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BAHIR DAR UNIVERSITY
DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

**ASSESSMENT OF EMPLOYEE TURNOVER IN ADET AGRICULTURAL
RESEARCH CENTER**

BY

DERESE KINDU AMOGNE

JUNE, 2022
BAHIR DAR, ETHIOPIA

BAHIR DAR UNIVERSITY

SCHOOL OF LAW

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

**ASSESSMENT OF EMPLOYEE TURNOVER: IN THE CASE OF ADET
AGRICULTURAL RESEARCH CENTER**

**A THESIS SUBMITTED TO THE DEPARTMENT OF GOVERNANCE
AND DEVELOPMENT STUDIES, SCHOOL OF LAW, IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN GOVERNANCE AND DEVELOPMENT**

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JUNE,2022

BAHIR DAR, ETHIOPIA

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DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

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AGRICULTURAL RESEARCH CENTER**

By

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DECLARATION

I, hereby declare that this thesis entitled, “**An Assessment of Employees Turnover: The Case of Adet Agricultural Research Center**” is my own original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

Name: **Derese Kindu Amogne**

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This thesis has been submitted for examination with my approval as thesis advisor.

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Place: Bahirdar University, School of Law, Department of Governance and Development Studies.

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ABBREVIATIONS / ACRONYMS

AARC	Adet Agricultural Research Center
ARARI	Amhara Regional Agricultural Research Institute
APHSA	American Public Resource Association
CSA	Central Statistics Agency
CPS	Child protective service
CIPD	Chartered Institute Personnel Development
EELR	Ethiopian Employment Labor Relation
FGDs	Focus Group Discussions
HRM	Human Resource Management
IT	Information Technology
NGO	Non-governmental Organization
PFSA	Parametrical and Fund Supply Agency
SR	Separation Rate
SPSS	Statistical Package for Social Science

Abstract

Professional employees turnover in agricultural research centers increasing in alarming rate. Adet agricultural research center was also one of those organizations that suffered from this high rate of employee turnover. The main purpose of this study was assessing employee turnover in Adet Agricultural Research Center. To achieve this objective, both quantitative and qualitative research approaches were employed. Among the total number of 154 professional employees currently working in Adet agricultural research center, eighty eight employees were selected as a sample using simple random sampling technique. Similarly, from the total of 138 ex-employees within five respective years, seventy nine ex-employees were selected using simple random sampling technique. Accordingly, questionnaires were distributed to 88 current employees respondents and 80 of them were filled the questionnaire and replied. In the same way, questionnaires were distributed to 79 ex-employees. Out of 79 respondents, only 67 respondents filled out and replied the questionnaire. Also, twelve discussants who are assumed to have the same level of understanding and closer academic level were purposively selected for focus group discussion for two rounds. Likewise, two key informants were purposively selected based on their understanding. The data was analyzed using descriptive statistics; percentage, frequency, and cumulative percentage using SPSS 23 version. The result of the study indicated that the factor that highly affects employee turnover were low in monetary reward. On the other hand, job dissatisfaction is another major factor that highly initiates employees to leave the organization. As the finding of the study showed both current and ex-employees are not satisfied with their participation in the research center decision-making process. This implies that dissatisfaction on organizational decision making process is an additional contributing factor that causes for employee turnover. Additionally, the result indicated that it is possible to minimize the rate of employee turnover though designing reward policies and applying the retention mechanism by encouraging employees to involve in decision making. To reduce the annual rate of employee turnover in agricultural research centers, a detailed and multi variable based study and a close discussion with the management body is very significant to be effective, productive and meet the aim of the research center.

Key Terms: *Adet agricultural research center, employee turnover, employees, organization.*

CHAPTER ONE

INTRODUCTION

This chapter aims to introduce the research topic and the problem of the study. More specifically, the chapter outlines the background of the study, statement of the problem, objectives of the study, research questions, significance, the scope of the study, limitation, definition of keywords, and organization of the study.

