

ASSESSMENT OF EMPLOYEE TURNOVER AT WOLKITE UNIVERSITY
SPECIALIZED HOSPITAL.



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Abstract

This study focuses on the assessment of employee turnover at Wolkite University Specialized Hospital, with the general objective of evaluating the factors contributing to employee turnover within the organization. High employee turnover rates may jeopardize efforts to attain organizational objectives and can lead to significant challenges in maintaining a stable workforce. When critical employees leave, it can adversely impact innovation, consistency in service provision, and the overall operational efficiency of the hospital.

The research design employed in this study was descriptive in nature, allowing for the collection of structured data through questionnaires and interviews. Primary data was gathered using these tools, while secondary data was collected from both published and unpublished materials. A Stratified random sampling technique was utilized to select sixty-two (62) respondents from various employee levels, including health, administrative, and medical staff within the hospital. A medium response rate of 93.55% (58 respondents) was achieved through personal data collection methods, providing a solid basis for analysis using percentages and tables. The study identified workload as the primary cause of employee turnover at Wolkite University Specialized Hospital. Additionally, the findings indicated that high turnover rates create challenges in attracting new staff and maintaining a cohesive team. To mitigate turnover rates, it is recommended that management review employee service conditions and ensure that the working environment is conducive to employee satisfaction. Overall, this study highlights the critical aspects of employee turnover at Wolkite University Specialized Hospital.

key words :Factors Contributing, Workforce Stability,Workload Staff Retention

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Employee turnover is the net result of employees leaving an organization and new ones joining. High turnover rates often indicate underlying issues within an organization, suggesting employee dissatisfaction with their jobs or the work environment, leading them to seek employment elsewhere (John & Ivancevich , 1989). This can create challenges for recruitment and potentially impact the organization's reputation.

Significant employee turnover presents a considerable obstacle for both the departing workers and the hospital itself. For workers, it can imply a lack of skill development and reduced efficiency. For the hospital, it can lead to disruptions in operations and potential challenges in maintaining consistent service levels. While some level of turnover is natural, such as through retirement and the introduction of new staff, excessive turnover can negatively affect worker efficiency and hinder the optimal utilization of an organization's human resources (Marmora, 1992).

Every organization, regardless of its profit status, is established to achieve specific objectives. Human resources are a critical component in achieving these goals, enabling the effective utilization of all other resources. The success or failure of an organization is significantly influenced by the caliber and quality of its workforce. Therefore, to ensure organizational success, human resources should be managed systematically. One key aspect of this is understanding and addressing employee turnover (Mathis, 1997).

The significant attention paid to the topic of turnover stems from its potential impact on an organization. Many researchers suggest that high turnover rates, if not managed effectively, can negatively affect an organization's overall functioning (Johnson, 2006). This study assesses employee turnover at Wolkite University Specialized Hospital, focusing on understanding its extent and potential contributing factors within this specific context.

1.2 Statement of the Problem

While a certain level of employee turnover is a natural organizational phenomenon, potentially bringing fresh perspectives and opportunities for improvement (Grobler et al., 2006), excessive turnover poses significant challenges, including increased human resource costs and workforce instability. In the dynamic health care environment, retaining a qualified and motivated workforce is particularly critical for service-oriented organizations like Wolkite University Specialized Hospital, where employees are fundamental to delivering effective and efficient patient care and achieving organizational goals.

Although there is a perceived increase in employee turnover at Wolkite University Specialized Hospital, specific data quantifying the extent and trends of this turnover over time remain undocumented.

Furthermore, the underlying factors contributing to this rising turnover within the unique context of the hospital are currently unknown. This lack of understanding hinders the development of targeted interventions to mitigate the issue. Consequently, the specific impacts of this increased turnover on the hospital's operational efficiency, service quality, and the well-being of remaining staff have not been thoroughly investigated. Moreover, it is unclear whether any formal employee retention strategies are currently in place at the hospital and, if so, their effectiveness in addressing the rising turnover. Finally, there is no existing comparative analysis to benchmark Wolkite University Specialized Hospital's turnover rates against similar healthcare institutions, making it difficult to ascertain the relative severity of the problem.

Therefore, this study seeks to comprehensively assess the current state of employee turnover at Wolkite University Specialized Hospital by quantifying its extent, identifying the key contributing factors specific to the hospital environment, evaluating its impact on hospital operations and remaining staff, and examining the effectiveness of any existing retention strategies. The findings of this research will provide valuable insights for developing evidence-based strategies to improve employee retention and ensure a stable and high-performing workforce at Wolkite University Specialized Hospital.

1.3 Research Questions

At the end of the study, the researchers will attempt to answer the following basic questions:

1. What are the trends in employee turnover at Wolkite University Specialized Hospital?
2. What are the the primary reason of employee turnover at Wolkite University Specialized Hospital?
3. What measures has the hospital implemented to reduce employee turnover?

1.4 Objectives of the Study

1.4.1 General Objective of the Study

The main objective of the study is to assess employee turnover at Wolkite University Specialized Hospital.

1.4.2 Specific Objectives

The specific objectives of the study are:

1. To investigate trends in employee turnover at Wolkite University Specialized Hospital.
2. To identify the major factors that contribute to employee turnover.
3. To analyze measures implemented by the hospital to reduce employee turnover.

1.5 Significance of the Study

The outcome of this study will provide valuable insights to Wolkite University Specialized Hospital regarding the current state of employee turnover. Understanding the extent of turnover will help the hospital identify areas needing attention and develop strategies to manage it effectively. This research can assist the hospital in formulating important strategies to improve employee retention and maintain a stable workforce. Furthermore, this study contributes to the researcher's academic experience as a requirement for a Bachelor's degree in Management. The findings can also serve as secondary data for future researchers interested in related

topics, potentially encouraging further investigation into employee turnover within similar contexts.

