



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**FACTOR CONTRIBUTING TO EMPLOYEE TURN OVER IN CASE ETHIO
TELECOM HAWASSA BRANCH**

**RESEARCH PAPER SUBMITTED FOR THE PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE BACHELOR OF ART(B.A) DEGREE IN
MANAGEMENT**

PREPARED BY: ABERA KORSA

ADVISOR: Mr. ALEMAYEHU.T (MBA)

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WOLKITE, ETH

DECLARATION

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TELECOM HAWASSA BRANCH**

Board of Examiner

Approved by	Name	Signature	Date
Advisor	-----	-----	-----
Examiner	-----	-----	-----
Department of Head	-----	-----	-----

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ABSTRACT

In order to answer the basic questions, the study used both primary and secondary sources of data. The primary sources were employees and manager of the organization collected through structured questionnaires and unstructured interview data collection me Employee turnover is probably the biggest problem facing human resources managers in today's work environment. Employees are more confident in their training and skills. This new born confident has lead to more mobile employee.

The study was conducted on identifying the main factors contributing to employee turnover in Ethio telecom hawassa Branch. The Objective of this study is to assess different factors that contribute to employee turnover of Ethio Telecom.

thuds respectively. While the secondary sources were certain published documents of the organization collected through observing those documents. Samples size of the study was determined on the basis of probability sampling technique from which stratified sampling will selected.

In order to analyze the collected data, the researcher used descriptive type of data analysis tools. Among those tools the researcher will used tables, averages and percentages.

Dissatisfaction with nature of work environment, Absence of good supervision mechanism, Absence of procedural justice, Absence of corrective justice and Job hopping are the major factors of employee turnover in hawassa town Ethio telecom.

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CHAPTER ONE

1 INTRODUCTION

1.1 Back ground of the organization

Telecommunications in Ethiopia is almost as old as the technology of electrical communication itself. Ethiopia adopted telephone technology fairly, quickly and in the early days of its telecommunications development it was not very far behind the rest of the world. Telecommunications service was introduced in Ethiopia in 1894 during the rule of Emperor Menelik II. The first major telephone line construction spanned a total distance of about 477 kilometers. The line, which took only two years to construct, also interconnected small towns situated along the route. Immediately after the telephone line, a telegraph line was installed following the construction of the first and only railway line in the country--the Ethio-Djibouti railway. Within two years, an 880-kilometer north-south telephone line connecting Asmara the capital of Eritrea, to Addis Ababa was constructed and made operational in 1904. The "verbal repeater" system was used to facilitate long distance calls, making use of the several intermediate stations opened at the small towns and villages along the route.

Several routes branching out from Addis Ababa to connect provincial administrative centers and major towns were being extended in advance of the construction of the road network. Pack animals were used to transport material and equipment. By 1930, a route distance of 7,000 kilometers was completed and over 170 towns were being served by the telephone network. The development of Ethiopia's long distance telephone network, particularly in reaching the country's strategic areas and border towns, was a remarkable feat given the rugged terrain and the absence of modern transport systems. International communication services, however, took longer to develop. Until the end of 1930, Asmara and Djibouti, both under colonial rule at the time,

Administratively, Ethiopia's communications system was run by an office in the Imperial Palace--where it was accorded the direct attention and supervision of the emperor aided by the assistance of foreign experts (who in 1907 were replaced by Ethiopians)...

Network

The Ethiopian telecommunications network consists of an integrated system of cables, manual and automatic exchanges, and microwave radio relay systems, satellite earth stations,

Vision

To be a world-class telecommunications service provider

Mission

Connect every Ethiopian through Information Communication Technology.

Provide telecommunication services and products that enhance the development of our Nation.

Build reputable brand known for its customers' consideration.

1.2. Background of the study

Turnover is the net result of the exit of some employees and the entrance of others. It can be quite costly to an employer. One estimate is that it costs American industry 11 billion a year. The cost of employee turns over includes cost for social security and unemployment compensation, terminal vacation, severance pay, underutilized facilities until the replacement is hired, replacement cost such as recruiting advertisement and expenses, interview time, test costs, computer record costs and moving expense, administrative costs of notification and payroll charges. There is also productivity loss until the new employee reaches the performance level of the one who left the job.

Employee turnover is probably the biggest problem facing human resources managers in today's work environment. Employees are more confident in their training and skills. This new born confident has lead to more mobile employee. The employee of this modern era is not afraid to seek new employment as often every fifteen to eighteen months. Consequently, human resource managers are put under a lot pressure to attract and retain qualified employees. Business productivity is dependant up on employee continuity. If human resource manager cannot provide

this continuity, business operation was suffer. Therefore, employee turnover can single handily cripple business enterprises(Genet Adissu research, 2006).

According to the special reports on the courses of employee turnover, all turnovers are not equal. When we see voluntary turn over (separation) separate from involuntary turnover (termination or being fired), termination may be profitable as poor performing employees are culled from the company. In addition to this when you differentiate short term employee turnover from long term employee turnover; turnover of short term employees is most commonly due to an unrealistic job previews during process. Turnover of short term employees are higher and less disruptive than long term employee turnover. Because long term employees take training skill, experience, productivity and social bands with their turn over that help other employees come to work.

There are many factors that contribute to employee turnover of an organization. These are economic conditions, labor market conditions and others are causes of involuntary employee turnover. Causes of voluntary employee turnover are associated with a specific job within a given organizations. Such as non competitive compensation, high stress, unpleasant physical or interpersonal working conditions, monetary and poor direct supervision. Causes of involuntary employee turnover are more difficult to manage than causes of voluntary employee turnover. Most theories of employees maintain that employees leave their jobs when their needs are not being satisfied at their current place of work and an alternative job became available those they believe was be satisfies more of their needs.

The study was be conducted in region four, hawassa town at Ethio telecom. This organization is found at 280 km from the capital city, Addis Ababa

1.3. Statement of problem

Turnover is the net result of the exit of some employees and the entrance of others. Turnover can be quite too costly to an employer. One estimate is that it costs American Industry 11 billion dollar a year. Those costs to an employer includes costs for social security and unemployment compensation, terminal vocations, severance pay, underutilized costs for facilitates until the replacement is hired, advertisement and other expenses, administration cost of notification and

payroll changes. There is also productivity loss until the new employee reaches the performance level of the one who left the job (Ivancevich, 1998).

Employee turnover is again a serious problem of many organizations in the world. It is the headache of many private and governmental organizations in Ethiopia. Turnover is the biggest cost of employers and owners of many organizations to replace the exit employee. Human resource manager faced high problem in today's working environment.

Other researchers tried to solve this problem in identifying the basic causes of employee turnover such as area conditions, labor market conditions and other demographic factors are mentioned (Genet, 2006 and Yohannes, 2006). Although the above factors are mentioned as the main contributor employee for turnover, no research (study) has yet examined the great contributor factors on turnover intention. This creates a high gap among researchers. The researcher in this study tried to fill this gap by raising the following basic problem questions.