1.1 Background of the Study

Human Resources (HR) are the people employed by an organization and the use of their skills in that organization. It is the meaningful resource an organization possesses (Natnael, 2018). In any organization, the people are the most valuable asset of an organization. It is only through people that other resources of an organization can grow into better services or products. The goals and objectives of an organization will meet with the irreplaceable role of HR.

According to Baron and Armstrong (2007), human capital is concerned with the additional value that people provide for organizations and is the factual basis for competitive advantage. Also, it is a significant component of an organization's intangible assets. As a result, efficient human resource management is critical for retaining and utilizing professionals to achieve corporate goals and success in all aspects.

Human resource management in an organization faces a variety of issues. Employee turnover, which is the focus of this study, is one of the human resource management issues. It has an impact on the organization's production and efficiency. Employee turnover is the rate an employer gains or loses employees (Granovetter, 2017). When an organization is supposed to have a high turnover rate in comparison to its competitors, it signifies that its employees have a lower average occupancy rate than employees at other organizations in the same industry. Because skilled individuals are leaving and the workforce pool has a large percentage of learner workers, excessive turnover may be detrimental to a organization's performance (Onwuemene & Oni, 2017).

Furthermore, employee turnover refers to workers moving between firms, jobs, and occupations. Employee turnover is a result of factors such as wages, organizational benefits, employee appearance, and work effectiveness (Chiat, 2019). According to Hossen et al. (2019), employee

turnover can have an impact on an organization's overall productivity and can be a symptom of a variety of other issues if not properly managed.

According to Tuji (2013), organizations may lose millions of dollars a year due to employee turnover. Employee turnover is a complicated issue that requires a thorough understanding of its underlying causes. Many writers have noted that looking for a better job financially is one of the primary causes of employee turnover, and the prospect of higher pay elsewhere is another. This practice may be found at all economic levels, including the bottom, middle, and top. Even when money is a factor in an employee's decision to leave, evidence suggests that it is not the only underlying cause of turnover. Whatever the cause, various organizations have different strategies for managing and controlling employee turnover. Adding value to the firm to benefit its employees is one of the mechanisms to reduce turnover.

Most organizations find that addressing issues that affect overall organization morale by offering employees benefits such as reasonable flexibility with work and family balance, performance reviews, and performance-based initiatives. In addition, usual benefits such as paid holidays or sick days can help to reduce employee turnover (Tuji, 2013). The extent of an organizations go to retain employees will determine in both the costs of replacing employees and the total costs of the organization's performance. If an organization is not achieving the desired results, replacing employees who have left will get a small wage to pay in the long run.

In addition to the direct costs associated with actual employee separation, indirect costs of employee turnover such as decreased service quality, loss of customer trust, program failure, loss of skilled personnel to competitive advantage, and loss of future talent leaders may contribute to other employees' tendencies to leave the organization.

This study aims to assess the causes of employee turnover, turnover trends, and measures taken to mitigate employee turnover in the research organization, which will help in the development of appropriate policy and training programs at the research organization.

1.2 Statement of the Problem

It is believed that a certain amount of turnover is acceptable and a natural phenomenon by most organizations to bring new blood to the workforce (Blen, 2018). On the other hand, it can also be a problem when well-trained and experienced employees leave the organization. Consequently,

when these employees leave the organization may face a sudden and unexpected loss. Due to this, the organization may not achieve its stated organizational goals and objectives. On the other hand, human capital is neither generally available nor easily replicable (Boxall, & Purcell, 2011).

Furthermore, according to Yamatani et.al (2009), in a survey conducted by the America public resource association (APHSA) in 43 states, the average unnecessary turnover rate of child protective service (CPS) employees was 67 percent. APHSA defined preventable turnover as workers who leave the agency for the reason other than retirement, death, marriage/preventing returning to school, or spousal. In Asian countries employee turnover was also high. For instance; in countries like Hong Kong, Malaysia, South Korea, Singapore, and Taiwan was high. The average monthly resignation rates were 3.4%, 2.9%, and 2.7% in Singapore, South Korea, and Taiwan respectively (Temu, 2010).

