(81%) have BSC/BA degree and 3(9%) possess MBA/MSC degree. Altogether, the number of those who possess first degree and above is 28(91%). This indicates that, the demand for qualified and experienced bankers is high and the bank is likely to continue losing its qualified and experienced professional staff unless it is prepared to revise its employee retention strategies and motivate its employees to stay with the bank.

Item (5) of table 1 above also divulges the length of services of the ex-employees involved in the study. In view of that, as the data indicate, 16(52%) have served in the bank from 2 to 5 years. On the other hand, 13(42%) of them have served the bank for more than 5 years. This shows that most of the employees leaving the bank are those who are senior and experienced. Incontestably, this will negatively affect the profitability and growth trend of the bank unless appropriate measures are taken to overcome the problem.

Table 1 above is also evident for the sex composition, age range, marital status, educational qualification and length of services of the sample respondents selected from the current

employees of BoA. As can be seen from item (1) of the table 1 out of the total 38 respondents 17(45%) are males and 21(55%) are females. Female representation in the study was outnumbered by the males by 10%. In the study, there is an indication that there is gender in balance against females, particularly in professional positions. It is also possible to assume that the intention of female employees to leave the bank is less as compared to their male counterparts.

With reference to the age range of the current employee respondents as indicated in item (2) of table 1, the majority of the respondents are in the younger age group which is 17(45%) between 31 to 35 and 14(36%) between 25 to 30 years of age. On the other hand, only 4(10%) were in between 36 to 40, 2(5%) were above 40 years and 1(3%) below 25 years of age. Generally, 85% of the bank employees are below 35 years. The data clearly shows that the bank has matured, energetic and experienced employees. This will certainly have sound positive indication in the overall performances and competitiveness in the banking industry.

On the topic of marital status of the current employees as can be observed from table 1 item (3), 25(66%) of them are married and the rest are single. So, the result reflects that most of the current employees of BoA are married. This may indicate that those employees who have family responsibility have the tendency of staying in the company due to seeking of job security and they may want to be stable in one place due to the responsibility they have in their family.

As can be observed from item (4) of table 1, greater part of the respondents possess first degree and above. Thus, 33(87%) possess BSC/BA degree and 4(10%) possess MBA/MSC degree. In sum, the number of those current employees who possesses first degree and above is 37(97%). This indicates that the bank is likely continued with its qualified and experienced professional staff. Thus, the bank should maintain this staff composition and continue bursary to human development.

### 3.2. Analysis of the findings of the study

This section deals with the analysis and interpretation of the data gathered from both current and ex-employees of BoA through the distribution of questionnaires. Hence, the analysis and interpretation of the data are presented following each table accordingly.

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

NO	ITEMS	Response Category n=31					Total
		Strongly Disagreed	Disagreed	W/ agreed nor Disagreed	Agreed	Strongly Agreed	
	I left BoA because I felt that I was not well paid in comparison to my experience, responsibilities and qualification	Frequency 10	1	2	17	11	31
	I left BoA due to the number of vacation, sick leave and insurance policy (safety, health) set by BoA were inadequate	Frequency 3	1				31
	I left BoA because I was not happy with the assistance given by BoA in terms of school fee, leave for exams and subscriptions	Frequency 10	45	26	6	13	100
	I left BoA because I was not happy with bank assistance for loans - housing, vehicle, personal and staff loans	Frequency 6		5	7	3	31
	I left BoA because I was not happy with the value and number of salary increments I received	Frequency 10			7	8	31
	I left BoA because the amount of pay I received for my job was not equal to other employees doing similar work in other banks	Frequency 1	3	1	9	17	31
	I left BoA because the performance bonus structure was not fairly rewards my effort	Frequency 0		4		5	31
	I left BoA because the bank did not arrange continuous training and development programs to develop my skill	Frequency 1	3	2	19	7	31

Source: Own Survey, 2013

Some writers stated that the most common reason for employee turnover rate being so high is the salary scale since employees are usually in search of jobs that pay well. This was clearly said by Johnson (2007) *"The prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. This practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs. However, there is considerable evidence*



*that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit.*” Accordingly, as can be seen from item (1) of table 2 above, the respondents were asked to confirm whether the bank had paid well in comparison to their experience, responsibilities and qualifications. As can be observed from the data, 28(91%) of the respondent confirmed that they didn't paid well in comparison to their experience, responsibilities and qualifications. On the other hand, 2(6%) remain neutral. Moreover, 1(3%) of the respondents confirm that they had been paid in accordance to their experience, responsibilities and qualification.

According to the findings in item (2) of table 2, majority of the respondents which is count for 17(55%) felt that sufficient number of vacation, sick leave and insurance policy (safety, health) was given by the bank. Conversely, 8(26%) of the respondents remain neutral while 6(19%) of the respondents felt that the assistance of the bank given for number of vacation, sick leave and insurance policy (safety, health) were not sufficient. This implies that the number of vacation, sick leave and insurance policy (safety, health) were not been the reason for ex-employees to left the bank.

It is evident from different studies that employees always look for companies who offer more benefits and compensation package. Hence, as indicated in item 3 of table 2, 16(52%) of the ex- employee respondents were unhappy with the assistance given by the bank in terms of school fee, leave for exams and subscriptions. Some of the respondents account for 13(42%) were happy by the assistance given by BoA in terms of school fee, leave for exams and subscriptions. The rest of the respondent which is 2(6%) remained neutral. This result infers that most of ex-staff resignations were related with the insufficient benefit of such assistances from the bank.

With regard to what extent respondents address their responses of happiness in the assistance of the bank in item (4) of table 3, 24(78%) of the respondents were not happy by the assistances given for loans. The finding indicates that majority of the ex-staff was left the bank due to discontent on the benefits given by the bank on loans such as housing, vehicle, personal and staff loans. On the other way, 5(16%) of respondents were remain neutral. However, 2(6%) of

the respondents were happy by the assistances given by the bank for loans such as housing, vehicle, personal and staff loans. Thus, insufficient or employees demand gap in the assistance provided by the bank influences employees to quite their job.

The frequencies and the salary increment per annum is one of the motivating factors of employees. They expect it readily and budget their personal expenditures based on the expected annual increment. So, according to the findings in table 2 of item (5) the data shows that 15(49%) of the respondents were not happy with value and number of salary increments. Furthermore, the data reveals that 11(35%) of the respondents were happy with value and number of salary increments whereas 5(16%) remained neutral. Hence, the value and the number of salary increment are not satisfied the respondents and it is the cause for quitting employees.

Employees are making sure about their salaries paid by their employers are whether it is equal or not with others employees doing similar work in other companies. If they realized that their salary is less than that of the other companies compensation, they are going to opt to quit their jobs. As can be seen from the data in table 2 of item (6), 26(84%) of the respondents are expressed their feelings as they were forced to left the bank because the payment was not equal to others doing similar work in other banks. Further, 4(13%) of the respondents feel that their salary were equal to others doing similar work in other banks while 1(3%) of the respondents remains neutral. Therefore, no common best practices in salary scales include the use of industry surveys to benchmark and position salary structures in the bank.

Item (7) in table 2 above requests the level of agreements of the respondents' reason for left the bank due to performance bonus structure were fairly rewards or not based on their efforts. Hence, 14(55%) of them were attest their feelings as performance bonus structure was not fairly rewards their efforts. Besides, 13(42%) of them were feel that performance bonus structure were fairly rewards their efforts though 4(13%) of the respondents remains neutral. So, when the performance bonus structure was not fairly rewards employees efforts, it is the causes to depart their jobs.

A lack of training and development opportunities are some of the major reasons for voluntary turnover. Accordingly, as can be seen from item (8) of table 2 above the respondents were asked to confirm whether the bank arranged continuous training and development programs to develop their skills. As the data show, 16(52%) of the respondents confirm that the bank did not arrange continuous training and development programs to develop their skills. On the other hand, 13(42%) of the respondent confirm that the bank arranges continuous training and development programs to develop their skills. In addition, 2(6%) remained neutral. Hence, the data reveals that one of the reasons for respondents to leave the bank was because of not obtaining continuous training and development programs from the bank to develop their skills.

