

Factors affecting employee turnover (A Case of Ethio telecom, Wolkite Branch)



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ECONOMICS UNDER GRADUATE STUDIES DEPARTMENT OF
MANAGEMENT**

**FACTORS AFFECTING EMPLOYEE TURNOVER IN (A CASE OF ETHIO
TELCOME , WOLKITE BRANCH)**

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APPROVED BY BOARD OF EXAMINERS

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Abstract

Employee turnover presents a significant challenge for human resource managers in today's work environment, as increasingly confident and skilled employees exhibit greater mobility. This study aimed to identify the main factors affecting employee turnover at Ethio Telecom Wolkite Branch. To answer the research questions, the study utilized both primary and secondary data sources. Primary data were collected from employees through structured questionnaires and from a manager through an unstructured interview. Secondary data consisted of relevant published documents from the organization. The sample size was determined using census sampling technique.

The collected data were analyzed using descriptive statistical methods, including tables, averages, and percentages. The study found that dissatisfaction with the nature of work environment, absence of a good supervision mechanism, lack of procedural justice, lack of corrective justice, and job hopping are major factors affecting employee turnover at Ethio Telecom in Wolkite Branch. Consequently, these factors affect to employee turnover, potentially leading to loss of qualified employees for the organization .

The study recommends that the organization create a good working environment, adopt a good management approach, develop fair procedural justice, implement effective corrective justice, and address factors that lead employees to consider job hopping.

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CHAPTER ONE

1 Introduction

1.1 Background 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 and connected Harrar, a major trade center in the eastern region, with Addis Ababa, the capital city. 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, were the only two locations with international connections.

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). In the early years of the 19th century, a group of French experts undertook a project to study and restructure Ethiopia's telecommunications and postal administrations. This took more than two years (1909-11) and became the cornerstone for the establishment of the country's Ministry of Posts, Telegraph, and Telephone. As the century progressed, demand for telephone service grew at a rapid pace, and new stations extending in different directions were added in various parts of the country.

It has been nearly one hundred years since the telephone was introduced in Ethiopia and about four decades since a systematic approach to the development of the country's telecommunications was adopted. In that time, many observers, including the World Bank (see, for example, its World Development Report, 1983) have rated Ethiopia's achievements in the telecommunications sector in relation to other developing countries as good. Indeed, in terms of telephone density, quality of service, labor productivity, and affordability, the Ethiopian telecommunications service compares favorably with many African countries.

Ethio Telecom remains a public monopoly, though recent reforms have opened the door to partial liberalization and foreign investment. The organization plays a critical role not only in communication services but also in digital banking, e-commerce, and national infrastructure development. With over 60 million mobile subscribers as of 2023, it is one of the largest telecom providers in East Africa. The institution employs thousands across the country in a variety of roles, from technical experts to customer service representatives. However, the company's long-standing challenges in managing human capital, especially in remote branches like Wolkite, have exposed deep-seated HR management issues.

Network

The Ethiopian telecommunications network consists of an integrated system of cables, manual and automatic exchanges, and microwave radio relay systems, satellite earth stations, and customer premises equipment. The Ethiopian telecommunications network uses a combination of traditional and modern transmission media. Most of the 506 cities and towns with telephone services are interconnected with open wire lines as are all links carrying light traffic between small-to medium-sized towns. The backbone of Ethiopia's long distance transmission system is the 960-channel microwave radio relay system.

The overall goal of Ethio Telecom includes ensuring and institutionalizing an internationally recognized world-class telecom infrastructure and telecom service provision with the primary target of operational quality and efficiency, profitability, customer satisfaction and capacity building of workforce.

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.
- Build its managerial capability that enables Ethio telecom to operate an international standard.

1.2. Background of the study

Employee turnover has become one of the most pressing challenges facing organizations globally, particularly in industries that rely heavily on service delivery and customer interaction. High employee turnover undermines organizational continuity, incurs significant financial costs, and weakens morale among remaining staff. The telecommunications sector, as a dynamic and rapidly evolving industry, is particularly vulnerable to such workforce disruptions. In the context of developing countries like Ethiopia, where state-owned enterprises often dominate strategic sectors, understanding the root causes and consequences of turnover is crucial for maintaining national service delivery and institutional resilience.