Employee turnover was the main problem in Africa, just as it is in Asia, Europe, and America, (Iqbal, 2010). Africa is losing, in significant numbers a fundamental resource in socio-economic and political development i.e. its intellectual capital. The average turnover rate per year in Africa was 18.8%,26.5%, and 41.4% in Tanzania, Malawi, and South Africa respectively (Asegid et al. 2014) cited in (Dendema, 2017).

In Ethiopia, employee turnover in the public sector appears not to have been extensively researched and documented especially in lower city administration at AARC case the problem is severe there. However, employee turnover studies were conducted in Ethiopia by researchers in different sectors. For example, Tuji (2013) an assessment of the cause of employee turnover in Oromoia public service organizations, and Natneal (2018), a statistical assessment of employee turnover and its causes; In the case of Moret and Jiru Wereda, North Shoa, Amhara, Ethiopia, Berie (2016) A causes of staff turnover in Pharmaceutical and Fund Supply Agency (PFSA), A turnover issue in the textile industry in Ethiopia in a case of Arba Minch Textile industry was also studied by (Kumar, 2011). Berie (2016) tried to assess the causes of staff turnover in the Pharmaceutical and Fund Supply Agency (PFSA) in the total target population of 313 employees who left the PFSA in the last five from 2011 to 2015 G.c and the turnover rate of PFSA was 6%, 41.2%, 39.2%, 23%, and 24.8% respectively. The total average growth rate of staff turnover is 34.8%. This implies that the turnover rates have got a slight increment over the last five years.

Similarly (Natnael, 2018), also explores the Statistical Assessment of Employee Turnover and its causes in the case of Moret and Jiru Wereda, North Shoa, Amhara region. The result of the study indicated that among the respondents, 39.9 % of them do not want to quit their current job but the majority of them (60.1%) responded that they consider seriously quitting their job very often.

Even though the above researchers investigated the employees turnover in different study areas, the researchers differ from the previous research as follows; As far as the researcher's knowledge is concerned very little has been done to address the causes, trends, and mitigation measures of employee's turnover in public sector specifically in lower city administration in the agricultural research center, most of the previous studies did not focus on in the agricultural research center and this research were aimed to explore in AARC.

Moreover, AARC has a considerable number of employees with the intended education, qualification and experience to serve customers and comply with the laws and regulation of the research center. From the researchers experience, high staff turnover in AARC. The number of employees leaving their job in AARC increased from year to year as it is shown within five respective years 2017, 2018,2019,2020, and 2021 and the percentage of the turnover goes 16.5%,18.3%,19.4%,20.2%, and 20.1% (AARC HRM Directorate Annual Report, 2021). From this data, one can easily understand that AARC is a victim of employee turnover problems. Therefore, this study were assessed the causes of employee turnover, the trends of turnover, and measures that have been taken to mitigate employee turnover in the research organization.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study was to assess employees turnover at Adet Agricultural research center.

1.3.2 Specific Objectives

The specific objectives of the study are;

- To assess the trend of employee turnover at AARC.
- To identify the major causes of employee turnover in AARC.
- To investigate whether the AARC has strategies designed to minimize employee turnover or not.

1.4 Research Questions

This study focuses on answering the following basic research questions to address the problem stated previously.

- What looks like the trend of employee turnover in AARC?
- What are the major causes of employee turnover in the study area?
- What strategies and programs AARC did design to minimize the rate of employee turnover?

1.5 Significance of the Study

This study will have the following significance:

The researcher believes that this study will assist human resource managers in determining the level of labor turnover that may risk the effectiveness and efficiency of their firm. The study aims to identify the causes of employee turnover in various organizations, as well as the problems that come with it, to assist organizations in gaining new knowledge in the field of study, particularly in terms of the causes of turnover and the measures that will be taken to reduce employee turnover.

1.6 Scope of the Study

The study is only limited to assessing the causes and techniques employed to reduce employee turnover in the study area. In terms of time, the study mainly covers from 2017 to 2021 employee turnover and examines whether the research center has strategies designed to minimize employee turnover or not.