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

		Response					Category n=38	
		Strongly Disagree	Disagree	Neutral or disagree	Agree	Agree	Total	
1	I feel that I am well paid in comparison to my experience, responsibilities and qualification	2	21	4	10	1	38	
	Frequency		55	11	26	3	100	
2	The number of vacation, sick leave and insurance policy (safety, health) given by the bank is adequate	1	4	10	21	2	38	
	Frequency	3	11	26	55	5	100	
3	I am happy with assistance given by BoA in terms of school fee, leave for exams and subscriptions	2	9	11	13	3	38	
	Frequency	5	24	29	34	8	100	
	I am happy with company’s assistance for Loans — housing, vehicle, personal ^ and staff loans	8	17	6	4	3	38	
	Frequency	21	44	16	11	8	100	
	The amount of pay I receive for my job is equal to others ^ doing similar ^ work in other banks	10	17	5	4	2	38	
	Frequency	26	45	13	11	5	100	
	I feel that the performance bonus structure is fairly rewards my effort	2	13	7	15	1	38	
	Frequency	5	34	19	39	3	100	
7	The bank arranges continuous training and development programs ^ enables ^ y, p2. fessiona ^ —	5	9	8	15	1	38	
	Frequency	13	24	21	39	3	100	

Source: Own Survey, 2013.

It is common that, when employees are feeling not receiving good payment and compensation according to their experience, responsibilities and qualification they may decide to quit their job. In consequence, as depicted from the current employees responses on the above table 3 of item (1), 23(60%) of the respondents feel that they are not received payment and compensation in connection with their experience, responsibilities and qualification. The data also reveal that 11(29%) of the respondents feel that they received payment and compensation that is equivalent to their experience, responsibilities and qualification. Furthermore, 4(11%) of the

respondents remain neutral. The result of the findings shows that current employees perceive that they have not got good payment and compensation in comparison with their experience, responsibilities and qualification. When employees get more experience and become more qualified, they may take more responsibilities. Following this, they may demand equitable payment and compensations with the experience they have and the qualification they possess and the responsibility they seek through time. Therefore, the bank should adjust their salaries and other payments as soon as possible when they acquire better qualifications and attain the required experiences to motivate and retain its qualified and experienced employees.

Table 3 of item (2) shows that, to a larger extent for current employee respondent, 23(60%) of them respond as the number of vacation, sick leave and insurance policy (safety, health) set by the bank is adequate. Correspondingly, 10(26%) remained neutral. The rest of the respondents count for 5(14%) reflected that the number of vacation, sick leave and insurance policy (safety, health) given by the bank is insufficient. Providing adequate benefit packages to the employees in terms of the number of vacation, sick leave and insurance policy (safety, health) may help the bank to hold the current staffs as retention mechanisms.

Item (3) in the table 3 shows that, 16(42%) of the respondents are happy with the assistance given by the bank in terms of school fee, leave for exams and subscriptions. On the other hand, 11(29%) remained neutral. Comparatively, 11(29%) of the respondent reflects their feelings as they are unhappy by the benefits that the bank provided in terms of school fee, leave for exams and subscriptions. As can be seen in table 1 of the back ground of the respondents 34(90%) of the respondents have BSC/BA and below qualifications .Those staffs may want to upgrade their qualifications either horizontally or vertically and may want to certify them by international certificates. Thus, the bank should continue those assistances without fail to have more experienced and qualified staffs.

Item (4) in table 3 above tries to determine the gap of the current staff demand on the bank assistance and the actual assistance the bank provided for loans such as housing, vehicle, personal and staff loans. As can be observed from the data, 25(65%) of the respondent express their feelings that they are not satisfied by the bank's assistance for loans (housing, vehicle, personal and staff loans). On the contrarily, 7(19%) of the respondents are satisfied with

assistance for loans provided by the bank. Likewise, 6(16%) of the respondents remain neutral. Since majority of the respondents feel that the assistance for loan is not adequate, the bank should revise the packages taking into account of the inflations and the paying capacity of the employees.

Most of the employees want their salaries to be the leading in the industry compared with the salary of the other employees who do similar job in other organizations. So, paying better salary compared to the market may help the employees to be stable in their jobs and the organization as well. In most cases, employees jump from company to company even for slight increments on their salary. However, if their company pays them as better as those employees doing similar work in a competitive company, they can stay longer period in the company. In view of that, as can be observed from item (5) of table 3, the respondents were asked to ascertain whether they have obtaining equal payment or not as compared to other banks employees working similar job, 27(71%) of the respondent feel that the payment of BoA compared to other banks working similar job payment to their employees is not equivalent with BoA employees received payment. Conversely, 6(16%) of the respondent feel that the payment they obtained are equal with other banks employees working similar job. The rest, 5(13%) of the respondents remain neutral. Hence, the bank has to review the salary scale to motivate the current employee and make happy in their job.

With regard to the extent of employee's feeling on item (6) of the above table 3, on the subject of the performance bonus reward structure of the bank and the efforts of the employee, although 16(43%) of the respondents feel that the performance bonus structure fairly rewards their effort, 15(39%) of the respondents feel that the performance bonus structure rewards their effort unfairly. Furthermore, 7(19%) remain neutral. So, the bank should scrutinize the feeling of its current employees on rewards of performance bonus and it should be clarify the way of forwarding performance bonuses based on the efforts the employee achieve in their career.

The data picked up from item (7) of table 3 evidenced that, 16(42%) of the current employee attained continuous training and development programs arranged by the bank to alleviate their professional growth whereas 14(37%) of the respondents feel that the bank does not arrange continuous training and development programs to enables current employees professional growth. Congruently, 8(21%) persevere with neutral. The result relatively reveals that the

current employees of the bank obtain continuous training and development programs to enable them to grow professionally. Hence, arranging continuous training and development programs helps the bank to have more competent and knowledgeable employees that perform their jobs in a better way for the achievement of the bank objectives.

Table 4. The Provision of Orientation to Current Employees

No	ITEMS	Response category n= 38						Total
		strongly disagree	disagree	Neutral	Agree	Strongly Agree		
1	I received enough information about BoA and my job before being employed during the recruitment process	Frequency	2	14	13	8	1	38
		Percentage	5	37	34	21	3	100
2	The bank has given me a clear job description that is matched with actually performed	Frequency	3	4	3	22	6	38
		Percentage	8	11	8	58	16	100

Source: Own Survey, 2013

Newly recruited employees need to undergo intensive orientation training to enable them to adjust themselves with the new work environment and settle easily. Accordingly, as can be seen from item (1) of table 4 above, the respondents were asked to confirm whether they were introduced to the company before they started their jobs when they were newly recruited. As can be observed from the data, 16(42%) of the respondents confirmed that they didn't get enough orientation about the company during the time when they were newly recruited to join the bank. Besides, 13(34%) were soldier on with neutral. Subsequently, 9(24%) of the respondents confirmed that they had undergone orientation sessions before starting their job when they joined the company as new recruits. According to the findings, it can be say that the respondents feel that sufficient orientation is not given by the bank to newly recruited employees. They are not sufficiently introduced to the organization and their jobs. This is likely to affect the productivity of the employees and eventually lead to high turnover. It is evident from different studies that orienting employees about their workplaces and their jobs is one of the most important functions of management but the most neglected functions by many organizations. Thus, the company requires to consistently organizing orientation or induction sessions to its employees since they are effective in motivating employees to stay longer with their jobs, reducing employees' turnover and enhancing productivity.

Item (2) of table 3 above data determines the acclimatizing of corresponding job description and duties with the actual duties the current employees perform. As can be observed from the data, 28(74%) of the respondents expressed that the actual duties they are assigned to perform are matched with the job description provided by the bank. It is apparent that employees will be exhilarated to stay longer with the organizations if they are contented with their jobs and clearly understand what they should do. So, the bank had better to continue the practice of providing job descriptions for every employee to use as their guidelines and perform their duties and responsibilities accordingly. Besides, employees will be more eager and effective on their jobs if they know their specific duties and responsibilities. This effectiveness and willingness are enhancing the performance of the bank and maximizes the sense of belongingness of employees to the job.