1.4 Research question

- a. What employee's intention to turn over level looks like?
- b. What factors contribute to employee intention to turnover in the organization?
- c. What relationships exist between factors and employee intention to turnover of the organization?

1.4. Objectives of the Study

1.4.1. General Objective of the study

The general objective of the study is to identify the main factors that contribute to employee turnover in Ethio- telecom hawassa branch.

1.4.2 Specific Objectives

The specific objectives of the study that the research wants to achieve by answering the basic objectives are listed as follows

1. To assess the level of employees intention to turn over.

2. To identify the basic factors of employee turnover in Ethio telecom hawassa Branch
3. To assess the extent of those factors in affecting the intention to turnover of the organization

1.5. Significance of the study

Primarily, this study was conducted as a pre requisite for fulfillment of BA degree in management. But it has also the following significances. It serves as a stepping stone for further searchers regarding the factors contributing to employee turnover to business success.

The study is also useful for Ethio Telecom, hawassa branch, organization as an input to reduce the factors of employee turnover in the organization

Additionally, the study will help employees of the organizations to have access of good working environment from the organization.

1.6. Scope of the study

In this study more emphasis was given to the identification of factors which contribute to Employee turnover. The study was conducted in hawassa town, sidama Zone, at Ethio telecom office. This study was conducted in 2012 E.c starting from the month of November title selection through many advisory consultants up to the month of June presentation of the findings of the study.

1.7. Limitation of the study

Although the study was conducted by the great contribution of different bodies, it may be face the following major limitations.

- a) Involuntariness of the organization to provide needed source of secondary data
- b) Carelessness of respondents to fill the question
- c) Absence of some employees during collection of questionnaires and
- d) Financial constrain for typing, paper and other contingency costs.

Chapter Two

2. RELATED REVIEW LITERATURE

2.1 Definition of employee turnover

For long time employee turnover has been a big deal for organizations. That means it is a headache for both the management and also for the organization itself. Throughout these times different studies aimed at identifying and solving the problems of employee turnover have been made. Even at the beginning of the 20th century there were studies for searching the factors influencing employee's turnover, such as salary, common training, labor market structure and job opportunities and their achievements

Turn over refers to the movement in to and out of an organization by the work force. The movement is as index of instability of that force. An excessive movement is undesirable and expensive when an employee leaves the firm (Phillips, 1980, 487)

Turnover is also the process of replacing one worker with another for any reason. It is the net result of the exit of some employees and the entrance of another. It can be occur on many different reasons. Some of these are poor management system, inappropriate reasons; some of this are poor management system, inappropriate supervision, less suitable and non supporting working conditions, unchallenging work and so on. In any ways turnover is because of dissatisfaction of employees in their current working conditions and when they are accessible to new and favorable work environment. Turnover can be resulted from economic conditions and competitor's action that decrease a firm's scale and its ability to support its work force. It also occur because of bad management the organization. (Wondell.L.Frnc,1998,402,Plunketa and Attour,1997.359)

2.2 Types of turn over

The phrase employee turns over has a negative connotation. A stigma associated with employer's obligation to reduce turn over at all costs. In the normal course of an organization turnover is unavoidable. In one or other reason employees leave an organization. Even though turnover can

harm an organization, all of them have not negative impact on the organization functioning and also on the service the service delivered to the customers. We can divide this turnover into.

(Abelson, 1993)

2.2.1 Voluntary turn over

Voluntary turn over occurs when employee's leave their own work or volition. Employees who resign, retire or simply leave the organization for other reasons are counted in turnover analysis as voluntary turnover. Attrition is part of the turn over analysis. Human resource experts define attrition as a decrease in the work force for voluntary departures. The difference between attrition and voluntary turnover is that employers don't replace employees who leave by virtue of attrition. While some instance of voluntary turnover may occur because employees are dissatisfied, number of employees resigns for reasons unrelated to working conditions. Examples of employee turnover voluntarily for non-work related reasons are employees who leave their jobs to travel with spouses or students who leave the work place to return to school. This can be classified again into two.(David 208)

A. Functional turnover

This type of employee turnover is beneficiary for the organization. Employee who perform poor are not required by the organization regarding this "function turnover are the resignation of substandard performers.

B. Dysfunctional turnover

In contrary with functional turnover dysfunctional turnover is the resignation of effective performers.

2.2.2 Involuntary employee turnover

This occurs when employers terminate an employee or ask an employee to resign. The later may ultimately be considered voluntary turn over, however the Initial decision is to affect an involuntary turnover. When employees are terminated for violated work place polices, poor performance or business slow down, the departure is considered involuntarily. Some instances of involuntary turnover may cause trepidation among remaining employees. Employees who witness involuntary turnover or terminations might be concerned about their own job security.

Other employee termination may come as a relief to remaining employees, whose morale and productivity suffer when poor performers affect the work place climate.

2.2.3 Positive turnover

This is a desirable type of turn over occurs when the work force experiences change due to new employees bring fresh ideas and perspective to the company replace workers who are terminated for poor performance. Infusing new talent in an organization can reenergize the workplace, catapult with productivity and boost productivity. Employers may initially be apprehensive about this type of turnover, simply because the word turnover has a negative connotation. Replacing a stagnant work force can be costly; however employers ultimately realize the return on investment in recruitment and selection process for new and fully engaged employees.

2.2.4 Negative employee turn over

Another type of turn over which is often referred to as” undesirable” turnover is negative employee turnover. IT is easy to understand why turnover is considered negative or undesirable. When employees leave under a cloud of circumstances such as suggested wrong full terminations, mass exodus of disgruntled workers or work place conflicts, mass layoffs, business closures and plant shut down also is classified as negative employee turnover. For example, when employee suffer job loss from a plant shut down, surrounding companies that provides services such as meal and other lunch time and break time services also suffer from lost revenue.

2.3 Reasons for employee turn over

Change is inevitable but it is costly for a business. Employee turnover is one element of change that directly affects business line. As such it is important to identify the motives of department employees and devise an effective retention strategy. Here are four of top reasons good employees may resign (Gerhart, B.1990).

2.3.1 Employees are motivated by higher pay.

No matter how much someone loves working for you and believes in your business, if they are presented with a better offer they was likely consider leaving. Keep tabs on what compensation is being offered by your completion and be sure you are offering comparable benefit packages.