1.6 Scope of the Study

This study focuses specifically on the assessment of employee turnover within Wolkite University Specialized Hospital, geographically located in the Gurage zone. The research was conducted solely among the hospital's employees, including administrative staff, health professionals, and medical personnel. Due to limitations in time, finances, and other resources, the study did not encompass all potential issues within the organization.

1.7 Limitations of the Study

A significant limitation encountered during this study was the scarcity of previous research on similar topics within the Ethiopian context, which posed a challenge for developing a comprehensive literature review at the national level. Additionally, the study faced some limitations due to unreturned questionnaires and unanswered questions from respondents.

1.8 Organization of the Report

The report of this research will be structured as follows:

The first chapter will introduce the background of the study, state the problem, outline the objectives, and present the significance, scope, and limitations of the study. The second chapter will consist of a review of relevant literature. The third chapter will detail the research methodology employed. The fourth chapter will present the analysis and interpretation of data collected from primary and secondary sources. Finally, the fifth chapter will provide a discussion of the findings, draw conclusions, and offer recommendations.

CHAPTER TWO

2. LITRATURE REVIEW

2.1. DEFINITION OF EMPLOYEE

Different authors have definition of employee turnover. A working definition of employee turnover was provided by Mach (1983) as asset unbent movement of employees of beyond the organization this definition distinguish turnover from temporary layoffs as well from inter organization, promotion or transfers. Another person called Edwin Philipp(1980) depend employee turnover in broadest sense as the movement in to and to an organization by workforce for Philips(1987) employee attrition labor turnover letters to all forms of subtraction from the labor force in the form of resignation, dismissals, death and retirement.

Employee s turnover can be very problematic for large, medium, and small organizations. All organizations can expect some degree of employee turnover. Indeed a certain degree of employee turnovers may be desirable since it creates opportunities to the introduce competence, new ideas and experience to the organization, as well providing career development opportunities for existing workers. Though employee's turnover is however, is costly both to the individual organizations and the economy as a whole. It also affects moral, profitability, efficiency and productivity as well. Durbin (2000)

Meyer (2001) also said that employee's turnover may be due to a particular cause, but they can also be an indication of more fundamental organizational problems. Establishing the cause and working out for a solution may, therefore, calls for re-examination of the organization policies and procedures. It may be difficult for those within the organizations to conduct this with degree of rigor and objectives required and therefore it is advisable to involve someone or group of people outside the organizations undertake this task.

Amstrong (2011) argues that the prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover. This practice can be regularly observed at all level of the economic ladder, from executives and generously paid

professionals in high- stress positions to entry-level workers in relatively undemanding jobs. Employee's turnover tends to be higher in environments where employees feel they are taken advantage of, where they feel undervalued or ignored and where they feel helpless or unimportant. Clearly, if managers are impersonal, arbitrary and demanding, there is a greater risk of turnover (Hom and Griffeth, (2001). Allen (2000) pointed out that employees turnover can be expensive. Although the actual cost are difficult to estimate. To get indication, organizations can start adding up the most obvious expenses: those of advertising, recruitment and supervisory time.

2.2. Types employee turnover

Nugent (2009) concluded that employee turnover can be defined as a percentage of figures which shows the rate at which employees move in and out of the organization. However, this figure most likely represents both controllable turnover (controllable by the organization) and uncontrollable turnover. Controllable turnover is "voluntary" by the employee, while uncontrollable turnover is "involuntary" (for example, retirement, death, or spouse transfer). Turnover may be functional, where the employee's departures produce a benefit for the organization, or dysfunctional, where the departing employee is someone the organization would like to retain. Mathis (1997) has classified turnover as voluntary or involuntary

2.2.1 Voluntary turnover

Occurs when an employee leaves by his or her own choice and can be initiated by many factors some causes of voluntary turnover include lack of challenge, better opportunities elsewhere, pay, supervision, geography and personnel Robert L. and Jon L(1997)

Voluntary turnover is also influenced by employee perception of the desirability of leaving. Employees may want to leave their current jobs but stay with the organization if other jobs are available through transfer or promotion. Major factors that influence desirability to leave are employee satisfaction. The greater the satisfaction the probability of leaving or voluntary resignation is more often studied by management due to its desire to reduce or maintain an acceptable level Phillips (1987).

Voluntary resignation can be reduced by a satisfying work environment, high quality supervision can be reduced by satisfying. Personnel opportunity for growth, legalistic

job previews and orientation programs are them. On the other hand, induced resignation implied avoiding termination on ground of discipline. Meaning the individual may be induced to leave due to any other serious challenges brought against him/her and the proceeding which might result in conviction and termination service. Cuming (1993)

2.2.2. Involuntary turnover

Involuntary turnover occurs when the management or other faced conditions make the employee impossible to continue with the membership of the organization. Example of inventory turnover includes dismissal, death, retirement and disciplinary layoff. Robert L. and Jon L (1997)

Turnover could also be classified as controllable and uncontrollable types. Uncontrollable turnover by the organization results from retirement, illness, death, marriage and pregnancy and can be leaded as not controllable by the organization.

Controllable turnover involves voluntary separation. Fruits and dismissals even through some turnover is in evitable, organization must take steps to control turnover, particularly that which is caused by organization factors such as poor supervision, in adequate training and inconsistence polices. Human resource, activities should be examined as part of turnover control effects. Robert L. and Jon L (1997)

2.3. Causes of Employee Turnover

Several factors contribute to the leasing of employees from an organization. The major ones are discussed bellow

1. Demographic factor

Being unhappy in a job and economic condition is not the any leavens why people leave one company for another. Demographic factors such as age, sex, level of income if an employee is highly associated with turnover intention.