Table 5. The Influence of Employee Management Relationship on Turnover

No	ITEMS	Response Category n=31						Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree		
1	I left BoA because the management of the bank did not show me a genuine interest in fixing the issues/problems in my role	Frequency	1	2	5	8	15	31
		Percentage	3	6	16	26	49	100
2	I left BoA because I felt that there was a decline in the quality of supervision of top management and supervisors	Frequency	1	1	2	9	18	31
		Percentage	3	3	6	29	59	100
3	I left BoA because my supervisor treats me unfairly and disrespectfully	Frequency	0	4	3	15	9	31
		Percentage	0	13	10	48	29	100
4	I left BoA because my supervisor was not available to me when I had questions or need help	Frequency	0	4	6	13	8	31
		Percentage	0	13	19	42	26	100

Source: Own Survey, 2013

As can be observed from item (1) of table 5, the respondents were asked to express their level of agreements about the management reflections in fixing the issues /problems in their role; the response of the ex-employees exhibit that 15 (49%) strongly agreed, 8(26%) agreed. By and large 23(74%) of the respondents agreed with the reason for left the bank were due to the management of the bank did not show genuine interests in fixing the issues/problems in their role. On the other hand, 5(16%) of the respondents remained in middle-of-the-road. Moreover, minimal number of respondents i.e. 3(9%) express their disagreement. As confirmed by

majority of the respondents the genuine interest that the management shows in fixing the issues/problems in the employees role were reasons for leaving the bank. And so, the bank should openly react in this regards to keep up its professional employees staff resignations.

As can be seen from the data item (2) of table 5, 18(58%) of the respondents strongly agree that they left the bank due to a decline in supervision quality of the top management and supervisors and 9(29%) of them are agreed on the statement. The relics of the respondents 2(6%), 1(3%) and 1(3%) strongly disagree, disagree and neutral on the questions under item (2) in the above table respectively. As confirmed by most of the respondents, 27(87%) the decline in supervision quality of the top management and supervisors were the cause for leaving the bank. Literatures from other studies confirmed that the quality of supervision was a significant influence for the employees to leave their jobs. Thus, the bank should adjust the way of managing and supervisions to create sound norms and cultures through open discussion with employees to show the quality of their supervision. Creating effective relationship with the employees may fill the gap of the thought about the quality of the top management supervisions and may improve the quality of supervisions from the feedback obtained from frequent communication of employees.

Since most of the employees of the bank are professionals, they want to be treated fairly and respectfully. Accordingly, item (3) of table 5 data indicates that, 9(29%) of the respondents are strongly agreed, 15(48%) agreed, 3(10%) are neutral and 4(13%) disagreed. Thus, 24(77%) of the respondents agree that their supervisors treat them unfairly and disrespectfully. Hence, it can be generalized that not treating employees fairly and respectfully is a cause of turnover.

Research shows that a little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention. Thus, in relation to item (4) of table 5, when respondents asked the level of agreement on their supervisor availability when they had questions or need help, 21(68%) are agreed , 6(19 %) neither agreed nor disagreed and 4(13%) disagreed. The result clearly implies that ex-employees were left the bank since their supervisors were not available when they had questions or need help. In line with this, if supervisors are not available at the time of employees need help, it has also hampered the customer service since most of the activities of the bank are related with customers' services. Hence, dissatisfied customer may not be continue business relation with



the bank. So, the bank may not only lose its employees but also its customers due to the problem occurred by the supervisors not available to support the employees when they need help or have questions.

Table 6. Views of current employees on the relationships of the management with their subordinates

No	ITEMS	Response category n=38						
		strongly disagree	disagree	neutral	agree	strongly agree	Total	
1	I feel the management of the bank shows a genuine interest in fixing the issues/problems in my role	Frequency	4	19	8	7	0	38
		Percentage	11	50	21	18	0	100
2	My supervisor keep me well informed on work issues	Frequency	5	11	15	5	2	38
		Percentage	14	29	39	13	5	100
3	My supervisor treats me fairly and respectfully	Frequency	5	15	5	12	1	38
		Percentage	13	39	13	32	3	100
4	My supervisor available to me when I have questions or need help	Frequency	5	9	14	8	2	38
		Percentage	13	24	37	21	5	100

Source: Own Survey, 2013

The current employees feeling were asked whether they are comfortable or not on the employer employee relationship which is the management of the bank have to show a genuine interest in fixing the issues/problems in their role. As a result, the research finding in item (1) of table 6 above indicates that, 7(18%) of the respondents agreed, 6(21%) remain neutral whereas 19(50%) disagreed and 4(11%) strongly disagreed to the statement ‘I feel the management of the bank shows a genuine interest in fixing the issues/problems in my role’. Therefore, to a larger extent, current employees feel that the management of the bank doesn’t show a genuine interest in fixing issues/problems in their role. This does not motivate employees because employees will not be committed to their roles for the job they assigned if they have not get genuine interest in fixing the issues/problems from the management. Researchers state that the relationship between managers and employees influences employees’ decision to stay in a job. So, the bank should maintain good employer employee relationships for the best performance of the employees in their job.

According to the findings on item (2) of table 4 show that, the respondents who strongly agreed to the statement that is mentioned in item 2 reveals that, 2(5%) strongly agreed, 5(13%)

agreed, 15(39%) neutral, 11(29%) disagreed and those who strongly disagreed are 5(14%). In overall, 16(43%) of the respondents do not keep them well informed on work issues by their supervisor. when employees are not well informed on the work issues they become discouraged and loss sense of belongingness on their job. Thus, this will be the sources for dissatisfaction and in turn it will be the cause for turnover.

The relationship between managers and employees influences employees' decision to stay in a job. Treating employees fairly and respectfully is one of the ways that makes the relationship between managers and employees to be smooth. As can be seen from item (3) of table 6 above regarding the feeling of the employees on their supervisors treatment, 20(52%) of the respondent expressed their feelings that they are not treated fairly and respectfully by their supervisors. On the other hand, 13(35%) of the respondent are deemed that they are treated fairly and respectfully by their supervisors. Besides, 5(13%) remained neutral. To encourage staffs for the achievement of the objective of the bank through performing their duties with whole-hearted efforts supervisors should treat them fairly and respectfully. Besides, literatures confirm that employees need supervisors who know and understand them, and who treat them fairly. By doing of this, the bank can minimize the intention of the current staff that leaves the bank.

If the supervisors show interest in the well-being of employees and are supportive and sensitive towards employees passionately then employee job satisfaction will increase. Accordingly, as can be seen in relation to item (4) of table 6, the respondents were asked about their level of agreement on supervisor availability when they have questions or need help. Hence, 10(26%) of the respondents agreed on the statement while 14(37%) neither agreed nor disagreed. On the other hand, 14(37%) disagreed on the statement. Thus, the result clearly implies that supervisors are not available when employees have questions or need help. The supervisor may be busy in meeting and off the office work and may not be available to employees when they need help or have questions. Specially, the question or the need of help by the employees may be directly related with the customers that must be communicated the supervisors to let them proceed serving the customers. Hence, even if the supervisor may not be available physically to the employees to help or respond their questions but the employees and the supervisors can use other means of communication channels while the supervisors are off the office to serve the

customer with the required pace rather than simply disclose the unavailability of the supervisors to the customers.

Table 7. Job related issues as a cause of employee turnover for ex-employees

No	ITEMs	Response category n=31						
		strongly disagree	disagree	Neutral or disagree	Agree	Strongly Agree	TOTAL	
1	I left BoA because my job had not good promotion	Frequency	0	2	0	18	11	31
		Percentage	0	7	0	58	35	100
2	I left BoA because I had not feel secured in my job	Frequency	0	0	1	12	18	31
		Percentage	0	0	3	39	58	100
3	I left BoA because the bank did not give enough recognition for well done work and I was not appreciated at work	Frequency	6	1	2	13	9	31
		Percentage	19	3	6	42	30	100
4	I left BoA because my qualification and experience were not considered for promotion and the opportunity were not been equal to other employees	Frequency	0	4	2	10	15	31
		Percentage	0	13	6	33	48	100

Source: Own Survey, 2013

Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. Besides, when employees are put in one place for long time without promotion possibly will leads them to the feeling that the job does not have good promotions and finally chooses to quit the job. Thus, as can be seen from item (1) of table 7, although 29(94%) of the respondents agreed, 2(7%) of the respondents disagreed. Therefore, the largest part of the respondents leave the bank due to their job has not good promotions. This finding is concurred with the literature high employee turnover could be due to no potential opportunity for advancements or promotions. Besides, employees prefer other companies which may provide them with higher posts. Due to this, the bank is losing its experienced and qualified employees.