2.3.2 Employees are not engaged

Employee engagement may sound like another corporate buzzword but the society for human recourse management (SHRM) has identified a number of common traits shared by engaged employees. These are

- Pride in employer
- Satisfaction with employer
- Job satisfaction
- Opportunity to perform well at a challenging work
- Recognition and positive fed back for ones contributions
- Personal support from ones supervision
- Efforts above and beyond the minimum.
- Understanding the link between ones Job and the organization's mission
- Prospects for future growth with one's employer
- Intention to stay with one s employer

2.3.3 Employees are bored

High Performing workers need to feel that they are being challenged and are moving forward in terms of professional growth and development. Take time to meet with your employees and be productive in discussing career and succession plan with them

2.3.4 Employees are poorly managed

A bad boss can make any employee miserable. Even if your staff is completely committed to the business, if their immediate supervisor creates an uncomfortable work environment they may consider leaving. “In my experience employees often voluntarily leave a job due to the relationship they leave with their direct manager” Says Anderson. “As human beings we crave routine structure and consistency. Generally an employee can settle for average wages and mundane or even highly stressful work if the work relationships are positive and motivating. Without that relationship employees will have a wandering eye “

2.4 Causes of Employee turnover

Turnover can be emanating from different sides of the organization i.e. both from the employee side and the management of the organization. This can be sourced from many causes. We can classify the causes in four broad categories:

Corporations with a high churn rate face expensive recruitment and training costs, loss productivity and training work force that ends up over worked and therefore more likely to quit. Recognizing most common causes of employee turnover allows a company to take steps to hire and retain qualified personnel. Frequent causes of employee turnover are as follows (Michael CE & Spector PE, 1982)

2.4.1. Demographic and personal characteristics of an employee

The demographical and personal characteristics of employee can be a cause for termination. These demographic and personal characteristics include as stated on Abdali (2011:4) “age, gender, qualification, marital status, experience and tenure.” These demographic and personal characteristics either directly or indirectly affect the employee turnover. The study by Home and Griffect (1995), disclose that “women did not quit their job more freely than did men; rather they were more loyal employees”. (Sited on Abdali 2011). By the statement we can understand

that how much the demographic characteristics of who affect their behavior in turnover. As a result demography and personal characteristics can be major cause for turnover.

2.4.2. Job satisfaction

Job satisfaction is strongly linked with employee turnover. An employee can be satisfied when he/she met his/her expectation. Regarding this porter and steers (1973) stated that “met expectation which is also a leading identification of job satisfaction also forecast employee turnover. Most of the employees depart from their job just only because of that expectation which they had about their jobs before taking them up, while they continue their employment fill their expectations. This uncover that, job satisfaction and employee turnover are inversely negatively) related. When the level of satisfaction increases the turnover level goes down and vice versa(Noe. 203)

2.4.3. Organizational and work Environment

The environment inside the entire organization is significant cause for employee turnover. There are a number of elements contained in the organizational work environment. These include. Compensation, distributive justice or inquiry, leader ship and supervision par group relations, role states, the company climate and promotion. All the listed factors have important part in the organizational environment. Turnover can be reduced or increased by the change of the listed factors

2.4.4. Job Content and Intrinsic Motivation

These two concepts are interrelated. The content of the job is the major motivator. Here also there are several elements related to job content and intrinsic motivation which determines the level of turnover includes job scope, reutilization, work satisfaction, job stress, intrinsic or internal motivation, job involvement, professionals and managerial motivation.

2.4.5. External Environment

Since now we have seen the personal and intra organizational causes for turnover. External environment is also main cause for employee turnover. As clearly known, that, external. Environment like alternative employment has a great impact on the loyalty of employee. This may lead to greater quitrents.

2.4.6 Salary scale

Salary is the most common cause of employee turnover rate being so high .Employees are in search of jobs which pay well. If the company which they are working does not offer good salaries, they tend to hunt for jobs that pay *them* considerably high. In order to resolve this problem the employers should make it a point to offer salaries that was competitive enough to retain and attract well qualified and talented personnel. Unsatisfactorily performance appropriates are also one of the reasons for employees leaving a company.

2.4.7 Benefits of turnover for employees

Employees always flock to companies who offer more benefits. There are many employees who are not aware of the benefits that are provided to them in their compensation package. The employees need to reduce the bureaucratic procedures in order for employees to receive the best available benefits without any difficulty. They was make a note of what all benefits other organizations are providing, which may attract their current employees(Herbert 2009)

2.4.8 Working Environment

This is also one of the main causes for employee turnover. Employees refer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years(Robbins 2001)

2.4.9 Work Procedure

Companies should analyze and alter their work procedures and policies away which would enable employees to use their full potential and every gain significant work experience. There are many cases where employees have left the company due to no project or assignments which

do not require their full potential. Employees would certainly leave if they do not get experience and just placed on the bench.

2.4.10. Opportunity

Companies would have a clear structure and policies for evaluation and advancement. Recruit for seiner positions from within the existing work force whenever possible.

2.4.11 Training

Another cause of employee turnover is training practice of companies. Provide comprehensive initial training and follow up with ongoing sessions throughout the employee's term of service. If an individual has learnt everything, there is to know about a job, recruit him or her to help you improve your existing training program. Raises and favors are also additional causes of employee turnover in any companies.

2.5 Employee turnover rate

Employee turnover rate is simply the ratio of the number of employees that leave a company at the end of the month compared to the average number of total employees in mid-month. It is the percentage of employees that a company must replace within a given time period. This rate is a concern to most companies because employee turnover can be a costly expense especially for lower paying jobs which typically have the higher turnover rates. This rate is calculated mathematically as follows (RajewJain,1990).

Turnover rate = $\frac{\text{No of separations or leaved employment}}{\text{Total No of employees at mid-month}} \times 100\%$

Total No of employees at mid-month

2.6 IMPACT (consequence) of employee turnover:

An employee leaving an organization for whatever reason must have an effect on the organization, the people that compose it an the people served by the organization. It is difficult to avoid the impact of employee turnover totally but it can be minimized by proper management. Employee turnover has impact indifferent areas of an organization. The impacts are divided as(flex. 2012):

A .Financial impact

B, Work force impact

C .Community impact

2.6.1. Financial Impact

As written under the previous subtopic employee turnover is expensive for the organization. This has great financial impact on the organization. Continuing high level of turnover undermine the efficiency and productively of turnover undermine the efficiency and productivity of organization and, in some cases, may pose a threat to their long tern survival. Brereton et. At (2003) Every time an employee leaves & has to be replaced an operation in cures a number of direct financial costs including, separation costs (administration costs associated with processing resignations and dismissals, time taken up in conducting exist interviews, productivity losses associated with impending departure). Vacancy costs, recruitment cost, training and startup costs.

2.6.2. Work Force Impact (Human Capital Impact)

Before going through the impact of employee turnover on human capital it is better to say something about human capital (work force). Human capital is the knowledge, skills, competencies and attributes that facilitate the control of personal social and economic wellbeing.

This human capital affected by employee turnover negatively. Companies was disinclined to invest in training and career development for staff if they believe that they cannot hold staff. The statement clearly shows that if there is high turnover rate employees (workforces) are less likely to get different benefit.

2.6.3. Community Impacts (Impacts on Social Capital)

The concept of social capital is that networks together with shared norms, values and understandings that facilitate cooperation with in or among groups. Employees and their families employed in one area have many things in common. These are norms, values and understandings. This results in formation of groups which lead to strengthen community activates and mutual support system. Here employee turnover highly affect the well lacing of the shared norms, values and understandings. Because employee turnover has the power to change

the life style change the place of residence of the people and the like. High turnover was have a major impact on population stability. If the population is unstable it is difficult to construct social capital.