1.7 Limitations of the Study

The researcher encountered some challenges during the fieldwork. The major challenges were related to the sensitivity of the topic, the researcher couldn't easily find the respondents who left the AARC. Similarly, some discussants and respondents were reluctant in FGD and to fill the questionnaire respectively. Hence, eleven and eight questionnaires were not turned back from ex-employees and current employees respectively. However, to overcome the above-mentioned challenges, the researcher tried to communicate through phone, telegram, and email. So, the respondents filled the questionnaire through email and telegram within a few days. Hence, the above limitations didn't impact the intended outcomes of the study.

1.8 Operational Definition of Terms

To explain some of the expressions in this investigation, the study gives the operational definition of the following terminologies:

- **Professional employees:** refers to employees who hold a diploma and above in the research area.
- **Turnover Intention:** Resignation is a behavioral intention. It refers to employees' conscious decision to leave their existing employer.
- **Job Satisfaction:** Employees' attitudes toward their work are defined as a set of positive and negative attitudes.
- **Monetary Reward:** Monetary reward is viewed as part of the authorization system used in the organization to motivate agreements with its rules and regulations.
- **Promotion:** It is the advancement of an individual to a higher-level position within an organization.
- **Working Environment:** It includes all actions that take place in an organization's working space, and if they are not adequately managed, they might result in employee turnover.
- **Supervision:** through face-to-face interaction with subordinates, supervision is the activity of planning, leading, managing, and coordinating the work of others.
- **Job Scope:** job scope is compactness and challenges of the task stuffing.

1.9 Organization of the Paper

This study has organized into five chapters. The first chapter covers the background of the study, statement of the problem, objectives, significance, scope, limitations, and operational definitions of key terms. The second chapter presents a review of related literature which gives a theoretical and empirical base for the research. The third chapter deals with the research methodology which gives directions on how the study has been conducted and it devotes itself to discuss on specific procedures that were used in the collection and treatment of data. Besides, this chapter describes the study area, research design, source of data, and the methods used to collect and analyze the data to answer research questions. The fourth chapter deals with data analysis and interpretation. Also, the last chapter deals with the conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

In this chapter, a review of related literature on employee turnover and associated facets was assessed. The views of different researchers in the field of employee turnover were discussed to provide a background for the research preparation and serve as the basis for the formulation of a conceptual framework, which was tested in the field by an analysis. It includes a definition of employee turnover, types of turnover involves voluntary and involuntary, avoidable and unavoidable, functional and dysfunctional, internal and external, skilled and unskilled turnovers; and causes of employee turnover which consist of demographic factors, job satisfaction, monetary reward /compensation package, leadership style, peer group relationship, working environment, promotion, and job scope; theoretical framework.

2.1 Conceptual Definitions

2.1.1 Definition of Employee Turnover

Different scholars tried to define the concept of employee turnover. For instance, Deeres (2017), tries to define employee turnover as “Employee turnover is a relationship of the number of employees a company must return in a given period to the common number of total employees”. By considering the above definition one can understand employee turnover as the evaluation of the number of employees an organization has to replace during a given period to the accessible number of employees in an organization. In line with Getachew (2016) defines employee turnover is a gradual process that indicates an employee starts with an assessment of the on-hand job and the atmosphere in which the work is being performed. It is believed that the work atmosphere plays an essential role in an employee's decision to carry on working in an organization or to stop. Job dissatisfaction follows in deciding to stop working in an organization. In contrast, the employee may charge the value of searching for a new job. Employee turnover is the rate of change in the working staff of a concern during a definite period (Temu, 2010). In another word, it is an assessment of the degree to which earlier employee leaves and fresh employees enter the service of the concern. Employee turnover can be measured either by separation rate or accession

rate. As the entire process associated with filling a vacancy when a position is vacated; either voluntary or involuntary a new employee must be hired and trained. This replacement cycle is known as turnover (Iqbal , 2010).

2.1.2 Measuring Turnover

The Chartered Institute of personnel and development (CIPD) in the United Kingdom developed an easy and most familiar way of measuring employee turnover. According to Berhanu (2016), calculate the number of leavers in a period as a percentage of the number employed during a similar period, usually on a quarterly or annual basis. This is occasionally called the Separation Rate (SR). This is expressed Turnover is a ratio comparison of the number of employees a company replaces in a given time to the average number of total employees.