It an employee the skills that they possess are demand they may blurred away by high pay, better benefit or better job growth potential. Most studies indicated that the young more educated employees despite the incurve participation rate of female's work force, females work to supplement the family and have greater achievement orientation than males. Consequently, males may leave the current job in favor of a more attractive job if the expectation is not Benet (1993).

2. Economic Condition

Turnover rate are strongly influenced by economic condition an individual perception of the availability of alternative job in the function of labor market. When unemployment levels are high because of a depressed economy, turn over in most companies is greatest reduced. Analysis of turnover level and unemployment levels for a period of several years Shaw an inverse relationship between those two variables show Johnson (1993).

3. Organizational Structure

Employs that are career oriented may chance three jobs in order to move to jobs which they think as a step to the career ladder. This may be achiness to similar job in other organization, which its organizational structure offers better prospects of future promotion or caret plan Mather, (1997).

4. Organizational Culture

Much has been written about organizational culture. It's sufficient to note here that the reward system, the strength of leadership, the ability of the management to induce serve of commitment on the part of workers, and faction are make them lilted to turnover. Wayne, (1990).

5. The Performance of the Organizational

In order to retain the employees the good economic performance of the organization is very crucial but, if an organization perceived to be in economic difficult raises the employee turnover and workers believe that it is rational to seek other employment whether; (1997).

6. Lack of motivational application concepts

Employee motivational application concepts such variable pay system, flexible benefit plan, employee involvement program in decision making and employee recognition program are some current motivational concepts to be applied to motivate and retain employee. In the absence of these programs employee turnover is high earl, (1992).

7. The characteristics of job

Some jobs are intrinsically more attractive than others. Job at supportiveness will be affected by many characteristics includes its repetitiveness, challenge, danger, perceived importance and capacity to accomplish. Jobs status is also importance as many factors for employee to leave their job gunlock, (1998).

8. Personal characteristics

Many turnover studies high listed those personal factors such as sex, marital status, intelligence, skill level and number dependent also influence turnover. Turnover rate tends to be high among young people and declines as age increase. Length of service is also an important factor. The tendency to leave diminishes as the time spent in the organization increases. Ivanceich, (1989).

9. Union Activities

Studies home shown that satisfied employees are general not interested in union and they don't perceive them as necessary the evidence is that job dissatisfaction.

10. Job Dissatisfaction

Most theories if turn over maintain that employees leave their jobs when their needs are not being satisfied at their present place work, curative job becomes available which the employees believes will satisfy more of their needs. Ivancievich and Gluck,(1989)

11. Absenteeism

Job dissatisfaction is related to absenteeism. Studies have found that less satisfied employees are more likely to be absent from work due to dividable decagon. As working condition become undesirable, employee may first to miss a few days and they leave permanently. Mathis, (1997)

12. Stress

Stress is the state of mind which refracts certain bio-chemical reaction in the human body and is prosecuted by a sense of anxiety, tension and depression and is caused by the environmental forces that can't be meeting by the resource available to the person. The intensity of such emends that requires is adjustment of resource or operational styles would determine the extent of stress. Wayne, (1990).

13. Employees Unrest

Unless generally conditions of unhappiness with job and may manifest if self in a number of ways. The worker may not attend to his job properly, may be involved in day dreaming, be forgetful or just may not care. She/he starts complaining about working conciliation and fined adults with everything that gore in the environment. Mathis, (1997)

14. Grievance

It leads to lower level of moral may cause severe forms of unless through social castigation. Grievance may be real or imaginary and may cause severe forms unrest

through social castigation. Grievance maybe result from numerous reason both management and labor provinces and unlit on any aside can lower the moral. Wayne, (1990).

2.4. The Impact of Employee Turnover

The impact of turnover has received considerable attention by senior management, human resource professionals and industrial psychologist. According to Gluck (1998) employee turnover can be futile costly to an employer. The costs if turnover include increases costs for social security and unemployment compensation, severance pay, underutilized facilities until the replacement is hire. Additionally employment costs such as recruiting expense, interview time, tats costs, computer recorded costs, administrative notification costs and pay roll change are administrative notification costs and pay roll change are the most routine costs of turnover.

Obviously, there is also loss of productivity until the new employee reaches the performance level of the area left the job, Mathis, (1997) states that too much turnover can sever reduce productivity, demoralize.

In comments, damage an organizations public image and sometimes antagonize actual or potential customers. Moreover excessive employee turnover is in money, human values and within between work team.

In their contribution to costs of labor turnover in organization, Miner (2003) enumerated the following costs associated with employee turnover of any kind.

2.5. Methods of Studying Turnover

Many organizations have fried to determine why turnover takes place. Some of the methods include the following.

1. Conducting exit interviews Ivancevich, (1989) is one if methods of interview employees just before they leave the enterprise to try to determine why they are leaving. If his own merits and demerits some of demerits are unreliable and not use full. Problem an arise when existents employees give partial reason for leaving because they need reference from the employs or mishit want to be reemployed at a future.
2. Mail a questionnaire Ivancevich, (1989) an other way is which to obtain information concerning the reasons why employees leave an organization is to mail questioner to them after they are existing and ask them to complete it and mail it back a month or so latter. This gives the employee some

protection and would appear to be a much better approach than the after organizations using this method finds another low percentage employee completer the questionnaires however no reliability data appear to be available on questionnaires.

3. Employee attitude and feelings: Ivancevich (1989) this approach requires an in-depth study of an organization with considerable emphasis up on employee's attitude and felling this method finding out why people leave and stat investing resources in the positive management of retention. If managers reinforce the right reason for employees staying and avoid reinforcing the wrong lessons, they can improve not any traditional turnover satisfies but set goods for retention.