In general, employee turnover has a great impact on an organization and on the users of an organization. All the impacts of employee turnover are directly related with the service given for customers of the organization. Each and every impact of employee turnover which affect the organization directly or indirectly also affect the users (customers) of the organization. Employee turnover is defined as voluntary and involuntary leave and entrance of employee in organizations. The negative effects of turnover in an organization are;

2.6.4: lack of staff

High turnover rates can create a lack of staff to complete essential function of a company. This can result in over worked, frustrated employees and dissatisfied customers.

2.6.5 Loss of productivity

No employees take some time to get up to speed, particularly in complex jobs which need high skill.

2.6.6 Customer dissatisfaction

For service oriented careers such as customer services and production, huge turn over can lead to customer dissatisfaction. Newer representatives lack expertise and knowledge and customers have no way to build a relationship with one part of particular service representatives (Genet Addisu, 2006).

2.7 Controlling Mechanisms of turn over

Avoidable turnover can be controlled in a number of ways. Some of these are as follows (Plunket&Attour, 1997).

1. Regularly monitor employee turnover in your organization
2. Improve your hiring practice
3. Provide realistic job premium

4. Orient new employees properly and give them the support they need
- 5 .Make sure your training programs are effective
- 6 .Evaluate employees consistently and fairly ‘Improve selection and to better Mach applicants to jobs to avoid voluntary turn over
- 7...Bonus helps to retain employees from leaving the organizations

2.8 Empirical Work Review

Researchers like Shamsuzzoha and Shimon (2013) stated that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. Jha, (2009), identified that turnover force the organization to incur a huge costs relating to recruitment and selection, personnel process and induction, training of newjob. For organizations, the turnover of employees means the waste of investment in the selection and training of personnel. Besides, the high rate of employee turnover in an organization adversely affects the motivation of existing personnel; increases the workload and makes work planning difficult. Thus, the resignation of skilled employees, who are considered as human capital, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of an organization (Kaya &Abdioğlu, 2010). Even though turnover is a cost for an organization, Habib, (2015) pointed out that a certain level of turnover cannot be avoided, and in fact, it could be beneficial to the organization as new people join organizations with new ideas that in the process enriched the organizational other activities. A healthy turnover rate is always desired by the top management of organizations to ensure healthy innovative growth of organizations. When turnover is too low, fresh blood and new ideas are lacking and an organization can quickly find itself turning into an ageing machine, unable to cope with change (Loquercio et al., 2006). Turnover can also allow an organization to adapt to market changes without going through costly layoffs. Certain organizations accept a relatively moderate level of staff turnover personnel and above all, loss of knowledge gained by the employee while one opportunities for carried advancement to stay in the organizations

2.9 Conceptual/Analytical Framework

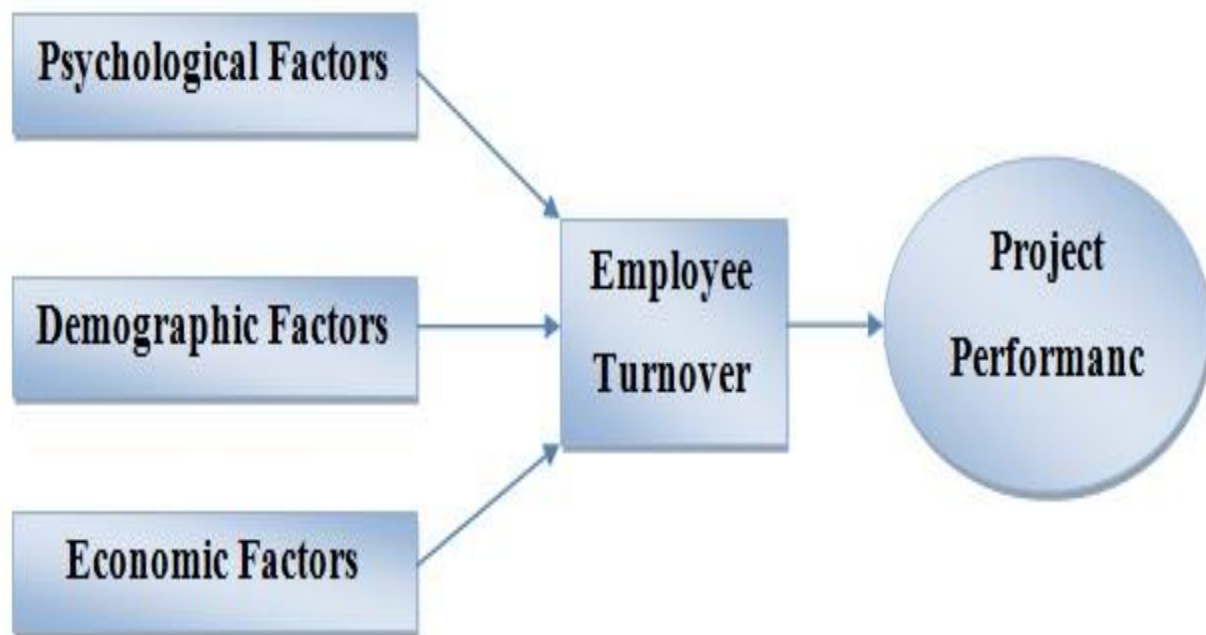


Fig 1.1: Conceptual/Analytical Framework

A representation of the following figure is the conceptual framework. In order to understand the area of the research study depicted in the conceptual framework, it is necessary to discuss the study as it relates to the analysis of the impact of employee turnover

CHAPTER THREE

3. RESEARCH METHODOLOG

3.1 Research design

The researcher was used descriptive type of research design. The study was focused on factors contributing to employee turnover. It was conducted for the purpose of identifying factors that have major contribution to turnover of employees of Ethio telecom hawassa branch with total employees as a target population. The researcher was used stratified sampling technique. The study was used both primary and secondary sources of data. Primary sources was employees of the organization, was as secondary sources was written documents and some other observed materials of the organization working environment. These data was collected by using questionnaire for employees and unstructured interview for the manager. The collected data was analyzed by using descriptive types of data analysis tools such as tables and percentages. Then the researcher forwarded conclusions and recommend the organization based on the analyzed data. The study was took around eight months from November to June 2012 E.c.

3.2 sources of data

In order to have complete information about the study, the researcher was used both primary and secondary sources of data; primary sources was the employees of Ethio telecom

hawassa branch organization and other concerned bodies. Was as secondary sources were books, magazines and reliable internet.

3.3 Method of data collection

To obtain relevant and necessary information, the researcher was used structured questionnaires filled by employees and unstructured interview done by the researcher himself with human resource manager of ethio telecom. The interview parts helped the researcher to obtain some points that will not include in the questionnaire part of the study

3.4 Sampling Techniqu

The researcher was used probability sampling particularly simple random sampling technique. This technique enables the researcher to study the problem by dividing the whole employees into two major groups such as males and females based on gender.