Employees always need to be secured in their job. When employees feel that they are not secured in their job they hunt another job in another organizations. Employers should give guarantee to their employees to feel that they are secured in their jobs. Otherwise, employee's turnover rate is high in the bank. Accordingly, the responses from the respondent on item (2) of the above table shows that, 18(58%) strongly agreed, 12(39%) agreed, and 1(3%) remains neutral. The data clearly shows that majority of the respondents which is 29(97%) of them are not feeling secured in their job. Thus, as a bank to minimize the flow of its professional employees the management of the bank as per their levels should involve themselves in the day

to day functions of the employees and shows their belongingness to employees to feel as they are secured in their job. Besides, the bank is nothing without its employee. So, employees should feel secured in their job to retain them for the purpose of the bank operations continuity.

Research results are evident that employees that enjoy their work are employees that are truly interested in their jobs. So, managers need to make sure that their employees know that they have done a good job and recognize their achievements. Some managers fall short on this simple motivational tool. Furthermore, regardless of personalities, everyone wants to hear how valuable they are to the organizations, to know what difference they made on a job, and even to hear it repeatedly. In view of that, Table 7 of item (3) data reflects that, the ex-staff left the bank in relation to not getting enough recognition for well done work and not being appreciated at work responded as 9(30%) strongly agreed, 13(42%) agreed, 2(6%) neither agreed nor disagreed, 1(3%) disagreed and (6)19% strongly disagreed. From the result obtained, 12(72%) of the respondents agreed for the reason that they had not getting enough recognition for well done work and not being appreciated at work for left the bank. So, most of the ex-employee reasons left the bank were not getting enough recognition for well done work and were not appreciated at work by the bank. So, the bank implements recognition scheme criteria and develops the way to recognize employee for well-done workers at work to retain them from flow due to dissatisfaction of getting recognitions for their well-done work. This resignation reason of ex-employee affects the morale of the current staff and they may feel the same as ex-employees that is they may feel that they are not been recognized for their well-done work.

When employees do more work and get better experience and become more qualified in their education they demand promotion. Besides, every time when there is vacant for promotion they watch meticulously who is going to be getting the positions? If they are not selected for promotion they ask the criteria of selection for the promotions to compare themselves with promoted employee experience and qualification. If the promoted employee is less than their experience and qualifications, they feel that their opportunities are not equal to other employees. After ascertaining this unfairness, most employees resign from their job. Consequently, to see the reason of the ex-employees left the bank under table 7 of item (4) question was addressed. The results to this question were accepted by 25(81%) of respondents

indicating that their qualification and experience was not considered for promotion and the opportunity were not been equal to other employees. On the other hand, 4(13%) of the respondent accept that their qualification and experience was considered for promotion and the opportunity were equal to other employees. Besides, 2(6%) remained neutral. From the result revealed, it can be say that the bank is not giving equal opportunity to employees when there is a promotion. So, the bank should implement transparent promotion that is disclosed to the employees why they fail to be promoted.

Table 8. Current Employees Satisfaction with their Job

No	ITEMS	Response category n=38						
		strongly disagree	Disagree	I £ 553 Ze5	4 > &i <	4 f* 5 (A <	Total	
1	My job has good promotion and I have the ability to grow in my job	Frequency	8	12	8	8	2	38
		Percentage	21	32	21	21	5	100
2	I feel I am secured in my job	Frequency	13	10	3	9	3	38
		Percentage	34	26	8	24	8	100
3	The bank gives enough recognition for well done work and I feel I am appreciated at work	Frequency	4	16	10	7	1	38
		Percentage	11	42	26	18	3	100
4	My qualification and experience are considered for promotion and the opportunity are equal to other employees	Frequency	7	10	8	12	1	38
		Percentage	18	26	21	32	3	100

Source: Own Survey, 2013

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

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

As can be observed from item (3) of table 8 above, the respondents were asked to express their level of agreement with the statement that reads "the bank gives enough recognition for well done work and I feel I am appreciated at work". Accordingly, as can be observed from the response, 16(42%) of the respondents disagreed and 4(11%) strongly disagreed. Thus, 20(53%) seem to disagree with the statement. On the other hand, 10(26%) of the respondents remain neutral. Moreover, minimal number of respondents i.e. 7(18%) and 1(3%) of respondents express their feelings as agreed and strongly agreed respectively. As confirmed by the majority of the respondents, the bank does not gives enough recognition for well done work and employees feel they are not appreciated at work. Therefore, recognition for well-done worker and appreciation at work place needs to be done by the bank to minimize potential sources of employee turnover.

Employees are staying reasonable period of time in the organization to be benefited from the service year in the organization to get experience and considered by the organization during promotions based on their service year. Thus, the respondents were asked to reflect their feelings on the statement under table 8 of item (4) "My qualification and experience are

considered for promotion and the opportunity is equal to other employees”. Consequently, the respondent data reveals that 10(26%) are disagreed and 7(18%) strongly disagreed with the statement. In contrast, 12(32%) strongly agreed and 12(32%) agreed. Furthermore, 8(21%) remains neutral. This implies that qualification and experience of the current employees are not considered for promotion and the opportunity are not equal to other employees. This will highly affect employee productivity, influencing their performance and increases the employee intention to leave the bank.

**Table 9. The Influence of Work Environment, Work load and Management Decisions Fairness on Employee**

No	ITEMS	Response category n=31						
			strongly disagree	Disagree	N/agree nor disagree	Agree	Strongly Agree	o
1	I left BoA because I was not satisfied with the overall work environment	Frequency	3	4	0	9	15	31
		Percentage	10	13	0	29	48	100
2	I left BoA because the amount of workload was not reasonable and sound	Frequency	7	4	1	15	4	31
		Percentage	23	13	3	48	13	100
3	I left BoA because the bank was unfair in general and treat employees unfairly	Frequency	2	1	1	16	11	31
		Percentage	6	3	3	53	35	100

Source: Own Survey, 2013

Researchers found that employees leave the job due to hostile work environment. On the contrary, good working conditions may serve as a motivating factor to employees, in order to stay in an organization. Reviewing the results of questions in item (1) of table 9 above shows that, 24(77%) of the respondents left the bank due to the fact that they were not satisfied with the overall work environment of the bank while 7(23%) of the respondent substantiate that the working environment of the bank was not the reason to left the bank. As per the response of the majority respondents unsatisfied by the overall work environment of the bank is among the reason that force employees to quit the bank. The management of the bank should go further to create the working environment to be coherent and conducive to minimize the number of professional employees left the bank.

Busy employees may leave the organization due to work load or over utilization of their capacity. The data collected from item (2) of table 9 questions show that, there is a large respondent of ex-employees who left the bank due to the amount of work they were given and felt that it was not reasonable and sound. Accordingly, as can be noted from the respondent

19(61%) were agreed. On the other hand, 11(36%) of the respondents feel that the amount of work they were did when they were employee of BoA was reasonable and sound. Besides, 1(3%) were undecided. From the result of the data, it can be said that, unreasonable and unsound work load is the cause for turnover of BoA employees.

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

Table 10. Current Employees' Satisfaction with Working Environment, Work load and the Fairness of the management Decision

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

Source: Own Survey, 2013

As can be observed from item (1) of table 10 above, the respondents were asked to express their level of agreement with the statement under item (1). In view of that, as can be observed from the response, 1(3%) strongly agreed, 8(21%) agreed, 13% neutral, 47% disagreed and 16% strongly disagreed to the statement on satisfaction with the overall work environment of BoA. Conclusively, to a larger extent, it can be said that the majority of the respondents,



24(63%), are not satisfied by the overall work environment of BoA. Therefore, to retain the current qualified and experienced employee the bank look in the internal environment that dissatisfy them and corrective action should be taken.

Work load in the current employee may occur due to frequent sickness and other leaves of the colleagues. The other reason for work load may be the delay of replacing of the resigned employees. In one way or another, work should be divided equally among the employees reasonably. The findings in table 10 of item (2), the statement “I feel that the amount of workload is reasonable and sound” indicates that, 3(8%) strongly agreed to the statement, 7(18%) agreed, 5(13%) remained neutral, 15(39%) disagreed and 8(21%) strongly disagreed. This implies that the workload is not divided equally among all the organization members. Hence, it is affecting the level of employee performances. The bank should distribute the work load equally to the entire bank members or should replace for the resigned employee as soon as possible.