Ethio Telecom, Ethiopia's sole telecommunications service provider, has undergone substantial transformation in recent years. Following Ethiopia's broader economic liberalization agenda, Ethio Telecom began implementing a series of internal restructuring and capacity enhancement measures to improve efficiency and competitiveness. Despite these reforms, the organization continues to experience noticeable levels of employee turnover, particularly at the regional and branch levels, where employee dissatisfaction, limited career growth, and perceived managerial inadequacies persist.

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

manger cannot provide this continuity, business operation will 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 affect 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 will be satisfies more of their needs.

The study was conducted in region four, Wolkite town at Ethio telecom. This organization is found at 158 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 factors affecting employee turnover, no research (study) has yet examined the great 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....What factors affect employee turnover in the organization?
- 2....How those factors affect performance of the organization?
- 3....What measures are taken by the organization to alleviate these factors?

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 affect employee turnover in Ethio telecom Wolkite 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. Clearly Identifying the basic factors of employee turnover in Ethio telecom Wolkite Branch
2. To know the extent of those factors in affecting the performance of the organization
3. To know measures those were taken by the organization to reduce employee turnover in the organizations.

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 research regarding the factors affecting employee turnover to business success.
- The study is also useful for Ethio Telecom, Wolkite 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 affect Employee turnover. The study was conducted in Wolkite town, at Ethio telecom office.

This study was conducted in 20017E.c starting from the month of November title selection through many advisory consultants up to the month of May 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 has faced the following major limitations.

- a) Involuntariness of the organization to provide needed source of secondary data.
- b) Carelessness of respondents to fill the questionnaires.
- 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 center 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 (Phillip, 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, un challenging 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.Frnch,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 there have not negative impact on the organization functioning and also on the service the service delivered to the customers. We can divide this turnover in to.

(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 un related 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.

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 moral 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 beliefs in your business, if they are presented with a better offer they will 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 feedback for one's contributions
- Personal support from one's supervisor
- Efforts above and beyond the minimum.
- Understanding the link between one's 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 employee will have a wondering eye "

2.4 Causes of Employee turn over

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 there for 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, material states, experience and tenure.” These demographic and personal characteristics whiter directly or indirectly affect the employee turnover. The study by home and Griffect (1995), disclose that “women did not quite 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 whom 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.

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 would be 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 should make a note of what all benefits other organizations are providing, which may attract their current employees.

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.

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 should 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).

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

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:

- Financial impact
- Work force impact
- 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 term survival. Brereton et. At (2003) Every time an employee leaves & has to be replaced an operation incurs 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 start up 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 some thing about human capital (work force). Human capital is the knowledge, skills, competencies and attributes that facilitate the control of personal social and economic well being.

This human capital affected by employee turnover negatively. Companies will be 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 will 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).

- Regularly monitor employee turnover in your organization
- Improve your hiring practice
- Provide realistic job premium
- Orient new employees properly and give them the support they need
- Make sure your training programs are effective
- Evaluate employees consistently and fairly ‘Improve selection and to better mach applicants to jobs to avoid voluntary turn over

- Bonus helps to retain employees from leaving the organizations
- Internal promotion can help an organization keep employees because individuals believe they have opportunities for career advancement to stay in the organizations.

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research design

The researcher used descriptive type of research design. The study was focused on factors affecting employee turnover. It was conducted for the purpose of identifying factors that have major affect to turnover of employees of Ethio telecom wolkite branch with total employees as a target population. The researcher used census sampling technique. The study used both primary and secondary sources of data. Primary sources were employees of the organization, where as secondary sources were written documents and some other observed materials of the organization working environment. These data were 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 took around 7months from November to May 2017E.c.

3.2 sources of data

In order to have complete information about the study, the researcher used both primary and secondary sources of data; primary sources were the employees of Ethio Telecom Wolkite branch organization and other concerned bodies. Where as secondary sources were books, magazines and reliable internet.

3.3Method of data collection

To obtain relevant and necessary information, the researcher has 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 were not included in the questionnaire part of the study

3.4 Sampling Technique

The researcher used census 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 37 sample sizes. This size obtained from the total population of 37 which contains 21(63.64%) males and 12(36.36%) female employees in the organization .

3.6 Method of data analysis

After the data were collected, the researcher processed, analyzed and interpreted them. The data from the questionnaires were manually checked by using tally sheet and at the same time information were checked for completeness and errors were omitted in the variable taken under study. This involved the data processing which includes editing, coding and classifying the collected data. The processed data were 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 were 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 37 employees of WOLKITE town Ethio telecom were aimed to be collected and investigated. Then 37 were prepared and distributed to the employees of the organization. Among those, 33 were filled and collected properly while the remaining 4 were not collected because of some reasons like carelessness of some employees, absence of some employees during data collection & some took the questionnaire and forget it at their home. The result of the study is discussed as follows.