3.5 Sample Size

The researcher conducted the study by using 68 sample sizes. This size obtained from the total population of 210 which comprises 55(81%) males and 13(19%) female employees. The sample (68) contains 55(81%) male employees and 13(19%) female employees of the organization. This sample is founded by using the following formula. The Sampling Selection method is based on (Salant,P,1994);

$$\text{Sample size (n)} = N/1 + N(e)^2$$

Where n= sample size

N=population size

e=indicate level of Percentage or error

Where; e=10%

Confidence interval 90%

$$210/1 + 210*(10\%)^2$$

$$210/1 + 210*(0.1 \text{ square})$$

$$210/1+210*(0.01)$$

$210/3.1=67.74193$ =Which means approximately 68 respondents are selected by using simple random from probability sampling.

Approximately 68 samples was aimed to be used out of these 55 (81%) males and 13 (19%) females was to be selected randomly from the total population in each stratum until the required sample size reached.

3.6 Method of data analysis

After the data was collected, the researcher processed, analyzed and interpreted them. The data from the questionnaires was manually checked by using tally sheet and at the same time information was checked for completeness and errors was omitted in the variable taken under study. This involved the data processing which includes editing, coding and classifying the collected data. The processed data was analyzed by descriptive method of data analysis mainly through tables and percentages because of its simplicity for drawing inference lastly, appropriate and logical interpretation of facts was made which paved the way for drawing conclusions

CHAPTER FOUR

4-DATA ANALYSIS AND INTERPRETATION

This section of the study deals with the presentation as well as interpretation of the collected data. The collected data were analyzed & interpreted using tables and percentage computations. Sample sizes of 68 employees of Hawassa town Ethio telecom were aimed to be collected and investigated. The result of the study is discussed as follows.

4.1. Demographic Variables.

This section is concerned about demographic background information about respondents which categorized under their (Age, gender, tenure, job title, educational background and income per month).

Table 4. 1 Demographic Variables of respondents

Age level	No of respondents	Percentages %
24-27	2	2.94
27-30	3	4.41
31-33	14	20.58
33-36	15	22.05
36-39	17	25
39-42	10	14.70
42-45	7	10.29
Total	68	100
Gender	No of respondents	Percentage%

Male	55	80.88
Female	13	19.11
Total	68	100
Tenure	No of respondents	Percentage%
2-4	2	2.94
4-6	4	5.88
6-8	6	8.82
8-10	8	11.76
10-12	11	16.17
12-14	19	27.94
14-16	13	19.11
16-18	5	7.35
Total	68	100
Job Title	No of respondents	Percentage%
Managerial	7	10.29
Non Manage	61	89.70
Total	68	100

Source, Own, Survey 2020

From the above table(4.1) it can show that the highest percentage (25%) employees found in the age group of 36-39 and the next highest percentage (22.05%) of employees found in the age group of 33-36 while lowest percentage (2.94%) of employees found in the age group of 24-27 and are 4 in figure. Therefore, this data indicates that, most of the employs of hawassa town Ethio telecom (47.05%) found in the age group of 33-39 in which adult peoples are found.

In gender, tenure and title aspect we can conclude that about (80.88) of employees are males and remaining (19.11%) are females. While tenure distribution shows that (54.4%) of employees have 12 and above year of service in the organization and very small amount (2.94%) of employees have 4 and below year of service in the organization. From tenure distribution we can understand that most of the organization employees are more experienced because they stayed in the organization 12 and above year of service in the organization. From title distribution we can see that (10.29%) of employees from the sample are at managerial position while the remaining

(89.70%) employees are non-managerial position. Therefore, this data indicates that, most of respondents are non-managerial position.

Table 4. 2: Education and Income level distribution of respondents

No	Variable	Item	Frequency	Percent
1	Education	Certificate	-	-
		Diploma	17	25
		Degree	50	73.52
		Master	1	1.47
		Above	0	0
Total			68	100
No	Variable	Item	Frequency	Percent
2	Income per month	<1000	0	0
		1000-1500	3	4.41
		1500-2000	5	7.35
		2000 -2500	8	11.76
		2500-3000	12	17.64
		3000-3500	14	20.58
		3500-4000	20	29.41
		>4000	6	8.82
Total			68	100

Source, Own, Survey 2020

According to the above table (2) education level of hawassa town Ethio telecom employees is Diploma and Degree. This is what we call more educated part in Ethiopian context. About (73.52%) and above is degree and only (25%) are Diploma. But No certificate and there is one master employee from the sample taken who is the manager of Human recourse. From Income distribution most of employees are considered to be high income level employees because around (88.21%) are in the income level of 2000-4000. There are also some employees (8.82%)

who earn above 4000 per month. Therefore, the data shows that, most of respondents are 2000-4000 income level.

4.2. Job Satisfaction

This section also, penetrated or tries to assess about the job satisfaction and its factors relate with the employer turn over in Etiho telecom in hawassa which categorized under their (Satisfaction with pay, satisfaction with nature of work and Satisfaction with supervision).

4.2.1. Satisfaction with pay

Table 4.3 Satisfaction with pay and percentage analysis

No	Item associated to Payment	Respondents response											
		Very adequate		Adequate		Fair		Inadequate		Very Inadequate		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Considering what it costs to live my pay is very adequate	6	8.82	26	38.2	32	47.0	2	2.94	2	2.94	68	100
2	For the Job I do, I feel that the amount of money I make is inadequate	5	7.35	25	36.7	33	48.5	3	4.41	3	4.41	68	100
3	Does the way pay handled around here make it worthwhile for a person to work hard specifically?											F	%
	It definitely encourage hard work											22	32.3
	It is somewhat encourage had work											37	54.4
	It discourage hard work											2	2.94
	It definitely discourage hard work											1	1.47
	Neutral to this issue											6	8.82
Total											68	100	

Source, own survey, 2020

As table 3, (item 1), 6(8.82%), 26(38.23%) and 32(47.05%) of the respondents said that the payment is very adequate, adequate and fair respectively. And 2(2.94%) and 2(2.94%) of the respondents confirmed that payment is inadequate and very inadequate respectively. From this of the respondents confirmed that there is fairly and adequately payment(47-05).

As table 3, (item 2), 5(7.35%), 25(36.76%) and 2(2.94%) of the respondents confirmed that amount of money getting is very adequate, adequate and fair respectively. And 3(4.41%) and 3(4.41%) of the respondents said that amount of money getting is inadequate and very inadequate respectively.

As table 3, (item 3), 22(32.35%) and 37(54.41%) of the respondents confirmed that a person to work hard specifically it definitely encourage hard work and it is somewhat encourage had work respectively. And 2(2.94%), 1(1.47%) and 6(8.82%) of the respondents said that a person to work hard specifically it discourage hard work, it definitely discourage hard work and neutral to this issue respectively. Therefore, the above data shows that a person to work hard specifically encouraged as most of the respondents answered it is somewhat encourage hard work and it definitely encourage work hard (54.41%) and (32.35%) respectively.