The common formula to calculate the turnover rate of a given period is:

$$= \frac{\text{Total number of leavers over period}}{\text{Average number of staff employed over the period}} \times 100$$

The average number of staff employed over the period

2.1.3 Types of Employee Turnover

According to Iddrisu (2018), employee turnover has been categorized as voluntary and involuntary, functional and dysfunctional, avoidable and unavoidable, internal and external. He further tries to elaborate them as follows:

A. Voluntary and Involuntary

Voluntary employee turnover is initiated by the employee when he or she intends to leave the organization by him or by her herself. Nevertheless, involuntary turnover occurs without the willingness of an employee in the termination process. It can result in various forms; dismissal, retirement, disability, changing locations, etc.(Berie, 2016).

B. Functional and Dysfunctional Turnover

Dysfunctional turnover refers to the departure of people from an organization whose high performance cannot be easily replaced with similar talents, and it has an impact on the workforce, resulting in a high turnover cost. The presence of substandard performers whose skills can be quickly replaced is referred to as functional turnover (Berie, 2016).

C. Avoidable and Unavoidable

Avoidable turnover is a kind of turnover in which an organization can control the causes that contribute to employee turnover. For example, employees who leave the job because of low job satisfaction, problems of mismanagement, benefits packages, etc can be retained by improving the stated administration problems Unavoidable employee turnover is the kind of turnover in which an organization has little or no power to control the causes that contribute to employee turnover Iddrisu (2018).

D. Internal and External Turnover

Internal turnover is the time when employees leave their current job and get a new position within the same organization. External turnover happens when employees quit their current job and join other organizations (Dendema, 2017).

E. Skilled Versus Unskilled Employee Turnover

Untrained, uneducated, and unskilled employee positions often face a high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. Skilled and educated positions, on the other hand, may pose a risk to the firm if they leave. As a result, experienced and educated professional turnover results in replacement costs as well as a competitive disadvantage for the organization (Dendema, 2017).

2.2 Theoretical Framework for Employee Turnover

Employee turnover has been one of the most researched topics in the past, and numerous hypotheses have been established to explain why people choose to quit their current employer. The theory of organizational equilibrium, met expectation, Linkage, the unfolding model of turnover, and the job embeddedness theory of turnover are among them.

A. Organizational Equilibrium Theory

Employee turnover happens when people believe their contributions to an organization are greater than the incentives they receive. An individual attempts to satisfy his or her needs or motives, but many times he is unable to do so owing to a variety of human constraints. When a person is dissatisfied with the organization, he will withhold or withdraw his donations and leave.

Employees expect the organization to provide incentives that balance their contributions, according to this viewpoint. When the incentive supplied to employees by the company is less than their contribution, employees get unsatisfied with the incentive, which leads to turnover (Nawaz et.al., 2009).

B. Met Expectation Theory

According to Premack et.al. (1992), satisfied expectations refer to the difference between what a person experiences on the job in terms of positive or negative experiences and what he expected to encounter. Fair salary, advancement, and excellent relationships with colleagues and supervisors, as well as a proper working environment and acceptable work assignment, are some of the expectations of employees. This theory's central idea is that if an employer fails to meet an employee's expectations, it will result in employee turnover.

C. Job Embeddedness Theory

According to Ramesh (2007), job embeddedness outlines the variables that prevent an employee from leaving while encountering events that can lead to such thinking. Work-related job embeddedness (positive relationships with supervisors and co-workers, strong health benefits) versus non-work-related job embeddedness (spouse works in the same area, parents live in the same community). These work and non-work domains can be further subdivided into three forms of attachment: ties (how many individuals are related to the individual), fit (does the individual feel well suited with their job and non-work environment), and sacrifice (what does the individual have to give up to leave).

D. Motivation Theory

Motivation is an important part in understanding, studying and analyzing human behavior. It helps of an executive or a manager to identify the motive which influence the behavior of employee. Motivation is a personal and internal feeling. The feeling arises from needs, wants. Human needs are unrestricted. Fulfilment of one set of needs give rise to the other needs. Therefore motivation is a continuous process. Employee needs close supervision and where only motivated by money (Farid, 2014).