Table 1 DEMOGRAPHIC VARIABLES

| Age level | No of respondents | Percentages % |
|------------|-------------------|---------------|
| 24-27 | 1 | 3.03 |
| 27-30 | 3 | 9.09 |
| 31-33 | 4 | 12.12 |
| 33-36 | 7 | 21.21 |
| 36-39 | 10 | 30.30 |
| 39-42 | 5 | 15.15 |
| 42-45 | 3 | 9.09 |
| Total | 33 | 100 |
| Gender | No of respondents | Percentage% |
| Male | 21 | 63.64 |
| Female | 12 | 36.36 |
| Total | 33 | 100 |
| Tenure | No of respondents | Percentage% |
| 2-4 | 1 | 3.03 |
| 4-6 | 2 | 6.06 |
| 6-8 | 3 | 9.09 |
| 8-10 | 5 | 15.15 |
| 10-12 | 6 | 18.18 |
| 12-14 | 8 | 24.24 |
| 14-16 | 6 | 15..15 |
| 16-18 | 2 | 6.06 |
| Total | 33 | 100 |
| Title | No of respondents | Percentage% |
| Managerial | 7 | 21.21 |
| Non Manage | 26 | 78.79 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

From the above table we can show that the highest percentage (30.30%) employees found in the age group of 36-39 and the next highest percentage (21.21%) of employees found in the age group of 33-36 while lowest percentage (3.03%) of employees found in the age group of 24-27 and are 4 in figure. Generally, we can conclude that most of the employs of Wolkite town Ethio telecom (51.51%) found in the age group of 33-39 in which adult peoples are found. This indicates that employs of Wolkite town Ethio-telecom have more experience because they are matured enough.

IN gender, tenure and title aspect we can conclude that about (63.64%) of employees are males and remaining (36.36%) are females. While tenure distribution shows that (45.45%) of employees have 12 and above year of service in the organization and very small amount (3.03%) 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 more than a lot. From title distribution we can see that (21.21%) of employees from the sample are at managerial position while the remaining (78.79%) employees are non managerial position. This means that large amount of employees are supervised by one individual. In other words there is large span of control in the organization (large number of employees per a manager).

Table 2 educational& Income level distribution

| Variable | No of Respondents | Percentage |
|------------------|-------------------|------------|
| Education | Certificate | 0 |
| | Diploma | 12 |
| | Degree | 17 |
| | Master | 4 |
| | Above | 0 |
| Total | 33 | 100 |
| Income per month | <1000 | 0 |
| | 1000-1500 | 1 |
| | 1500-2000 | 2 |
| | 2000 -2400 | 4 |
| | 2500-3000 | 6 |
| | 3500-4500 | 7 |
| | 3550-4000 | 10 |
| | >4000 | 3 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

According to the above table education level of Wolkite town Ethio telecom employees is Diploma and Degree. This is what we call more educated part in Ethiopian context. About

51.52% and above is degree and only 36.36% are Diploma. But No certificate and there is 4 master employees from the sample taken who one of is the manager of Human recourse. From Income distribution most of employees are considered to be high income level employees because around 90.9% are in the income level of 2000-4000. There are also some employees (9.09%) who earn above 4000 per month. This means that income level cannot be a factor for turnover of Wolkite town Ethio telecom employees.

Table3. Satisfaction with pay and percentage analysis

| Payment | No of Respondents | Percentage % |
|-----------------|-------------------|--------------|
| Very adequate | 5 | 15.15 |
| Adequate | 9 | 27.27 |
| Fair | 11 | 33.33 |
| Inadequate | 4 | 12.12 |
| Very Inadequate | 4 | 12.12 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

According to the information provided in the above table, satisfaction with pay is negatively related to turn over intention because most of the employees (33.33%) and (27.27%) said that the income earned monthly is fairly and adequately enough respectively. There are also some employees who said that the income they are getting is very adequate enough. But around (24.24%) employees of the organization answered the income is inadequate and very inadequate enough. Generally, satisfaction with pay cannot be considered as a factor for turnover of employees in the organization,

Table 4 Satisfaction with Nature of work and their percentage analysis

| Nature of work | No of Respondents | Percentage % |
|-------------------|-------------------|--------------|
| Very satisfied | 4 | 12.12 |
| Satisfied | 5 | 15.15 |
| Dissatisfied | 8 | 24.24 |
| Very Dissatisfied | 9 | 27.27 |
| Neutral | 7 | 21.21 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

In the above table most of the employees (24.24%) and (27.27%) are not satisfied by the nature of work because they answered dissatisfied and very dissatisfied respectively. While around (21.21%) employees are neutral to this idea.