4.2.2 Satisfaction with Nature of work

Table 4. 4: Satisfaction with Nature of work and their percentage analysis

No	Item associated to nature of work	Respondents response											
		Very Satisfied		Satisfied		Very dissatisfied		Dissatisfied		Neutral		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The chance to try my own method of doing the job	4	5.88	10	14.70	19	27.94	34	50	1	1.47	68	100
2	The chance to something that makes use of my abilities	3	4.41	6	8.82	17	25	40	58.82	2	2.94	68	100
3	The freedom to use my own judgment	2	2.94	7	10.29	20	29.41	38	55.88	1	1.94	68	100

Source, Own, Survey 2020

In the above table 4, (item 1), most of respondents 34 (50%) and 19 (27.94%) are answered dissatisfied and very dissatisfied with the chance to try own method of doing the job respectively, 10 (14.70%) and 4(5.88%) satisfied and very satisfied with the chance to try own method of doing the job respectively. And around 1(1.47%) respondents are neutral to this idea. Therefore, this data indicates that, most of the respondents are dissatisfied with nature of work.

As table 4, (item 2) indicates, most of respondents 40 (58.82%) and 17 (25%) are answered dissatisfied and very dissatisfied with the chance to something that makes use of abilities respectively,6 (8.82%) and 3(4.41%) satisfied and very satisfied with the chance to something that makes use of abilities respectively. And around 2(2.94%) respondents are neutral to this idea. Therefore, the above data shows that, most of the employees are dissatisfied with nature of work as most of the respondents answered dissatisfied with the chance to something that makes use of abilities (58.82%).

In the above table 4, (item 3), most of respondents 38 (55.88%) and 20 (29.41%) are answered dissatisfied and very dissatisfied with the freedom to use own judgment respectively, 7 (10.29%) and 2(2.94%) satisfied and very satisfied with the freedom to use own judgment respectively. And around 1(1.47%) respondents are neutral to this idea.

4.2.3. Satisfaction with supervision

Table 4. 5: Satisfaction with supervision & their percentage analysis

No	Do you ever have the feeling you would be better off working under different supervision?	Frequency	Percent
1	I almost feel this way	4	5.88%
2	I feel this way	5	7.35%
3	I don't feel this way	40	58.82%
4	I Never feel this way	19	27.94%
Total		68	100

Source, Own, Survey 2020

As table 5, indicates, most of respondents 40 (58.82%) and 19 (27.94%) are answered don't feel working under different supervision and never feel working under different supervision respectively. And 5(7.35%) and 4(5.88%) feel working under different supervision and almost feel working under different supervision respectively. According to table above most respondents answered don't feel working under different supervision.

Table 4. 6: The supervision I receive is the kind that;

NO	The supervision I receive is the kind that	Frequency	Percent
1	Greatly encourage me for giving extra effort	9	13.23%
2	Encourage me for giving extra effort	20	29.41%
3	Discourage me from giving extract effort	33	48.52%
4	Greatly discourage me from giving extra effort	5	7.35%
5	Neutral to this issue	1	1.47%
Total		68	100

Source, Own, Survey 2020

As table (4-6) indicates, most of respondents 33(48.52%) and 20(29.41%) of the respondents confirmed that a supervision received is the kind that discourage from giving extract effort and encourage for giving extra effort respectively. And 9(13.23%), 5(7.35%) and of the 1(1.47%) respondents said that greatly encourage for giving extra effort, greatly discourage from giving extra effort and neutral to this issue respectively. Therefore, the above data shows that supervision received in this organization is discourage from giving extract effort as most of the respondents answered supervision received is the kind that discourage from giving extract effort (48.52%).

Table 4.7: How does the way you are treated by those who supervise you influence your overall attitude towards your job?

NO	How does the way you are treated by those who supervise you influence your overall attitude towards your job?	Frequency	Percent
1	Very favorable influence	7	10.29%
2	Favorable Influence	19	27.94%
3	Unfavorable	30	44.11%
4	Very unfavorable	10	14.70%
5	Neutral to this issue	2	2.94%
Total		68	100

Source, Own, Survey 2020

According to the above table (4-7) more than a half (58.81%) answered unfavorably and around (10.29%) and (27.94%) of employees answered very favorably & favorably respectively. But there are some employees who were neutral to the idea. This includes (2.94%) of the from total Sampled respondents. The majority of the respondents confirmed that unfavorably with supervision.

4.3. Organizational commitment

Table 4. 8: Organizational commitment and percentage analysis.

No	Item associated to organizational commitment	Respondents response											
		Strongly agree		Agree		Disagree		Strongly disagree		Neutral		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I am willing to put in great deal of effort beyond that normally is expected in order to help this organization to be successful	17	25	36	52.94	7	10.29	5	7.35	3	4.41	68	100

2	I feel little loyalty to this organization	6	8.82	15	22.05	27	39.70	13	19.11	7	10.29	68	100
3	I talk about this organization to my friends that it is good to work in	4	5.88	25	36.76	24	35.29	12	17.64	3	4.41	68	100
4	I find that my values and the organization values are very similar:	11	16.17	28	41.17	23	33.82	4	5.88	2	2.94	68	100
5	I am proud to tell others that I am part of this organization	20	29.41	30	44.11	13	19.11	5	7.35	0	0	68	100
6	This organization really inspires the very best in the way of job performance	25	36.76	35	51.47	6	8.82	2	2.94	1	1.47	68	100
7	I really care about the fate of this organization	22	32.35	33	48.52	8	11.76	3	4.41	2	2.94	68	100

Source, Own, Survey 2020

In the above table 8,(item1) shows that, half of sample respondents agree 36(52.94%) and followed those who answered strongly agree 17(25%) and disagree 7(10.29%) while those who answered strongly disagree 5(7.35%) and the least is those answered neutral 3(4.41%).Therefore, the above data shows that most of the respondents answered agreed on they willing to put in great deal of effort beyond that normally is expected in order to help this organization to be successful (52.94%).

As table 8, (item 2) indicates, majority of respondents disagree 27(39.70%) and followed those who answered agree 15(22%) and strongly disagree 13(19.11%) while those who answered strongly agree 6(8.82%). And some employees that were neutral to the issue are 7(10.29%).Therefore, the above data show as majority of the respondents answered disagreed on they feel little loyalty to this organization (39.70%).

In the above table 8,(item3) shows that, majority of sampled respondents agree 25(36.76%) and followed those who answered disagree 24(35.29%) and strongly disagree 12(17.64%) while those who answered strongly agree 4(5.88%) and the least is those answered neutral 3(4.41%).Therefore, the above as majority of the respondents answered agreed on they talk about this organization to friends that it is good to work in(36.76%).

From the above table 8, (item 4), majority of sampled respondents agree 28(41.17%) and followed those who answered disagree 23(33.82%) and strongly agree 11(16.17%) while those who answered strongly disagree 4(5.88%) and the least is those answered neutral 2(2.94%).Therefore, the above data shows that as majority of the respondents answered that agreed on find that they values and the organization values are very similar(41.17%).

As table 8, (item 5) indicates, majority of respondents agree 30 (44.11%) and followed those who answered strongly agree 20(29.41%) and disagree 13(19.11%) while those who answered strongly disagree 7(7.35%). Therefore, the above data shows that as majority of the respondents answered agreed on they are proud to tell others that they are part of this organization (44.11%).