2.3 Cause of Employee Turnover

Employees voluntarily resign their engagements in organizations for various reasons which can be classified into two: pull and push factors. The pull factors include the attraction of a new job in other organizations (Tuji, 2013). A pushing element could be discontent with one's current job, which drives a person to look for work elsewhere. This research, on the other hand, is focused on demographics, job satisfaction, compensation, working conditions, leadership styles, peer group relationships, employee advancement, and job scopes.

2.3.1 Job Satisfaction

According to Majeed (2018), job satisfaction is defined by an employee's evaluation of the task and the environment in which it is conducted. Employees at a company may have a variety of perspectives on their work and working environment. These attitudes differ along several dimensions, including the work's aims, specificity, strength, salience, and stability, and the attitude of employees toward job satisfaction was examined in this sub-topic.

Job satisfaction, according to Aziri (2011), is defined as any combination of psychological, physiological, and environmental conditions that lead a person to honestly state, "I am content with my job". Even if job satisfaction is influenced by a variety of external circumstances, it remains an internal component that affects how an employee feels, according to this definition. That is, job satisfaction is a set of factors that lead to a sense of fulfillment. Internal assessments of one's job's suitability are referred to as job satisfaction. Outward, verbalized emotional responses convey these evaluations, as do interior, felt emotional responses. The multi-dimensional answers can be categorized as either positive or negative.

Job satisfaction, according to Nawaz et al. (2009), is more about happiness at work. It is a well-known phenomenon that job satisfaction has a negative relationship with voluntary employee turnover in an organization, and it is a pleasurable or positive emotional state coming from the appraisal of one's job or job experiences. Job satisfaction is the most essential factor in determining whether or not an employee intends to leave the company. As a result of this argument, unsatisfied employees are more likely to quit their jobs. Employees can be dissatisfied for a variety of reasons,

including a poor working environment, unpleasant supervisor conduct, limited opportunities for advancement, and low monetary compensation.

2.3.2 Compensation

The term monetary reward refers to the cash or equivalent that an employee receives from his employer in exchange for his services. Fringe benefits, medical facilities, and a provident fund are all examples of equivalent compensation. Employee turnover is harmed by monetary incentives. This incentive boosts job satisfaction while also lowering the likelihood of leaving the company (Nawaz et al. 2009).

Employee retention is heavily influenced by compensation (Abdali, 2011). Employee turnover is likely to be fueled by employee dissatisfaction with wages and pay, according to the researchers. The lack of a variety of compensation packages, such as fringe benefits and incentive pay, makes it difficult to retain experienced and competent staff. Employees expect a fair wage in exchange for their hard work. Compensation may be in the form of a monetary (direct) reward, such as a salary and bonus, or it may be combined with additional non-monetary (indirect) benefits, such as medical insurance and transportation (Ut Lon IM, 2010). Poor remuneration is well recognized as one of the organizational issues that contribute to employee turnover. One of the most effective and crucial job characteristics in determining applicant appeal to the firm is pay. Employees chose companies with high pay over low pay, flexible benefits over fixed benefits, individual compensation over team pay, and fixed payments over variable pay (Payne et al, 2010). This means that the most crucial factor in recruiting, keeping, and employing qualified individuals is pay. Employers should treat their employees fairly for the work they do, and employees should request a reward based on their work performance. If this is the case, staff turnover is reduced.

2.3.3 Leadership Styles

One of the deciding causes for employees to leave or be determined to leave is the leadership style of the organization. According to Majeed (2018), in public colleges one of the peak seasons for employees leaving was poor leadership behaviors. As a result, the relevance of leadership style to the company's operation in terms of preventing employee turnover cannot be overstated... Employees are one of the most precious assets in the organization, and leaders must lead in a way that increases employee motivation to achieve organizational goals such as productivity, profitability, and growth, intending to reduce staff turnover. According to Ng'ethe et.al (2012),

performed a study on public universities and found that one of the main causes of employees leaving was poor leadership practices. Individuals, particularly educated people, are assertive in standing up for their rights these days as a result of globalization and other technology-related concerns. As a result, leaders and managers must respect their employees' rights. As a result, leadership style is one of the most important elements in determining whether or not individuals will leave their positions.