Based on the actual performance, employees expect their appraisal and accordingly demand promotion. Despite the fact that, respondents reflect their responses for the statement mentioned under item (3) of table 10 which rewarded with better appraisal rates and grade promotions reflect as 3(8 %) strongly agreed to the statement, 8(21%) agreed ,8(21%) neutral, 14(37%) disagreed and 5(13%) strongly disagreed. So, from the respondents’ feedback, it can be said that employees are not rewarded with better appraisal rates and grade promotions based on their actual performance. Thus, employees, especially, who work more and better should be rewarded and should provide grade promotion, otherwise employee will quit their job and turnover rate of the bank will increase and in parallel the bank loses its hard workers.

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

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

Table 11. Personal reasons that forces employee to leave

No	ITEMS	Response category n= 31						
			Strongly disagree	Disagree	N/agree nor disagree	Agree	Strongly Agree	Total
1	I left BoA because I returned to higher learning	Frequency	18	11	1	0	1	31
		Percentage	58	36	3	0	3	100
2	I left BoA because of baby care	Frequency	16	14	1	0	0	31
		Percentage	52	45	3	0	0	100
3	I left BoA because of discharge due to continuous illness	Frequency	14	16	1	0	0	31
		Percentage	48	49	3	0	0	100
4	I left BoA because desire to be self-employed	Frequency	13	7	2	1	8	31
		Percentage	42	23	6	3	26	100
5	I left BoA because better conditions being offered by competitors	Frequency	4	1	0	8	18	31
		Percentage	13	3	0	26	58	100

Source: Own Survey, 2013

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

Findings of the study according to item (3) of table 11 on the statement ‘I left BoA because of discharge due to continuous illness’ reveals that, 15(48%) strongly disagreed and (14)48% disagreed. The result shows that, 30(97%) of the respondent their reasons to leave the bank were not due to continuous illness whereas the rest of the respondents 1(3%) remained neutral.

The research findings in table 11 of item (4) for the statement ‘I left BoA because desire to be self-employed’ the respondent expresses their feelings. Accordingly, 8(26%) strongly agreed,

1(3%) agreed while 2(6%) remained neutral. On the other hand, 7(23%) disagreed and 13(42%) strongly disagreed. The result implies that most of the ex-employees are not left the bank for self-employed.

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

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

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

Source: Own Survey, 2013

As shown in table 12 of item (1) above, the respondents express their feelings on the statement ‘I do not have intention to resign from BoA within a shorter time’. Thus, 4(11%) of the respondents strongly agreed with the statement, (13)34% agreed, (7)18% neutral, (6)16%

disagreed and (8)21% strongly disagreed. This implies that majority of employees do not have any intention to resign from this bank within a shorter time.

Results in table 12 of item (2) for the statement asked the respondent ‘whenever I get a job in another bank definitely I leave this bank’ indicates that 7(18%) of the respondents strongly agreed and 10(26%) agreed with the statement. On the other hand, 5(13%) remained neutral whereas 12(32%) disagreed and (4)11% strongly disagreed with the statement. This indicates that whenever the current employees get a job in another company definitely they leave the bank. Thus, the intentions of the current employees to leave the bank are high. Take in to account of this intentions of the employee to leave the bank, the management of the bank should work its assignment very well to change the potential leaver employees of the bank.

The research findings in table 12 of item (3) the respondents express their feelings for the statement ‘I am already fed up with working in BoA so I am searching for a better job in a better organization at the moment’. Accordingly, as can be seen from the current employees responses 24(63%) of the respondents agreed with the statement. Moreover, 4(11%) remained neutral whereas 10(26%) disagreed and (3)8% strongly disagreed. This shows that the current employees are already fed up working in BoA and they are searching for a better job in a better organization at the moment.

The above table 12 of item (4) results show that, (16)42% of the respondents strongly agreed, (11)29% agreed, (3)8% were neutral, (6)16% disagreed and (2)5% strongly disagreed with the statement ‘I’m not satisfied with the work environment in my current job so I would look for outside opportunities’. This, indeed, shows that more than (27)70% of the current employees are not satisfied with the work environment in their job and they are looking for outside opportunities. The bank should work on retention mechanisms to handle the employee from quitting.

The findings reflected in Table 12 above in last item for the statement ‘I would look for other job opportunities, if I find I will be go since no career advancement in this bank’ show that (17)45% of the respondents strongly agreed, (10)26% agreed, (5)13% remained neutral,

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

### 3.3. Document Analysis

#### 3.3.1. Employee Turnover trend and Magnitude at BoA

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

Table 13. The trend of staff Turnover from 2008/2009 to 2012

Category	Fiscal year( July 1to June 30)			
	2008/2009	2009/2010	2010/2011	2011/2012
Managerial	11	9	9	16
Supervisor	15	17	25	16
Clerical	49	42	60	50
Total leaving staff	75	68	94	82

Source: BoA HR document

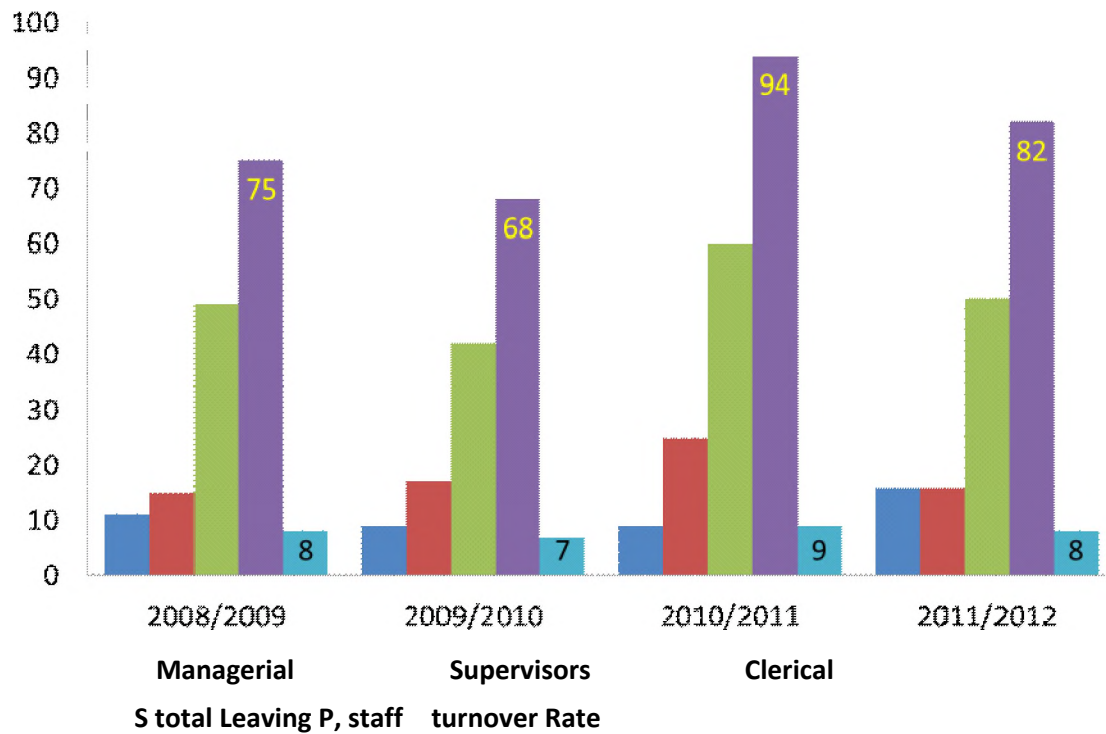
The data in the above table 13 shows that the magnitude of staff turnover and the trend what it looks like from the period under review, i.e. from 2008/2009 to 2011/2012. Accordingly, as it is indicated in the table above, the number of staff leaving the bank in 2008/2009 is 75, 2009/2010 is 68, 2010/2011 is 94 and 2011/2012 is 82. Hence, the data reflects BoA is facing frequent professional employees turnover. Besides, the data shows that the average number of employees leaving the bank under review periods is 80 employees per annum.

**Table 14. The rate of professional staff Turnover from 2008/2009 - 2011/2012**

Category	Fiscal year(July 1to June 30)			
	2008/2009	2009/2010	2010/2011	2011/2012
Managerial	11	9	9	16
Supervisor	15	17	25	16
Clerical	49	42	60	50
Total leaving professional staff	75	68	94	82
Total professional staff	1,005	1,021	1,060	1,114
Professional employees turnover rate	8	7	9	8

Source: BoA HR document

In the strategic planning of the bank the tolerable attrition rate is 4%. However, the data in table 14 above reflects that the professional employees turnover rate is more than the attrition rate set by the bank by 3% in 2009/2010, 4% in 2008/2009 and 2011/2012 and 5% in the fiscal period 2010/2011. This shows that the bank faces professional employees' turnover.