The organization needs to know who, and whether any effort on their par can show turnover. These are questions that can be answered if a through the study of turnover is applied

2.6. Costing employee turnover

Costs if terminating employee's time, cost of exit interviewer's separation pay, increase in unemployment, vacancy costs, cost of additional over time Cost if additional temporary hens, wage and benefits saved due to vacancy replacement costs, pre-employment administrative expenses, cost if attracting applicants cost if entrance interviews, testing costs Staff costs, travel and moving expenses, cost-employment information gathering and dissemination cost dissemination cost, cost if post-employment medical exams, formal training costs, informal training costs.

2.7. Control of Turnover

According to Gluck (1998), employee turnover can be reduced by number of methods; better employee's election, orientation, communication and supervisor training, incentive award. In addition, interview of the employees before leaving this is the exit interview.

According to Monday and neo, (1990) the following are suggested as remedies for excessive employee turnover.

2.7.1. Good Employee Orientation

This help to reduce turnover, because new employee are more likely to leave than employee who have been on the job loser. Also employees who are properly

induced in to the company are will trained tend to be less likely to leave. If people receive some basic information about the company and the job to performed, they determine early whether they want to stay or not.

2.7.2. Training and Development of Human Resource

Training can fill the gap between employee knowledge and skill and what the job demands. Moreover it can improve the relationship between the employee and their immediate supervisor in understanding and implementing organizational polices and in turn guarantees work force stability. The long term development of human resource also reduces the company's dependence in hiring new workers. If employees are developed prior, the job openings found through human resource planning are more likely to be filled internally. Human resource development is also an effective way to meet several challenges including employee obsolescence, international and domestic work force diversity technical changes, affirmative action and employee turnover Werther, (1993).

2.7.3. Employee and management relation

Management of an organization is mainly concerned with what should be done to enhance the contribution of its employee to achieve objective. This leans maintain good employee legation through creating good working atmosphere, providing attractive reward, having good leadership and assigning employee to inserting and challenging jobs. Employee relation is the interaction between the employee replanted by management and the work force, beech and McKenna, (1995)

2.7.4. Compensation

The major goal of compensation is attract and retain qualified senior employee to the organization. In most cause employees are willing and cooperative to their jobs to the best their abilities, if they believe that the pay is relatively equitable to performance. In three words compensation affects employee's decision to stay or leave organization to work effectively and to accept additional responsibility. An effective compensation designed to satisfy employee needs and reinforce job behavior consistent with organizational objective. Armstrong, (1996)

2.7.5. Employee Benefits

Employee benefits include all forms of income security capital accumulation, and service programs that organization provides voluntarily to employees. Benefits play

an important role in the organization ability to attract and retain employees. Today, workers reward benefits in some way as their pay something that they are entitled to receive in exchange for skills and service. Seitz and Gifford, (1982)

2.7.6. Non-financial Compensation

So far we have discussed employee benefits which cost the organization money either directly or indirectly. Advocates of motivation claim that employees are not only be satisfied with basic needs but other sub student needs such as social and self-actualization are becoming more important Monday and Neo, (1990).

These high order needs may be satisfied through job environment or both. The benefits each employee would value depend on their personal preferences. In most cases employees may get personal satisfaction if the job provides those opportunities for recognition feeling of achievement and above all advancement opportunities. Jobs are to be challenging meaningful and interesting. Organizations must attempt to match the job refinements and individual ability. The selection and placement process are important in this context Monday and Neo, (1990).

Generally, effective management of career transitions is important both to the individuals involved and to the organization. How internal staffing changes and employee separation are planned and changed has significant consequences for organization effectiveness and employee morale and development. Group orientation methods and attention to individual needs and concerns show promise in reducing turnover and enhancing performance. Employee hand books are valuable orientation and training device. However, to avoid lawsuits from employees who have been terminated, organizations need to set forth appropriate limitations on job rights in clear and unambiguous in hand books and other documents French, (1998).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Methodology in research refers to the systematic approach employed by an investigator to study a research problem. It encompasses the methods and techniques used by the researcher to conduct the investigation logically. This includes outlining the procedures for identifying data sources, the population and samples, data collection methods, and the statistical or other analytical techniques used to interpret the collected data.

This chapter details the various methodologies utilized in carrying out the present study.

3.1.1 Study Area

The study area for this research is Wolkite University Specialized Hospital, located in the Gubre town of the Gurage Zone, Central Ethiopia region. Gubre town is situated approximately 165.9 kilometers from the country's capital city, Addis Ababa, Astronomically the town is located $8^{\circ}.2071'$ N latitude and $37^{\circ}.7898'E$ Longitudes. The study focused on the assessment of employee turnover within Wolkite University Specialized Hospital.

3.1.2 Study Design

This study employed a descriptive survey design. Descriptive research is a suitable choice for this research as its aim is to identify the characteristics, frequencies, and trends related to employee turnover. This design allows for the systematic collection and presentation of data in an easily understandable format for the readers, describing the assessment of employee turnover within the hospital. The researcher utilized stratified random sampling, considering the different employee categories within the hospital: Health Profession staff, Medical staff, and Administrative staff.

3.1.3 Study Subject (Target Population)

The focus of this case study was Wolkite University Specialized Hospital. Therefore, the target population for this study comprised all employees of the organization, specifically administrative staff, health professionals, and medical employees.

3.1.4 Sampling Metho

The researcher employed stratified random sampling to ensure adequate representation from each employee subgroup within the hospital. This technique involves dividing the population into distinct strata (administrative staff, health professionals, and medical employees) and then randomly selecting a proportionate number of participants from each stratum. Stratified sampling provides better coverage of the population and ensures that all subgroups are represented in the sample, enhancing the generalizability of the findings to the entire employee population of the hospital.