From the above table 8, (item 6), half of sample respondents agree 35 (51.47%) and followed those who answered strongly agree 25(36.76%) and disagree 6(8.82%) while those who answered strongly disagree 2(2.94%) and the least is those answered neutral 1(4.47%).Therefore, the above data shows that, as most of the respondents answered agreed on their organization really inspires the very best in the way of job performance(51.47%).

As table 8, (item 7) indicates, majority of respondents agree 33 (48.52%) and followed those who answered strongly agree 22(32.35%) and disagree 8(11.76%) while those who answered strongly disagree 3(4.41%) and the least is those answered neutral 2(2.94%).

4.4. Distributive justice

Table 4.9: Distributive justice and their percentage analysis

No	Item associated to Distributive justice	Respondents response											
		Strongly agree		Agree		Disagree		Strongly disagree		Neutral		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I received the evaluation that I disserved	13	19.11	26	38.23	10	14.70	4	5.88	15	22.05	68	100
2	The evaluation reflects the quality of my performance	10	14.70	29	42.64	13	19.11	7	10.29	9	13.23	68	100

3	An independent observer from outside organizations would have made similar Judgment about my performance:	14	20.58	28	41.17	12	17.64	8	11.76	6	8.82	68	100
4	I consider the evaluation fair	10	14.70	20	29.41	16	23.52	13	19.11	13	19.11	68	100

Source, Own, Survey 2020

As table 9, (item 1) indicates, majority of respondents agree 26(38.23%) and followed those who answered neutral 15 (22.05%) and strongly agree 13(19.11%) while those who answered disagree 10(14.70) and the least is those answered strongly disagree 4(5.88%).

From the above table 8, (item 2), majority of sample respondents agree 29 (42.64 %) and followed those who answered disagree 13 (19.11%) and neutral 9(13.23%) while those who answered strongly agree 10(14.70%) and the least is those answered strongly disagree 7(10.29%).

From the above table 9, (item 3), half of sample respondents agree 28 (41.17%) and followed those who answered strongly agree 14(20.58%) and disagree 12(17.64%) while those who answered strongly disagree 8(11.76%) and the least is those answered neutral 6(8.82%). As table 9, (item 4) indicates, majority of respondents agree 20 (29.41%) and followed those who answered disagree 16(23.52 %) and strongly disagree 13 (19.11%) while those who answered neutral 13(19.11%) and the least is those answered strongly disagree 10 (14.70%).

4.5. Procedurally justice

Table 4. 10: procedurally justice and percentage analysis.

NO	The rules, policies and procedures used to evaluate my performance are	Number of Respondents	Percentage %
1	Very good	5	7.35
2	Good	13	19.11
3	Fair	21	30.88

4	Improper	22	32.35
5	Neutral	7	10.29
Total		68	100

Source, Own, Survey 2020

From the above table(10) indicates, we can show that around (26.46%) of employees said very good and good , (30.88%) answered as fair and(32.35%) answered as improper but (10.29%) of employees are neutral.

4.6. Response of corrective justice

Table 4. 11 Response of corrective justice and its percentage analysis.

NO	Conflicts and injuries are solved correctly in the organization	No of Respondents	Percentage %
1	Strongly agree	3	4.41
2	Agree	6	8.82
3	Disagree	28	41.17
4	Strongly disagree	20	29.41
5	Neutral	11	16.17
Total		68	100

Source, Own, Survey 2020

Based on the above table (11) indicates, most of the employees (41.17%) and (29.41%) answered as disagree and strongly disagree respectively about the issue of corrective justice in the organization. Whereas answered (8.82%) and (4.41) of employees answered as agree and strongly agree respectively have said that there is corrective justice. There are also some employees (16.17%) who have answered as neutral.

4.7. Job hopping

Table 4. 12: Job hopping and percentage analysis.

No	Item associated to job hopping	Respondents response											
		Strongly agree		Agree		Disagree		Strongly disagree		Neutral		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	To me switching job is kind of fun	24	35.29	30	44.11	10	14.70	3	4.41	1	1.47	68	100
2	I switch job because my colleagues do	23	33.82	30	44.11	9	13.23	4	5.88	2	2.94	68	100
3	I tend to change job for no apparent reasons	31	45.58	26	38.23	4	5.88	2	2.94	5	7.35	68	100

Source, Own, Survey 2020

From the above table 12 , (item 1), majority of sample respondents agree 30 (44.11 %) and followed those who answered strongly agree 24 (35.29%) and disagree 10(14.70%) while those who answered strongly disagree 3 (4.41%) and the least is those answered neutral to the issue 1(1.47%).Therefore, the above data shows as majority of the respondents answered agreed on the switching of job is kind of fun (44.11%).

As table 12, (item 2) indicates majority of sample respondents agree 30 (44.11 %) and followed those who answered strongly agree 23(33.82%) and disagree 9(13.23%) while those who answered strongly disagree 3 (4.41%) and the least is those answered neutral to the issue 2(2.94%).Therefore, the above data shows as majority of the respondents answered agreed on they tend to change of job is no apparent reasons (44.11 %).

From the above table 12,(item 3) indicates, we can show that ,31(45.58%) of sample respondents strongly agree and followed those who answered agree 26(38.23%) and disagree 4(5.88%) those who answered neutral 5(7.35%) and the least is those answered strongly disagree to the issue 2(2.94%).

CHAPTER FIVE

5-CONCLUSION AND RECOMMENDATION

5.1 CONCLUSIONS

This section deals with the general finding of the study that the researcher found out throughout the study. The researcher concluded the study as follows.

Based on the information provided by Ethio telecom employees about payment satisfaction, most of the employees were satisfied with their pay because most employees said the payment is fair and adequately enough. So, satisfaction with pay cannot be factor for employee turnover.

There was high dissatisfaction with nature of working environment in Ethio telecom that leads to turnover of employees. This is because working environment of hawassa town Ethio telecom was not satisfactory for most of the employees.

Absence of good supervision mechanism in Ethio telecom is also a major contributing factor for turnover.

Employees of Ethio telecom were highly committed to the organization. This is good for the performance of the organization and could not be considered as a significant factor for turnover of employees because most of the employees are committed.

Again there is a good distributive justice in the organization. This means that employees of Ethio telecom were treated equally without any discriminatory practice and cannot be factor of turnover.

Procedural justice is another turnover factor to employee turnover but this is not that significant. Its contribution to turnover is very little.

Most of the employees were also unsatisfied with corrective justice of the organization. They said that injuries are not well solved and conflicts also not solved well. This can lead to turn over of employees.

Job hopping is also the main contributing factor of employee turnover in Ethio telecom. This is because most of the employees answered as they are searching another job better than they are currently working.

Finally the result revealed that the following major factors are identified leading to employee turnover in Ethio telecom hawassa branch in order of their severity.