### **3.3.2. Exit interview**

The cause of turnover as the researcher has tried to collect from the HR department report as they collect from exit interview sheet shows that employees are leaving the bank due to the following reasons. Those reasons are giving fulltime attention to their private business, for better job opportunity, disagreement with place of assignment, doing business abroad, to establish personal business, to go to abroad, dissatisfaction on management decisions, family problem, dissatisfaction with promotion and to continue further education (Exit interview report of BoA, 2013).

However, from the reason mentioned above majority of the employees are leave the bank for better opportunity. This implied that most of those staffs are join in other existing or new commercial private banks. If the staff joins other competitor banks, it has an impact on the performance of the bank since most of those staff leaving the bank has the frequent communication with the bank's customers and as per the intimacy they have the customers that may go with them when they leave the bank.

### **3.3.3. Costs of Turnover at BoA**

As it is evident from the documentary analysis, replacing the existing employees and to get potential and experienced employees, BoA uses various appliances for vacant position notification. The cost incurred by the organization includes cost of advertisement via newspaper (capital, fortune and Addis admass), interview costs, costs incurred from those allowed for their career development, training and development costs of new and current employees etc.

The bank spends Birr 5,600.00 for vacancy advertisement of half a page of one time ad on news paper and recruitment costs like pre-employment medical cost Birr 30.00, travel expense Birr 400.00 for a single employee, group orientation and training Birr 2,160.00, relocation/shipment expenses ETB 1,500.00. All costs are average per employee and almost on average there were 80 employees termination of professional staffs per year which is approximately costs ETB 775,200.00 per year and a total of ETB 3,100,800.00 for the period

under review. Besides, there are also other costs that may not be determined in terms of monetary value. In contrast, the HR department of the bank has not records for the cost incurred during replacing employees. Due to this, to calculate the cost of replacing the employees as accurately as possible and to reveal the exact impact of cost was difficult to the researcher during conducting the analysis.

### **3.4. Interview results with HR Director of the Bank**

The Director pointed out that turnover is a natural occurrence and that turnover can also be positive as the bank can separate itself from poor performer and make way for capable employees continue in the bank. However, the management of the bank is happy if qualified and trained employees not living the bank. To minimize the frequencies of the turnover unreserved efforts has been done from the top management and other line manager as per their levels.

For the interview question about the reasons employees leaving the bank, the director replay as employees are left the bank due to various reasons but majority of them are left the bank due to salary and benefits since new banks offer higher salary and benefits which is beyond the scale of BoA. If BoA provides the offer to employees and tries to retain them it might bring precedence with other competent employees in the bank. He also mentioned that turnover is a nonstop phenomenon in a dynamic environment; hence, the bank tries to set a system which the current or the new comers of employee should follow. According to him, employees are not stay lifelong. However, as a management, the top management of the bank cultivates and upgraded a substitute through different training and developments of another employee who is equivalent or better capacity internally. He emphasis that unless the needs arise and some vacant positions demands higher qualification, the bank is not look for competent employees externally. According to him, currently the bank has enough staffs which are qualified and experienced that can substitute their next positions. In addition, as a retention mechanism the bank review the salary scale and released very soon.

According to the HR Director, exit interviews have been conducted to gather information on why employees leave the bank. The HR department is aware of the magnitude of turnover that



is the increasing number of employee turnover especially for the last two quarters which more experienced and qualified staffs are quit the bank. This information is needed in order to gain an understanding of how to address the problems that lead to employee turnover.

On the question regarding career pathing, the Director stated that BoA lacks career path which is inconsistent with the existence of the policy on career pathing. According to him, professional employees leave as a result of the policy not being implemented. Employees reach a point of frustration after they have set measurable goals and have received the necessary training or intervention, and are unable to progress as inadequate attention is given to advancing employees.

He also pointed out that, at this time the bank resolve the career advancement problems by not recruited and selected from outside instead the bank focuses on the internal employees since BoA has spent time and money on training and supporting for those staffs. According to the responses of the Director, undoubtedly indicated that the bank recognizes human resource training and development as one of its most important organizational activities to bring a desirable change in employees' behavior and attain organizational effectiveness and efficiency. Besides, the bank attaches great importance to effective human resource planning in order to ensure sustainable and efficient staffing bank -wide and achieve its business objectives and corporate plans. For the proper execution of continuous training and development the bank has policies and procedure manual. Hence, training specific to the need of the employee are conducted without fail and the bank implements the training and development based on assessment as it is indicted on Section 5.4 of the bank human resource planning and development policy and procedure manual . In this manual bank's support scheme is mentioned linked to career advancement. The bank has supports their employees to have higher education. Based on the bank support Employees obtain their diploma and degrees through the education program. For the diploma holder the bank arrange exam to select from those employees when there is vacant positions whereas for degree holders no exam for screening rather the bank arranges on job training from 6 to 9 months and assign or promote those staffs as per their qualifications.

The director also mentions that there are no documented programs that the bank designed to minimize professional employees' turnover. However, the bank has different benefits package

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

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

**Table 15. The summary of response rate of ex- professional employees**

Rank	Impact of Benefit and Salary packages on employee turnover	Percentage
	Agreed	
1	I left BoA because I felt that I was not well paid in comparison to my experience, responsibilities and qualification	91%
2	I left BoA because the amount of pay I received for my job was not equal to others doing similar works in other banks.	84%
3	I left BoA because I was not happy with company's assistance for loans - housing, vehicle, personal and staff loans	78%
4	I left BoA because I was not happy with assistance given by BoA in terms of school fee, leave for exams and subscriptions	52%
5	I left BoA because the bank did not arrange continuous training and development programs to develop my skill	52%
6	I left BoA because I was not happy with the value and number of salary increments I received	49%
7	I left BoA because the performance bonus structure was not fairly rewards my effort	45%
	Disagreed	
1	I left BoA due to the number of vacation, Sick leave and Insurance policy (safety, health) set by BoA was inadequate	35%
	B	
	Influence of Employee management Relationship on turnover	
	Agreed	
1	I left BoA because I felt that the decline in the quality of supervision of top management and supervisors	88%
2	I left BoA because my supervisor treats me unfairly and disrespectfully	77%
3	I left BoA because the management of the bank did not shows a genuine interest in fixing the issues/problems in my role	75%
4	I left BoA because my supervisor was not available to me when I had questions or need help	68%
	C	
	Job satisfaction and other related factor	
	Agreed	
1	I left BoA because I had not feel secured in my job	97%
2	I left BoA because my job had not good promotion	93%
3	I left BoA because my qualification and experience were not considered for promotion and the opportunity were not been equal to other employees	81%
4	I left BoA because the bank did not give enough recognition for well done work and I was not appreciated at work	72%
	D	
	Working environment , work load and management decision fairness	
	Agreed	
1	I left BoA because the bank was unfair in general and treat employees unfairly	77%
2	I left BoA because I was not satisfied with the overall work environment of BoA	61%
3	I left BoA because the amount of workload was not reasonable and sound	61%
	E	
	Others reason that force to leave the bank	
	Agreed	
1	I left BoA because better conditions being offered by competitors	84%
	Disagreed	
1	I left BoA because of baby care	97%
2	I left BoA because of discharge due to continuous illness	97%
3	I left BoA because I returned to higher learning	93%
4	I left BoA because desire to be self-employed	65%