3.1.5. Sample size

The total population of this study was 667 among this; total population the researcher took sample of 62 people in the hospital. 38 administrative employees (from 412), 19 health profession employees (from 206) and 5 medical employees (from 49) .The formula proposed by kothari (2004) was used to find the sample size .This formula was selected due to fact larger population.

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N-1) + z^2 \cdot p \cdot q} \quad (\text{BY Kothari: 2004})$$

Where,

n =sample size,

q = 1-p

Z=Critical evaluate at 90% confidence level (1.65)

p=population proportion (0.5)

N =total population

E=error term 0.1(precision)

$$n = \frac{(1.65)^2 (0.5) (0.5) (667)}{(0.1)^2 (667-1) + (1.65)^2 (0.5) (0.5)} = 62$$

Therefore, the sample size is 62 which matches the sample size stated in the study.

3.1.6 Method of Data Collection

The researcher utilized both primary and secondary data collection methods. Primary data was gathered through questionnaires and interviews. The questionnaires included both open-ended and closed-ended questions, allowing respondents to express their views freely while also providing structured response options.

structured interviews were conducted with the Human Resource Manager of Wolkite University Specialized Hospital to gather more in-depth information regarding employee turnover.

The collected data was analyzed using descriptive statistical methods, such as percentages and tables, to summarize and present the information in a clear and meaningful manner. . Based on the above sample respondent would be selected from each strata of health profession, medical and administrative staff employees.

3.1.7 Plan of Data Analysis

To achieve the objectives of this study, the researcher employed descriptive methods for data analysis, utilizing tables and percentages. Descriptive methods are valuable for presenting quantitative data in a manageable and understandable format, simplifying large data sets. All primary data obtained through interviews and questionnaires, along with secondary data from various sources, were analyzed and summarized through tabulation and percentage calculations. This approach facilitated a comprehensive understanding of the findings, leading to an effective discussion, conclusion, and relevant recommendations regarding employee turnover at Wolkite University Specialized Hospital.

CHAPTER FOUR

4. PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

INTRODUCTION

In this chapter the data obtained via interview and questionnaire from the sample population of the study organization are presented and analyzed. The data were analyzed by the use of simple descriptive statistics such as; table ad percentage.

For the purpose of this study the researcher distributed each strata a total of 62 questions among these 38 were administrative employees, 19 were health profession an 5 were medical employee and the rate of return is 93.55 % (58) that means even though all questionnaires were distributed to the total sample size, around 6.45 % (4) questioners were not returned. Thus the returned questionnaires are included for analysis purpose.

4.1 Respondent characteristics

Table 1. Respondent use group, composition in terms of sex, educational and income level

Table 4.1. Respondent use group, composition in terms of sex, educational and income level

Item no	Item	Respondent	
		Number	Percentage
1	Age group		
	18-29	34	58.62 %
	30-39	16	27.59 %
	40-49	5	8.62 %
	>50	3	5.17 %
	Total	58	100%
2	Sex		
	Male	36	62.07 %
	Female	22	37.93 %
	Total	58	100%

3	Educational level		
	High school certificate	4	6.9%
	Diploma	15	25.86 %
	BA/BSc	33	56.9 %
	Master	6	10.34 %
	Total	58	100 %
4	Income level		
	<4760 birr	2	3.45%
	6058-8474 birr	7	12.1 %
	9047-13998 birr	18	31 %
	>15340 birr	31	53.45 %
	Total	58	100

Source: own survey 2017 E.C

As it is depicted in the above table item 1, among the respondents of festinates, the maximum age respondents was the that is between 18-29 young adult age group were represents 34(58.62 %) ,the next largest age group was 30 –39 were represents 16(27.59 %), with smaller age group 40 – 49 were represents 5(8.62%) greater than 50 were represents 3(5.17 %) while the minimum age was the above 50, 3(5.17 %) age categories. This indicates a predominantly younger workforce among the respondents.

As indicated in table item 2 there was a clear gender impalance among respondents, majority of the respondents was male 62.07 % and the least 37.93% were female. As it is presented in the above table under item 3, another respondent of questionnaires 33(56.9 %) were degree holders, 15(25.86 %) were diploma holder, 4(6.9 %) were high school certificate and 6(10.34%) have master. With regard to level of education most of the respondents are degree holder because all they are either administrative employees or health professionals and medical doctors.

With resold the responds payment per month as indicated in the table 4.1 item 4, greater than 15340 income level were 31(53.45%), less than 4760 income level was 2(3.45 %), 6058-8474 were 7 (12.1%), 9047-13998 were 18 (31 %), the majority respondents greater than 15340 income level were 31(53.45%) , indicating a generally higher income distribution among the surveyed employees.

4. 2 .Respondents year service

5. Table 4. 2 .Respondents year service

Item number	Item	Respondent	
		Number	Percentage
1	Year of service		
	<2	14	24.13 %
	2-5	21	36.21 %
	6-10	17	29.31 %
	>10	6	10.35 %
	Total	58	100%

Source: own survey 2017E.C

Table 4.2 with regard to years of service, , 14 (24.13 %) were less than 2 years, 21(36.21 %) were 2-5 years, 17(29.31 %) were 6-10 years and 6(10.35 %) were greater than 10 years. This implies that Most of respondents in Wolkite university specialized hospital worked for only less than 5 years. This result has an implication on the trend of high level turnover in Wolkite university specialized hospital 21(36 .21 %) of worked for between 2 - 5 years.