2.3.4 Peer Group Relationship

Peer-group relationships can have a significant impact on employee turnover. The good working relationship, integration, and contentment with coworkers all helped to reduce turnover. Peer group relationships are both a source of job happiness and a distant cause of turnover (Abdali, 2011). As this explanation explains, a positive and coherent relationship among the organization's employees can help to prevent turnover. Managers, according to Walia and Bajaj (2012), must create a conducive working atmosphere to obtain greater results. Managers must strive to build positive relationships with their staff to create such an atmosphere. Similarly, approximately 56% of respondents stated that the relationship between the employee and the manager in the organization was not satisfactory. It is tough to understand each other if there is a strained relationship between employees and bosses. Managers are responsible for establishing a pleasant relationship between employees and management.

2.3.5 Working Environment

Working environments are critical in boosting job satisfaction and organizational commitment among the workforce. The work environment encompasses all characteristics or features that affect employees' work conditions. Employees want to stay with companies that provide a clean and healthy atmosphere. The proportions of the surroundings and staff values may characterize our organization's trustworthiness (Tuji, 2013). Because people like to work in environments that are conducive to their well-being, the working environment is one of the primary factors that impact employees' decisions to stay or quit the company. Working environment characteristics like as supervision, autonomy, communication, support, authority, promotion, and input into decision-making have also been linked to turnover.

2.3.6 Lack of Promotion or Advancement

Promotion is described as "the advancement of an individual to a higher-level position within an organization. Promotion is also defined as the appointment of a person to a higher level role inside an organization on a conceptual level (Masri, 2009). Job promotions may be evaluated using a variety of criteria, including satisfaction with promotions, promotion opportunities, and actual promotions (Tuji, 2013). Employees have little motivation to stay in their current job when they see no future growth or desire to improve within the system. Employees that are not appropriately promoted will leave the company.

2.3.7 Work Assignment

The solidity of the job and the challenges of the job contents can be defined as job scope. Some moderators' job scopes may be limited. The strength of the growing need is one of the possible modifiers of job scope. Employees with high growth stress have the most job satisfaction and commitment to the organization when the job is complex (Abdali, 2011). This means that when an organization's job content is broad and complex, the employees in that company are more satisfied. In this sense, when employees are satisfied with the organization's work, the probability of turnover is reduced. Job participation may prevent employees from leaving. Employees who consider themselves engaged in their employ, psychologically, may feel obligated to their jobs (Tuji, 2013). This means that when employees are assigned to positions based on their profession and specifications, they are more engaged and satisfied with their work, and the working environment becomes clearer, allowing employees to complete intended organizational objectives, which leads to job satisfaction.

2.4 Basic strategies to retain employees

Employee retention is one of the most important challenges faced by human resource managers. Different authors and researchers have different views on employee retention; researchers such as Yumnam (2019), stated that creating increased opportunity furthermore imparting effective training to the employee should be the priority for employee retention. The researchers suggest that greater job involvement leads to higher retention. Good quality work-life reduces the rate of attrition and at the same time attracts new employees (Sumathi, 2017).

The following are some of the retention mechanisms explored by different researchers;

A. Competitive and Fair Compensation

Most tactics to recruit and retain competent employees start with competitive and fair compensation, especially for those individuals who provide exceptional performance or have a particular ability that is critical to the organization since the company invests more in their training and orientation (Shaw, 2014). However, there is widespread consensus that pay levels alone do not guarantee employee retention. Using industry surveys to benchmark and position wage and salary structures to be fair and competitive is a common best practice. As of developing competitive compensation and benefits packages Pires (2018), concludes that understanding and investigating market wage levels in your area as well as the worth of benefits and employee perks; providing such incentives to your employees may be the key to retaining them.