Therefore, the nature of work is very significant factor to turn over intention at Wolkite town ethio telecom.

Table 5 Satisfaction with supervision & their percentage analysis

| Relation with immediate supervisor | No of Respondents | Percentage % |
|------------------------------------|-------------------|--------------|
| Very favorable | 5 | 15.15 |
| favorable | 8 | 24.24 |
| un favorable | 11 | 33.33 |
| Very unfavorable | 6 | 18.18 |
| Neutral | 3 | 9.09 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

According to the above table more than a half (33.33%) answered unfavorably and around (18.18%) and (24.24%) of employees answered very favorably & favorably respectively. But there are some employees who were neutral to the idea. This includes (9.09%) of the total sample size.

Generally, satisfaction with supervision was the main significant factor of employee turnover in wolkite town Ethio telecom.

Table 6 Organizational commitment and percentage analysis .

| Organizational commitment | No of Respondents | Percentage % |
|---------------------------|-------------------|--------------|
| Strongly agree | 12 | 36.36 |
| Agree | 10 | 30.30 |
| Disagree | 6 | 18.18 |
| Strongly disagree | 3 | 9.09 |
| Neutral | 2 | 6.06 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

According to the table presented above around (66.66%) employees are committed to the organization because they answered as agree and strongly agree. But the remaining employees were not committed or have less organizational commitment. There were some employees that were neutral to the issue. So, we can conclude that organizational commitment cannot be a factor to turnover of employees of Wolkite town Ethio telecom.

Table 7 Distributive justice and their percentage analysis .

| Distributive Justice | No of Respondents | Percentage % |
|----------------------|-------------------|--------------|
| Strongly agree | 9 | 27.27 |
| Agree | 9 | 27.27 |

| | | |
|-------------------|----|-------|
| Disagree | 5 | 15.15 |
| Strongly disagree | 3 | 9.09 |
| Neutral | 7 | 21.21 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

As the result percentage above (54.54%) of employee said that there was equal treatment of employees in the origination but around (24.24%) of employees have said that there is no equal treatment in the organization. The remaining (21.21%) of employee were answered as neutral. Therefore, we can say that there is application of distributive justice in the organization. There is equal treatment of employees. So, distributive justice cannot be a factor for employee turnover in the organization.

Table 8 procedural justice and percentage analysis.

| Company policy | No of Respondents | Percentage % |
|----------------|-------------------|--------------|
| Proper | 4 | 12.12 |
| Equitable | 6 | 18.18 |
| Fair | 9 | 27.27 |
| Improper | 8 | 24.24 |
| Neutral | 6 | 18.18 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

From the above table, we can show that around 30.3% of employees said proper and equitable, 27.27% answered as fair and 24.24% answered as improper but 18.18% of employees are neutral. This is generally to say that procedural justice can be a factor for turnover of Wolkite town Ethio telecom but not that much.

Table 9 Response of corrective justice and its percentage analysis.

| Corrective Justice | No of Respondents | Percentage % |
|--------------------|-------------------|--------------|
| Strongly agree | 4 | 12.12 |
| Agree | 5 | 15.15 |
| Disagree | 10 | 30.30 |
| Strongly disagree | 8 | 24.24 |
| Neutral | 6 | 18.18 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

Based on the above result, most of the employees (30.30%) and (24.24%) answered as disagree and strongly disagree respectively about the issue of corrective justice in the organization. Whereas 27.27% of employees have said that there is corrective justice. There are also some employees (18.18%) who have answered as neutral. Generally, we can say that corrective justice is one of the main factors of turnover at Wolkite town Ethio telecom because most of the employees disagree with the idea.

Table 10 Job hopping and percentage analysis.

| Intention to leave the office | No of Respondents | Percentage % |
|-------------------------------|-------------------|--------------|
| Strongly agree | 4 | 12.12 |
| Agree | 4 | 12.12 |
| Disagree | 8 | 24.24 |
| Strongly disagree | 12 | 36.36 |
| Neutral | 5 | 15.15 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

In the result above, employees who have answered strongly disagree were (36.36%) and disagree (24.24%) of the total sample taken

While around (24.24%) of employees agreed with the idea of job hopping but the remaining (15.15%) employees of the organization were neutral to the issue.