4.3.Respondentopiniononemployeeturnover in Wolkite university specialized hospital Table 3.View ofemployees onproblems facing the hospital asaresult of high turnover

Item number	Item	Respondent	
		Number	Percentage
1	Do you think Wolkite university specialized hospital facing a problem of high turnover?		
	Yes	29	50 %
	No	14	24.14 %
	Rarely	14	24.14 %
	Other	1	1.72 %
	Total	58	100 %
2	Reason for problem of high turnover?		
	The payment system	18	31.03 %
	The job itself	1	1.72 %
	Management and supervision	8	13.78 %
	Work load	28	48.27 %
	Work environment	2	3.45 %
	Other	1	1.72 %
	Total	58	100 %

Source: own survey 2017 E.C

As depicted in the above table item 1, majority of the respondents 29 (50 % of them) as reed that there is high employees resignation in the hospital, 14(24.14 %) think it is no problem employees resignation in the hospital, while another 14(24.14 %) consider it a rare occurrence, 1(1.72%) of respondent there is other employee resignation in the hospital . Under item 2, their reason were stated as: work load 28 (48.27 %) of respondent claim, the payment system covers 18 (31.03%) and the management and supervision 8 (13.78 %), work environment 2(3.45 %) and the job itself and other covers 1 (1.72 %) and 1 (1.72 % respectively.As interview with managers, they responded that employees leave their job due to: there is work load in the hospital, in adequate payment system of the hospital which includes basic salary, promotion, benefit system and compensation. Because of brain drain employees of the hospital to other hospital. Due to poor relationship between within supervisions, poor duty, responsibility and poor handling of employees.According to interview, managers believe that employee turnover has various impacts on performance, some of the impacts on mentioned by respondents were:Such as the benefit system is difficult because the hospital couldn't cable the benefit of the employees.To retain the existing employees the researcher believes that even though, the hospital salary administration is affected by its goal, policies, and the hospital has to try to creates, benefit generating schemes to increase employee earning.

4.4. Cost of turnover

Table 4.Cost of turn over for the hospital

Item number	Item	Respondent	
		Number	Percentage
1	Do you think that labor is costly for the hospital?		
	Yes	38	65.52 %
	No	20	34.48 %
	I don't know	-	-
	Total	58	100%
2	Cost associated with		
	Replacement and selection	17	29.31 %
	Training	36	62.07 %
	Separation	4	6.9 %
	Other	1	1.72 %
	Total	58	100%

Source: own survey 2017 E.C

As presented in the above table item 1, 38 (65.52 %) of the respondent believes turnover creates costs for the hospital. Only 20(34.48 %) of the respondents answered that the hospital doesn't include that much costs because of turnover.

This implies that because of these turnover costs the hospital losses its productivity. Losing trained and skilled employees that affects the performance of the hospital.

Lauding work burden on currently working employee turnover affects quality of service. It leads the hospital to hence different turnover costs: replacement and selection cost is 17 (29.31 %), training cost is 36 (62.07 %) and separation costs are 4(6.9 %), other cost1(1.72). It leads the existing employees to get frustrated to think that there is no stability in the hospital.

4.5 Educational level and salary

Table 5.Educational level and salary

Item number	Item	Respondent	
		Number	Percentage
1	Do you think your basic salary commensurability with their experience and level education?		
	Yes	15	25.86 %
	No	40	68.97 %
	Rarely	3	5.17 %
	I don't know	-	-
	Total	58	100%

Source: own survey 2017 E.C

As shown in the above tables, most of the respondents 40 (68.97 %) to think that basic salary is not commensurability with their experience and level of education. About 15(25.86 %) of the respondents seem to think that basic salary commensurability with their experience and level education, and about 3(5.17%) of the respondents seem rarely to think that basic salary commensurability with their experience and level education.

According to interview with the manager, there are factor that uncontrollable by the management about employee turnover related to basic salary. Those are inadequate payment, in voluntarism among the employer and employees.

4.6. Job Dissatisfaction

Table 6. opinions of employees about their job

Item number	Item	Respondent	
		Number	Percentage
1	Your frank and honest opinion about your job?		
	Enjoy like very much	16	27.59 %
	I like it some how	30	51.72 %
	I don't enjoy like	7	12.07 %
	I don't know	5	8.62 %
	Total	58	100%
2	Reason for Job Dissatisfaction?		
	Dissatisfaction with top management	13	22.13 %
	In adequate salary (benefit)	12	20.9 %
	Job Dissatisfaction	23	39.66 %
	Improper handling and case of your immediate supervisor	6	10.34 %
	Lack of advanced opportunity	4	6.9 %
	Total	58	100%

Source: own survey 2017 E.C

Job dissatisfaction is supposed to be one of the major reasons for employee turnover by different researchers. This is also the case on: Wolkite university specialized hospital the respondents were worked about their feeling to works their job.

The result shows that about 30 (51.72 %) of the respondent argues that they feel not comfortable with their existing job, 16 (27.59 %) argues that they feel greatly with existing job, 7(12.07 %) argues that they feel not like with existing job and 5(8.62 %) argues that they did not identify. According to table 4.9 items 2, there was stated as; lack of advanced opportunity 4 (6.9 %), job dissatisfaction cover 23 (39.66 %) and inadequate salaries or benefit cover 12 (20%) and improper handling and case of your immediate supervisor represents 6 (10.34 %). This implies that most of employee in the hospital case not satisfied with their job which leads them to search alternative jobs that will satisfy more of their needs. As result the researcher believes that job dissatisfaction produces low morale among workers which is undesirable and it leads to an increasing of turnover rate of the hospital.

4.7. Employee 'srelationship with their immediate boss (supervisor) and cooperativeness.

Table 7. Employee's relationship with their immediate boss (supervisor) and cooperativeness.

Item no	Item	Respondent	
		Number	Percentage
1	Communication with top management or your immediate boss		
	Excellent	3	5.17 %
	Very good	9	15.52 %
	Good	15	25.86 %
	Satisfactory	10	17.24 %
	Poor	21	36.21 %
	Total	58	100%
2	Does your supervisor(manager) supports you when you have a problem related your job		
	Yes	15	25.9 %
	No	29	50 %
	Really	14	24.1 %
	Total	58	100%

Source: own survey 2017 E.C

The establishment of a sound relationship among people with all organization is very important for successful accomplishment, can motivate employee to put more effort and to work towards the intended objectives.