**Table16. The summary of response rate of current professional employees**

A	Satisfaction on Benefit and salary packages	%
	Agreed	
1	The number of vacation, Sick leave and Insurance policy (safety, health) set by BoA is adequate	60%
2	I am happy with assistance given by BoA in terms of school fee, leave for exams, subscriptions	42%
3	I feel that the performance bonus structure fairly rewards my effort	42%
4	The bank arranges continuous training and development programs to enables my professional growth	42%
	Disagreed	
1	The amount of pay I receive for my job is about equal to others doing similar work in other banks	71%
2	I am happy with company's assistance for loans - housing, vehicle, personal and student loans	60%
3	I feel that I am well paid in comparison with my experience, responsibilities and qualification than required job	60%
B	Orientation About the Company and the Job	
	Agreed	
1	The bank has given me a clear job description and duties which I perform actually, match with duration of job description.	74%
	Disagreed	
1	I received enough information about BoA and my job before being employed during the recruitment process	42%
C	Relationship with management and supervisor	
	Disagreed	
1	I feel the management of the bank shows a genuine interest in fixing the issues/problems in my role	60%
2	My supervisor treats me fairly and respectfully	52%
3	My supervisor keep me well informed on work issues	43%
4	My supervisor is available to me when I have questions or need help	37%
E	Job satisfaction and related factor	
	Disagreed	
1	I feel secured in my job	60%
2	My job has good promotion and I have the ability to grow in my job	53%
3	The bank gives enough recognition for well done work and I feel I am appreciated for my work	53%
4	My qualification and experience are considered for promotion and the opportunity is equal to others	44%
F	Working environment , work load and fairness	
	Disagreed	
1	I'm satisfied with the overall work environment of BoA	63%
2	I feel that the amount of workload in my current job is reasonable and sound	60%
3	I feel the bank is fair in general and treat employees fairly	52%
4	I feel that I am rewarded with better appraisal rates and grade promotions on my annual performance	50%
G	Intention to leave or stay	
	Agreed	
1	I would look for other job opportunities, if I find I will be go since no career advancement in this bank	71%
2	I'm not satisfied with the work environment in my current job so I would look for outside Opportunities	61%
3	I am already fed up with working in BoA, so I am searching for a better job in a better organization	60%
4	Whenever I get a job in another bank definitely I leave this bank	45%
5	I do not have any intention to resign from this bank within a shorter time	44%

## CHAPTERFOUR

### SUMMARY OF FINDINGS, CONCLUSIONS AND RCOMMENDATIONS

#### 4.1. Summary of Findings

This study aims to determine the causes of employee turnover. The data collected was primarily used to reach the objectives of the study. These objectives are clearly explained in Chapter 1. The discussion of the results was done in terms of these objectives. The data collected with regard to why employees leave the bank pointed out that there are various reasons employees leave and are still leaving the bank. The discussion incorporates the theory, as discussed in Chapter 2. Hence, here the researcher presents the summary of the findings.

Most of the current employee respondents (55%) are females, below the age of 40, married, qualified above BA/BSC, and has been in the bank above 5 years. Likewise ex-employee respondents (61%) are found to be male, age group of below 40, married, qualified above BA/BSC and had been in the organization for less than ten years.

Most of ex-employees respondents were left the bank due to low salary, that is, the salary they received in connection to their experiences, responsibilities and qualifications in the bank (91%) and compared their salary with others employees' salary doing similar works at other banks (84%). Besides, majority of the ex-employees reason left the bank were the assistance given by the bank in terms of school fee, leave for exams, subscriptions (52%) and assistance for loans such as housing, vehicle, personal and staff loans (78%) were inadequate. In line with this, not getting continuous training and development program were the reason to some of the ex- employees' respondents (52%) to leave the bank. On the other hand, quite a lot of ex-employee respondents (55%) were not left the bank due to the number of vacations, sick leave and insurance policy (safety & health) were insufficient.

A large number of current employees respondents (71%) feel that the bank does not pay attractive salary in accordance to their experience, responsibilities and qualification and also the amount of pay they received for their job is not equal to others employee doing similar work in other banks for them(66%). Besides, the assistances given by the bank for loans such as housing, vehicle, personal and staff loans are not adequate for the current

employees' respondent (60%). On the contrary, majority of the current employee respondents (60%) agreed that the number of vacation, sick leave and insurance policy (safety & health) are sufficient.

Most of the current employees' respondents (74%) ascertain that the bank has given a clear job description and duties match with their duties actually perform.

Most of the ex-employees respondents left the bank due to a decline in quality of supervision of top management and supervisors (88%), their supervisors treat them unfairly and disrespectfully (77%) and the management of the bank did not shown a genuine interest in fixing the issues/problems in their role (75%). Besides, their supervisors were not available to them when they had questions or need help (68%).

Majority of the current employees respondents (60%) feel that the management of the bank does not shows a genuine interest in fixing the issues/problems in their role. Moreover, some of the current employees' respondents (52%) agreed that supervisors are treat employees unfairly and disrespectfully.

Nearly all of the ex-employees respondents' reason leaving the bank was due to the job they were assigned since they felt insecure in their job (97%) and the job had not good promotion (93%). Besides, most of them were left the bank given that their qualification and experience was not well thought-out for promotion and their opportunity in a similar way to other employees (81%) and the bank did not confer enough recognition for well done work, not appreciated at toil (72%).

Majority of the current employees respondents reckon that they do not feel secured in their job (60%), their job has not good promotion and they have not the line of attract to grow in their job (53%), and the bank does not confer enough recognition for well done work and are not appreciated at work (53%).

Most of the ex- employees' respondent left the bank because of the bank was unfair in general and treat them unfairly (88%) and not satisfied with the overall work environment of BoA (77%). In addition, unreasonable and unsound workload was the reason to majority of ex-employees left the bank (61%).

Majority of the current employees respondents believed that the overall work environment of the bank is not conducive (63%), the amount of workload in their job is not reasonable and sound (60%), the bank is unfair in general and treat employees unfairly (52%). Moreover, respondents of current employees (50%) agree that they are not rewarded with better appraisal rates and grade promotions and appraisals on their actual performance.

Most of the ex-employees did not leave the bank due to baby care (97%), discharge due to continuous illness (97%), returned to higher learning (93%) and self-employed (65%) rather they left the bank due to better conditions being offered by competitors (84%).

Most current employees' respondents (71%) have definitely an intention to leave the bank because most of them are looking for other job opportunity and whenever they get a job in another company they leave since most of them are not satisfied with the work environment in their current job, they are fed up working in Boa and they would look for outside opportunities if they find they will go because they feel that no career advancement in the bank.

The management of the bank believes that the existence of professional employee turnover but the bank relates the turnover with salaries and packages. The salary and package of the bank is also on the way to be adjusted considering of the turnover of employees to retain the existing employees of the bank.

The bank gives training and development to bring a desirable change in employees' behavior and attain organizational effectiveness and efficiency.

The bank has no strategies and programs that have been designed to minimize professional employees' turnover.

## 4.2. Conclusions

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

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



- > From the employees' side as they agreed in the response career development is rated as a significant element and training is not targeted and specific to the needs of them. Hence, lack of career development is one of the elements most likely to encourage employees' decision to leave the bank as many employees look for some growth and development opportunities and lack of training that is specific to the needs of the employee will result in frustration that leads to turnover, too.

### **4.3. Recommendations**

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

Other studies by various researcher reviewed on employee turnover indicates that factors like salary and benefit packages are the most common cause of the turnover rate being so high. If the bank doesn't offer good salaries and benefit packages, employees tend to hunt for jobs that pay them considerably well. In order to resolve this problem, the bank is needed a compensation policy that is merit-based and offer salaries and benefits that would be competitive enough and benchmarked against other organizations in the same labour market to retain and attract well-qualified and experienced employees. If possible, it is strongly recommended to be the leading in salary paying against current market scales.

Advancement and promotion are the prime reason why many professional employees leave the company. Due to no potential opportunity for advancements or promotions, employees prefer other companies which may provide them with higher posts and increased compensation packages. So, career development is the most important retention factor since offering good opportunities for career development not only prevents employees from leaving the bank but it also contributes in a positive way to their loyalty to the bank. Since the aim of retention policies is not only to retain employees but also to retain employees who are loyal and committed, the HR managers must also put more efforts in retention policies relating to the relationship between managers and supervisors with their subordinates, working environment and job

content. Those factors are important predictors of employee satisfaction and they also significantly avert employees from leaving the bank. Besides, the bank should try to maximize opportunities for individual employees to develop their skills and move on in their careers. Where promotions are not feasible, a company can look for sideways moves that vary experience and can make the work more interesting.

The bank should provide as much job security as possible. Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking for more secured employment at the same time. Job security is greatly valued by most employees.

A perception of unfairness, whatever the reality when seen from a management point of view, is a major cause of voluntary resignation. In addition to this, as quality of supervision /style of management has high effect factor that contributed to employee turnover, it becomes necessary to scrutinize that manager treated all employees fairly and equally. This becomes more so important because any turnover resulting from inequality could also have legal implication on the bank. Accordingly, the bank encourages and promotes Zero discrimination against any of its employees and the bank need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance

The manager and supervisors of the bank need to show their appreciation to employees and should be more visible in the work to gain a better understanding of what is happening in the various work sections that are aimed at rewards for performance to retain valuable professional employees. Besides, the bank ought to implement more aggressive reward and recognition programs for well done work employees.