So, job hopping is the main affecting factors of employee turnover in Wolkite town Ethio telecom.

Table 11 Turnover Intention and percentage analysis.

| Turnover intention | No of Respondents | Percentage % |
|--------------------|-------------------|--------------|
| Strongly agree | 7 | 21.21 |
| Agree | 2 | 6.06 |
| Disagree | 12 | 36.36 |
| Strongly disagree | 9 | 27.27 |
| Neutral | 3 | 9.09 |
| Total | 33 | 100 |

Sources, employees' questionnaire, 2025

From the above table, we can understand that most of the employees don't like the idea turnover because their response showed that about (36.36%) and (27.27%) of employees disagree and strongly disagree to the idea of turn over intention. Around (27.27%) of employees were Generally, turnover intention cannot be considered as affecting factor of employee turnover at Wolkitetown Ethio telecom.

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 Wolkite town Ethio telecom was not satisfactory for most of the employees.
- Absence of good supervision mechanism in Ethio telecom is also a major 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.
- 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 turnover of employees.
- Job hopping is also the main factor affecting 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 as factors affecting employee turnover in Ethio telecom Wolkiite 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

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.

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Appendix
WolkiteUniversity
College of Business and Economics
Department of Management

This questioner is to be answered by the employee of Ethiopian Telecommunication Wolkite Branch. The purpose of the questioner is to collect reliable information on the “factors affecting 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 Wolkite branch (in Number)

1.4 Title Managerial Non Managerial

1.5 Educational level:

| | | | | |
|-------------|--------------------------|--------|--------------------------|---------------|
| Certificate | <input type="checkbox"/> | Degree | <input type="checkbox"/> | above specify |
| Diploma | <input type="checkbox"/> | Master | <input type="checkbox"/> | it _____ |
| | <input type="checkbox"/> | | <input type="checkbox"/> | |

1.6 Income level per Month

| | | | |
|------------|--------------------------|------------|--------------------------|
| Under 1000 | <input type="checkbox"/> | 2001-2500 | <input type="checkbox"/> |
| 1001-1500 | <input type="checkbox"/> | 2501-3000 | <input type="checkbox"/> |
| 1501-2000 | <input type="checkbox"/> | 3001-3500 | <input type="checkbox"/> |
| | | 3501-4000 | <input type="checkbox"/> |
| | | Above 4000 | <input type="checkbox"/> |

2. Job Satisfaction

1.4 Satisfaction with pay

1.4.1 Considering what it cost to live my pay is

| | | | | | |
|---------------|--------------------------|------------|--------------------------|-----------------|--------------------------|
| Very adequate | <input type="checkbox"/> | Fair | <input type="checkbox"/> | | |
| Adequate | <input type="checkbox"/> | Inadequate | <input type="checkbox"/> | Very inadequate | <input type="checkbox"/> |

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

| | | | | | |
|---------------|--------------------------|------|--------------------------|-----------------|--------------------------|
| Very adequate | <input type="checkbox"/> | Fair | <input type="checkbox"/> | Very inadequate | <input type="checkbox"/> |
| | <input type="checkbox"/> | 29 | <input type="checkbox"/> | | |
| | <input type="checkbox"/> | | <input type="checkbox"/> | | |

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 in 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 over all attitude towards your job?

Very favorable influence

Unfavorable

Favorable Influence

Very unfavorable

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 Disagree
Agree Strongly disagree Neutral

2.5 I feel little loyalty s 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 res the very best in the way of job performance
Strongly agree Disagree Neutral
Agree Strongly disagree

3.7 I really care about the 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 refle^s quality of my performance
Strongly agree Disagree Neutral
Agree strongly disagree

4.3 An independent er 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 apparent reasons

Strongly agree Disagree Neutral
 Agree Strongly disagree

7 Turn over Intention

8.1 I will likely actively look for a new job next year

Strongly agree Disagree Neutral
 Agree Strongly disagree

8.2 I often think about quitting

Strongly agree Disagree Neutral
 Agree Strongly disagree

8.3 Probably look for a new job next year

Strongly agree Disagree Neutral
 Agree Strongly disagree

9.1 If I leave my current job, I would be able to find another job as good as the present one

Strongly agree Disagree Neutral
 Agree Strongly disagree

9.2 If I have to leave this job, I would have another job as good as this one within a month

Strongly agree Disagree Neutral
 Agree Strongly disagree