- Dissatisfaction with nature of work environment
 - Absence of good supervision mechanism
 - Absence of procedural justice
 - Absence of corrective justice and
 - Job hopping
- In this organization the payment as for the employees majority of the respondents confirmed that there is fairly and adequately payment.
 - The amount of money getting as most of the employees are claimed that amount of money getting fairly and adequately.
 - Most of the employees are dissatisfied with nature of work as most of the respondents answered dissatisfied with the chance to something that makes use of abilities.
 - In this organization supervision received is discourage from giving extract effort as most of the respondents answered supervision received is the kind that discourage from giving extract effort.
 - The distributive justice, as majority of the respondents answered agreed on the evaluation reflects the quality of their performance.

5.2 Recommendation

Improving overall working conditions have a great role in retaining qualified employees of the organization in place. So, management should assign the right person at the right position, provide the necessary supplies for the activities, and close discussion with lower levels.

Having seen the results, the researcher recommended the organization in the following main points.

❖ Creating good working environment:-

Having good working environment is the primary determinant factor for the success of organization. This environment helps the organization as a motivating factor to have permanent and effective employees. Therefore the organization should create conducive environment that can help employees of the organization to be good performers and achieve the organization.

❖ Having good management Approach:-

Supervision mechanism of the organization should be democratic rather than forceful and punishable. Employees need good freedom to give their effort to the goal of the organization. They may be careless for each and every activities of the organization. They may absent from work or do only when there is a supervisor. So there should be a habit of effective supervision in order to get full potential or commitment of each employee.

❖ **Developing good procedural justice: -**

The procedure that the organization used should be simple to understand and easy to use rather than complex and confusing. Then employees can be good performer and the procedure can help them to perform their work in a good manner unless they might do the job by guessing and this can lead to the failure of the organization.

❖ **Developing goods corrective justice:-**

Corrective justice is a type of justice that corrects injuries or unfair practices in the organization. There should be practice of this justice to solve each discrepancy immediately they occur between the employees themselves or between employees and management of the organization. If not, employees may choose to leave the organization as the one and best solution. This really affects the performance of the organization.

❖ **Making employees don't think about job hopping:-**

The organization can make the employees to forget about leaving a job by providing different motivating mechanisms like bonus, overtime, incentives and different financial and non-financial rewards for their performance. These make employees not to think about turnover to other organizations. These fringe benefits also help the organization to reduce corruption because employees will have enough salary and other benefits. They do not think cheating to get money.

- The research was studied as above I needed to recommend how to reduce the employees turn over from hawassa ethio telecom:-
- the manager should be create the harmony relationship with employees
- Through provide incentive for the employees
- Solving the problems through the open discussion that exist in the hawassa ethio telecom
- Through balance the employees income with their work over load
- Through give the adequate training according to their tasks for the employees .

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APPENDIX
Wolkite University
College of Business and Economics
Department of Management

This questioner is to be answered by the employee of Ethiopian Telecommunication hawassa Branch. The purpose of the questioner is to collect reliable information on the “factors contributing to employee turnover” in the organization. Your honest and kind effort will certainly have significant effect on the result of the study. I would like to express my deepest thanks in advance for your help.

Instruction: put the right sign (✓) on the appropriate box whether you agree or disagree on the point.

1. Demographic factors

1.1 Age(in Number) _____

1.2 Gender Male Female

1.3 How long you are working in Ethiopian Telecommunication in hawassa branch (in Number)

1.4 Title Managerial Non Managerial

1.5 Educational level:

Certificate Degree

Diploma Master

1.6 Income level per Month

Under 1000 1001-1500 1501-2000 2001-2500
 2501-3000 3001-3500 3501-4000 Above 4000

2. Job Satisfaction

1.4 Satisfaction with pay

1.4.1 Considering what it cost to live my pay is

Very adequate Adequate Fair Inadequate
 Very inadequate

1.4.2 For the Job I do, I feel that the amount of money I make is

Very adequate Fair Very inadequate
 Adequate Inadequate

1.4.3 Does the way pay handled around here make it worthwhile for a person to work

Specifically hard?

It definitely encourage hard work It is somewhat encourage had work

It discourage hard work It definitely discourage hard work

Neutral to this issue

1.5 Satisfaction with nature of work

1.5.1 The chance to try my own method of doing the job

Very Satisfied Neutral Very dissatisfied
 Satisfied Dissatisfied

1.5.2 The chance to something that makes use of my abilities

Very Satisfied Dissatisfied Neutral
 Satisfied Very dissatisfied

1.5.3 The freedom to use my own judgment

Very Satisfied Dissatisfied
 Satisfied Very dissatisfied Neutral

1.6 Satisfaction with supervision

1.6.1 Do you ever have the feeling you would be better off working under different supervision?

I almost feel this way I don't feel this way
I feel this way I Never feel this way

2.3.2 The supervision I receive is the kind that

Vary greatly encourage me from giving extra effort
Greatly encourage me giving extra effort
Greatly discourage me from giving extract effort
Very greatly discourage me from giving extra effort Neutral to this issue

1.6.2 How does the way you are treated by those who supervise you influence your overall attitude towards your job?

Very favorable influence Unfavorable Very unfavorable
Favorable Influence Neutral

2 Organizational Commitment

2.4 I am willing to put in great deal of effort beyond that normally is expected in order to Help this organization to be successful

Strongly agree Agree Disagree Strongly disagree Neutral

2.5 I feel little loyalty to this organization

Strongly agree Disagree
Agree Strongly disagree Neutral

2.6 I talk up this organization to my friends good to work

Strongly agree Disagree Neutral
Agree Strongly disagree

2.7 I find that my values and the organization values are very similar:

Strongly agree Disagree Neutral
Agree Strongly disagree

2.8 I am proud to tell others that I am part of this organization

Strongly agree Disagree Neutral

Agree Strongly disagree

3.6 This organization really inspires the very best in the way of job performance

Strongly agree Disagree Neutral

Agree Strongly disagree

3.7 I really care about the fate of this organization

Strongly agree Disagree Neutral

Agree Strongly disagree

3 Distribute justice

4.1 I received the evaluation that I deserved

Strongly agree Disagree Neutral

Agree Strongly disagree

4.2 The evaluation reflects the quality of my performance

Strongly agree Disagree Neutral

Agree strongly disagree

4.3 An independent observer from outside organizations would have made similar
Judgment about my performance:

Strongly agree Disagree Neutral

Agree Strongly disagree

4.4 I consider the evaluation fair

Strongly agree Disagree Neutral

Agree Strongly disagree

4 Procedural Justice

5.1 The rules, policies and procedures used evaluate my performance way.

Proper Fair Neutral

Equitable Improper

5 Corrective justice

5.4 Conflicts and injuries solve correctly in the organization

Strongly agree Disagree Neutral

Agree Strongly disagree

6 Job hopping

6.4 To me switching job is kind of fun

Strongly agree

Disagree

Neutral

Agree

Strongly disagree

7.2 I switch job because my colleagues do so

Strongly agree

Disagree

Neutral

Agree

Strongly disagree

7.3 I tend to change job for no apparent reasons

Strongly agree

Disagree

Neutral

Agree

Strongly disagree