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

## DECLARATION

I, the undersigned, declared that this thesis is my original work, prepared under the guidance of Assistance Professor Goitom Abraham. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

**Beruk Wallelgn**

*Name*

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*Signature*

*St. Mary's University College, Addis Ababa*

*February, 2013*

**ENDORSEMENT**

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

Advisor

Signature

St. Mary's University College,

Addis Ababa February, 2013

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## **Appendix A**

SMUC  
School of Graduate studies  
MBA Program

### **Questionnaire**

The purpose of this questionnaire is absolutely for academic purpose as a prerequisite for MBA and it is designed for preparing a thesis on the title of Professional Employees' turnover and Retention practice in Bank of Abyssinia (BoA). The outcome of the study will be used in order to suggest possible solutions for problems identified while conducting the study. Please take a few minutes to fill out this questioner. Your specific answers will be completely anonymous & confidential, but your views, in combination with those of others, are extremely important. I assure you again that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

1. No need of writing your name;
2. Answer the alternatives by encircling your choices(s). Besides, if you have any idea about turnover and retention strategy that the bank should implement, you can use the back side of the paper to express your fillings.
3. Please respond as accurately as possible and at your earliest possible time.

Thank you in advance for your kind co-operation in this regard.

## A- General Background of Respondents (Demographic Information)

1. Your age group - Below 25  25-30  31-35  36-40  above 40

2. Sex - Male  Female

3. Marital status- Married  Single

4. Qualification- 12+2  BSC/BA  MSC/MA  PhD

5. Year of service in BoA

Less than 1 year  2 to 5 year  more than 10 years

1 to 2 years  5 to 10 years

B. Items concerning turnover intention of current employees

Directions: using the key below, please circle your best responses to the following statements on a scale of 1 to 5, where; 1. Strongly Disagree 2. Disagree

3- Neither Agree nor Disagree 4- Agree 5- Strongly agree

A	Satisfaction on Benefit and salary packages					
1	I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job	1	2	3	4	5
2	The number of vacation, Sick leave and Insurance policy (safety, health) set by BoA is adequate for me	1	2	3	4	5
3	I am happy with assistance given by BoA in terms of school fee, leave for exams, subscriptions	1	2	3	4	5
4	I am happy with company's assistance for loans - housing, vehicle, personal and staff loans	1	2	3	4	5
5	The amount of pay I receive for my job is about equal to others doing similar work in other banks	1	2	3	4	5
6	I feel that the performance bonus structure fairly rewards my effort	1	2	3	4	5
7	The bank arranges continuous training and development programs to enables my professional growth	1	2	3	4	5
B	Orientation About the Company and the Job					
1	I received enough information about BoA and my job before being employed during the recruitment process	1	2	3	4	5
2	The bank has given me a clear job description and duties which I perform actually match with duties indicated in the job description.	1	2	3	4	5
C	Relationship with management and supervisor					
1	I feel that management of the bank shows a genuine interest in fixing the issues/problems in my role	1	2	3	4	5
2	my supervisor keep me well informed on work issues	1	2	3	4	5
3	My supervisor treats me fairly and respectfully	1	2	3	4	5
4	My supervisor available to me when I have questions or need help	1	2	3	4	5
E	Job satisfaction and related factor					
1	My job has good promotion and I have the ability to grow in my job	1	2	3	4	5
2	I feel secured in my job and	1	2	3	4	5
3	The bank gives enough recognition for well done work and I feel I am appreciated at work	1	2	3	4	5
4	My qualification and experience are considered for promotion and the opportunity are equal to other employees	1	2	3	4	5
F	Working environment , work load and fairness					
1	I'm satisfied with the overall work environment of BoA	1	2	3	4	5
2	I feel that the amount of workload in my current job is reasonable and sound	1	2	3	4	5
3	I feel that I am rewarded with rewarded with better appraisal rates and grade promotions on my actual performance	1	2	3	4	5
4	I feel the bank is fair in general and treat employees fairly	1	2	3	4	5
G	Intention to leave or stay					
1	I do not have any intention to resign from this bank within a shorter time	1	2	3	4	5
2	My excellent salaries and benefits are the major drivers that would make me stay in BoA	1	2	3	4	5
3	Whenever I get a job in another company definitely I leave this bank	1	2	3	4	5
4	I am already fed up with working in BoA, so I am searching for a better job in a better organization at the moment	1	2	3	4	5
5	I'm not satisfied with the work environment in my current job so I would look for outside Opportunities	1	2	3	4	5
6	I would look for other job opportunities, if I find no career advancement in this bank	1	2	3	4	5

**A- General Background of Respondents (Bibliography)**

- 1. Your age group - Below 25  25-30  31-35  36-40  above 40
- 2. Sex - Male  Females
- 3. Marital status- Married  Singles
- 4. Qualification- 12+2  BSC/BA  MSC/MA  PhD
- 5. Year of service in BoA  
 Less than 1 year  2 to 5 year  more than 10 years   
 1 to 2 years  5 to 10 years

**B. Items concerning causes of ex-employee turnover**

Directions: using the key below, please circle your best responses to the following statements On a scale of 1 to 5,

where; 1.Strongly Disagree 2. Disagree 3-Neither Agree nor Disagree 4- Agree 5- Strongly agree

A	Impact of Benefit and Salary packages					
1	I left BoA because I felt that I was not well in comparison to my experience, responsibilities and qualification	1	2	3	4	5
2	I left BoA due to the number of vacation, Sick leave and Insurance policy (safety, health) set by	1	2	3	4	5
3	I left BoA because I was not happy with assistance given by BoA in terms of school fee, leave for exams and subscriptions	1	2	3	4	5
4	I left BoA because I was not happy with company’s assistance for loans - housing, vehicle, personal and staff loans	1	2	3	4	5
5	I left BoA because I was not happy with the value and number of salary increments I received	1	2	3	4	5
6	I left BoA because the amount of pay I received for my job was not equal to others doing similar	1	2	3	4	5
7	I left BoA because the performance bonus structure was not fairly rewards my effort	1	2	3	4	5
8	I left BoA because the bank did not arrange continuous training and development programs to develop my skill	1	2	3	4	5
B	Influence of Employee management Relationship					
1	I left BoA because the management of the bank did not shows a genuine interest in fixing the issues/problems in my role	1	2	3	4	5
2	I left BoA because the felt that the decline in the quality of supervision of top management and supervisors	1	2	3	4	5
3	I left BoA because my supervisor treats me unfairly and disrespectfully	1	2	3	4	5
4	I left BoA because my supervisor was not available to me when I had questions or need help	1	2	3	4	5
C	Job satisfaction and other related factor					
1	I left BoA because my job had not good promotion	1	2	3	4	5
2	I left BoA because I had not feel secured in my job	1	2	3	4	5
3	I left BoA because the bank did not give enough recognition for well done work and I was not	1	2	3	4	5
4	I left BoA because my qualification and experience were not considered for promotion and the opportunity were not been equal to other employees	1	2	3	4	5
D	Working environment , work load and management decision fairness					
1	I left BoA because I was not satisfied with the overall work environment of BoA	1	2	3	4	5
2	I left BoA because the amount of workload was not reasonable and sound	1	2	3	4	5
3	I left BoA because the bank was unfair in general and treat employees unfairly	1	2	3	4	5
E	Others reason that force to leave the bank					
1	I left BoA because I returned to higher learning	1	2	3	4	5
2	I left BoA because of baby care	1	2	3	4	5
3	I left BoA because of discharge due to continuous illness	1	2	3	4	5
4	I left BoA because desire to be self-employed	1	2	3	4	5
5	I left BoA because better conditions being offered by competitors	1	2	3	4	5

## **Appendix-B**

### **Interview Question to HR of the bank**

1. Is the management of the bank aware about the turnover of professional employee?
2. What is the current trend of the employee turnover?
3. Do you feel that the turnover of organization is a serious Problem in bank of Abyssinia?
4. What are the causes of employee turnover?
5. Do you feel that employees of BOA earn adequate financial compensation when compared to the market?
6. Does the bank make exit interview, when employees resign?
7. What are the main reasons the bank detect the employee leaving the bank
8. Does the bank use the information obtained from exit interview
9. What are the mechanisms the bank used to retain its experienced and qualified employee?
10. How BOA does recognizes employee contribution to the success of the bank?

Thank you!!!!



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