As indicated in table 4.7 item one, most of the respondents 21 (36.21 %) believe that communication with their top management or immediate boss is poor, 3(5.17 %) of respondents were excellent, 9(15.2 %), of respondents were very good, 15(25.86 %) of respondent were good and 10 (17.24 %) of respondents were satisfactory.

This implies that superior subordinate relationship is not relatively smooth in Wolkite university specialized hospital, which has its own contribution to increase employee job dissatisfaction as a result it leads to increase turnover rate of the hospital.

It is organizations police to give orientation to its supervisor or managers to give their full support to their employees towards to living problems encountered by employees however, as presented in table 4.7 item two, the majority respondents 29 (50 %) of them) haven't got their supervisor or manager when they encountered a problem which is related to their job, 15 (25.9 %) of them have their supervisor when they encountered a problem which is related to their job and 14 (24.1 %) of them have certainly got their manager when they encountered a problem.

The researcher believes that since employees are not got management support when they encounter a problem they will not have positive attitude and belongings towards their organization. As a result, their interest to stay in the hospital is low.

4.8 interest to stay in the hospital

Table 8.employee's interest to stay in the hospital

Item number	Item	Respondent	
		Number	Percentage
1	How do you rate interest to stay in the hospital		
	Very High	4	6.9 %
	High	16	27.59 %
	Low	30	51.72 %
	Very low	8	13.79 %
	Total	58	100%

Source: own survey 2017 E.C

The study tries to find out whether employees want to stay in the hospital or not. They responded that majority of the respondents 30 (51.72 % of them) have low interest in staying in the future, 16 (27.59 %) have great interest in staying the hospital, 8(13.72 %of them) have very low interest in staying in the future and 4 (6.9 %) of them have very high interest staying in the hospital. This indicate that majority of respondents are not prefer to stay in the Wolkite university specialized hospital. According to responses from managers during interview, the hospital finance and personnel administration office make an exit interview when employees leave the hospital.

As employees mention they had many reasons, most employees focus on; Job dissatisfaction, unattractive low basic salary, low transportation allowance, in

adequate housing allowance, employee handling and care of staff by management, Inadequate promotion opportunities and high work load and lack of attractive salary.

4.9 Trends of employees turnover

Table 9. Employee Turnover Trends for the period of 2015-2017 E.C.

Years (E.C)	No of employee	No of employee turnover
2015	644	22
2016	656	27
2017	667	30

Source: Wolkite university specialized hospital Human Resource Department.

As it is indicated in table 4.9 the general trends of turnover Wolkite university specialized hospital was continuously increasing from 2015-2017

4.10 Separated employee for the year 2015-2017

Table 10. Separated employee for the year 2015-2017

Reason of separation	Years			Total separation in %	
	2015	2016	2017		
Resignation	4	6	7	17	21.52 %
Retirement	1	2	-	3	3.8 %
Death	-	-	-	-	-
Personal interest	17	19	23	59	74.68 %
Total	22	27	30	79	100%
Total no of employees	644	656	667	-	-
Annual turnover	3 %	4%	5%	-	-

Source: Wolkite university specialized hospital Human Resource Department

Out of the total employee who left the hospital from 2015-2017 59 (74.68 %) of them left volunteer. The maximum and minimum number of turnover was 30 and 22 which was registered in the year 2017 and 2015 respectively. The voluntary turnover in the hospital was continuously including from 2015-2017.

4.11 Impact of Employee Turnover

Respondents identified negative impacts of turnover, including the loss of skilled manpower, increased costs for replacement and training, reduced productivity, poor work quality, and difficulties in attracting new staff. The main causes of turnover were cited as workload, lack of transportation and promotion, and job dissatisfaction.

4.12 Recommendation by the Respondent

Most respondents mentioned that as a result of employee turnover the hospital is facing different? Such as:

- ❖ It creates delay activities to be undertaken
- ❖ Cost of recruitment and deviation of time for orientation to new employees
- ❖ Loss of experienced personnel ,Reduction in productivity

Most of the respondent said that there is no Measures adopted by the hospital to reduce turnover but, some respondents said developing people, build trust and create conducive working environment.

4.13 Interview Questions For Human Resource Manager

1. General trends and rate of employee turnover: "Over the past three years, our turnover rate has averaged around 5% annually, with a slight increase in voluntary resignations recently."
2. Major causes of employee turnover: "We believe the primary factors are workload, compensation that isn't always competitive, and limited opportunities for career advancement."
3. Compensation and benefits policies: "Our compensation includes a base salary scale based on position and experience, plus allowances for transportation and housing. Benefits include health insurance, retirement contributions, and paid leave."
4. Actions to minimize turnover: "We are currently reviewing our salary structure, exploring options for professional development programs, and working on improving communication between management and staff."

CHAPTER FIVE:

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1. SUMMARY

This study assessed employee turnover at Wolkite University Specialized Hospital.

The findings indicated a high rate of employee resignations

- The primary driver of this turnover is workload,
- Basic salary of employee is not commensurability with their experience and level of education.
- Consequently, job dissatisfaction is a reason for employees leaving.
- Communication with top management is perceived as poor,
- the superior-subordinate relationship is not consistently smooth.
- A significant majority of employees expressed low interest in remaining at the hospital.
- This turnover results in costs for the hospital related to replacement, selection, training, and separation.
- Turnover leads to the loss of skilled manpower and difficulties in attracting new staff.

5.2. CONCLUSION

- Workload & Pay Drive Exits: Primary factors pushing employees away.
- Compensation and Benefits: The current compensation structure, including basic salary, benefits, and allowances (transportation, housing), is perceived as inadequate and a major driver of employee turnover.
- Management Issues Fuel Departures: Poor support and communication contribute significantly.
- Low Retention Signals Crisis: Majority of staff intend to leave.

- Voluntary Turnover Dominates: Internal issues are the main driver.
- Urgent Need for Action: The increasing trend demands immediate attention..
- Workload & Compensation: Leading causes of voluntary resignations.
- Youthful Workforce High turnover risk among younger, less tenured employees.
- Salary Dissatisfaction Mismatch between pay, education, and experience.
- The increasing trend of employee departures between 2015 and 2017 underscores the urgency for the hospital to address the underlying causes of this turnover to ensure workforce stability and minimize associated costs.

5.3. RECOMMENDATION

In light of the above conclusions, the following recommendations are offered to help mitigate the increasing employee turnover at Wolkite University Specialized Hospital:

- ✓ Improve Compensation: Provide better and more competitive payment structures.
- ✓ Refine Performance Appraisal and Rewards: Adjust performance appraisal criteria to accurately reflect contributions and utilize these criteria for promotions and bonuses.
- ✓ Enhance Employee Opportunities and Benefits: Improve the system for worker opportunities and benefits.
- ✓ Strengthen Communication and Evaluation: Implement transparent follow-up mechanisms and improve communication between all levels of management.
- ✓ Invest in Infrastructure and Incentives: Provide necessary incentives and infrastructure to support employees.
- ✓ Foster a Positive Work Environment: Create a suitable and supportive working environment.
- ✓ Promote Development and Recognition: Develop employees, build trust, recognize good performance, and foster team spirit.

- ✓ Review and Improve Personnel Policies: Ensure appropriate, liberal, and fair organizational policies are the foundation of human resource management, particularly regarding job satisfaction, promotion, training, and reward systems.
- ✓ Provide Adequate Facilities and Allowances: Offer facilities, benefits, and allowances to improve staff morale.
- ✓ Implement Training and Development Programs: Establish comprehensive training and development programs at all organizational levels to enhance skills and career progression.
- ✓ Conduct Continuous Follow-Up and Take Corrective Actions: Regularly monitor the reasons for employee departures and implement corrective measures to address identified problems.
- ✓ Address Systemic Issues: Hospital managers and relevant authorities should collaborate to improve working conditions, including essential services, to encourage employees to stay.
- ✓ Regularly Evaluate Payment and Related Issues: Ensure that payment and related issues are evaluated according to the prevailing market conditions.
- ✓ Develop a Strategic Compensation Package: Create an overall strategic compensation package to serve as a strong motivational tool.
- ✓ Ensure a Conducive Working Environment: Maintain a positive and supportive work environment to enhance employee efficiency and satisfaction.

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APPENDIX -I
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Questionnaire Filled by Wolkite University Specialized Hospital Employees

Dear Respondent,

The purpose of this study is to collect primary data for a senior essay titled "Assessment of Employee Turnover" at Wolkite University Specialized Hospital. The study is to be conducted in partial fulfillment of the requirement of a BA degree in Management. The answers you provide will be kept strictly confidential. Your honest and thoughtful responses are greatly appreciated.

THANK YOU IN ADVANCE FOR YOUR COOPERATION!

Direction

- NO need to write your name
- Put tick [] at appropriate in the box and brief description on the space provided

Part 1 :Background Information

1. To which age group do you belong?

(30-39 (40-49 (50 and above (

2. Sex (Gender) Male (Female (

3. Marital statuses married (single (

4. Educational levels High school complete (Diploma holder (Certificate

First degree holder (Master holder (above (

5. Income level <4760 birr (6058-8474 birr (9047-13998 birr (above 15340 birr) Part 2: Organization related Questions

1. Year of service at Wolkite Specialized Hospital.

<2 year (2-5 year (6-10 year (>10 years (

2. Do you think that Wolkite specialized Hospital is facing problem of high turnover?

Yes (NO(rarely (

3. If your answer is Number "2" question one is yes \rarely\ what is the reason?

A. the payment system (C. work load (

- B. The management and supervisor (D. work environment (E. The job is self (
4. Do you think basic salary commensurability with your experience and level of education?
 Yes (No (rarely (I don't now (
5. Do you think that labor turnover is coasty for the Hospital?
 Yes (No (
6. If your answer is yes that cost are associated with?
 A. requirement and selection (B. training(C. separation (D. other.....
7. How do you rate your interest to stay in the Hospital?
 Very high (High (low (very low (
8. Your frank and honest opinion in your job?
 A. enjoy or like and very much (B. I like it somehow) (C. I Don't Know)
 (D. I Don't Enjoy Like)
9. If your answer on question number "8" is I don't enjoy or like your job, that do think is the reason?
 A. Dissatisfaction with top management (B. inadequate salaries (C. job dissatisfaction (D. improve handling and care of your immediate supervisor (E. lack of advanced opportunities (F. other
10. Does your supervisor (manager) support you when you have a problem related to your job?
 Yes (No (rarely (
11. Communications with top management or in your immediate boss?
 Excellent (very good (Good (satisfactory (poor (
12. Is there any measures adopted by the Hospital to reduce employee turnover?Yes no

13. What measures has taken to reduce employee turnover in the hospital?

14. What are the historical trends of employee turnover at Wolkite University Specialized Hospital over the past few years?

Why our recommendation you want to forward at is ?

APPENDIX -II
WOLKITE UNIVERSITY
OLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Interview Questions For Human Resource Manager

1. What are the general trends and rate of employee turnover in the hospital?
2. What do you think are the major causes of employee turnover?
3. Could you please outline the hospital's compensation and benefits policies, packages, and methods?
4. What actions are currently planned or being taken to minimize employee turnover?