B. Recognition and Rewards

Employees' retention was shown to be greatly accelerated when they were recognized and rewarded for their hard work. Furthermore, it can contribute to a workplace culture of respect and gratitude for employees and well-done work, strengthening employee engagement with the company. According Parthasarathy (2012), argues that reward systems should be a significant domain of innovation for employers. Individual employees, groups of employees, or an entire staff may receive a variety of official and informal, financial, and non-financial incentives as part of their recognition and rewards program. An employee of the month awards, company-sponsored sports teams and social events, prizes, apparel, and so on are among them. Employees, particularly those with esteem and self-actualization drives, want to be recognized and rewarded, not necessarily with money, but by publicly acknowledging their accomplishments and contributions to the achievement of business goals and objectives.

C. Training, Professional Development, and Career Planning

Employee retention can be improved by providing training, professional development, and career planning. Training is a visible investment made by the organization in the employee, offering new skills, abilities, and confidence. Work that is more intrinsically satisfying is typically the result of training. Training promotes employees to make longer-term commitments to their workplace when combined with excellent communication about how an employee's efforts to build skills can lead to more demanding and important roles within the organization. Employee career development

plans have a critical influence on employee retention and these professional development possibilities encourage employees to stay with the company and boost loyalty (Akinyomi, 2016).

D. Orientation

Good initial orientation for a newly hired employee can help not only to efficiently integrate that person into the workplace but also to make the new worker feel welcome and provide knowledge about how to cope with the business's demands and any potential problems that may develop. Through the induction process, the employee customizes the work environment as quickly as possible, which might aid in employee retention (Sharew, 2018).

E. Conducive Working environment

It can take many forms, including those focused on the physical work environment (cleanliness, safety, ergonomics, and so on); health practices (supporting healthy lifestyles, fitness, and so on); and the social environment and personal resources (organizational culture, a sense of control over one's work, employee assistance programs, and so on). Healthy workplace programs benefit not only individual employees' health and well-being, but also corporate performance goals such as staff retention (Khattak, 2012).

F. Empowerment of Employees

When organizations delegate more decisions to their subordinates it encourages them to do their job effectively and decide to stay in the organization. Therefore, the organization should empower the employees to minimize turnover. The points mentioned above on employee retention are there, In addition to these managers must implement proper hiring practices, and managerial style, give recognition to employees, develop a competitive compensation system in the organization and create a suitable workplace environment(sharew, 2018).

G. Transparency

Staff turnover can also affect other employees by disrupting group socialization processes and raising internal conflict, which can lead to increased absenteeism. Furthermore, the interpersonal tie that develops between employees is critical to any organization's communication patterns. People develop both professionally and personally, and effective companies can accommodate these changes. A pleased staff is considerably more capable of achieving corporate goals and addressing customer expectations than an uninspired and apathetic one (Martin, 2019).

2.5 Empirical Review

Many scholars researched the assessment of employee turnover in different countries and organizations. According to Temu (2010), in research conducted in Asia, the china staff turnover rate was the highest in Asia, more than twice of Japan china youth daily report (2008). The researcher finding unsatisfactory compensation and limited career progression were blamed for China's high turnover level. Among the respondents, 22% agreed that limited progression was a major cause of high turnover, while 18% believed it resulted from dissatisfaction over money. Hewitt associates (2009/2010) turnover speed in Malaysia has greater than before from (9.3%) in 2009 and (10.1%) in (2010) respectively. The highest turnover rate was found to be recorded by the financial services, (18.3%), IT industry (20%) however; chemical industry with (6.3%) is the lowest brat among industries the reason (46%) further studies (38%).

Like Europe and Asia, several studies were conducted in Africa in manufacturing and public sectors where employees exercised voluntary labor turnover. According to Temu (2010), South Africa's experience indicated an increasing rate of turnover from 13% in 2005, 13.5% in 2006, and 2.5% in 2007. In addition, this annual turnover cost for Unilever Company in South Africa recorded R4.35billion, or 56% of the total turnover. Other countries in East Africa, West Africa, and central Africa are also exercising a relatively high rate of employee turnover with increasing costs and loss of public resources. Many Nigerian university lecturers have migrated abroad to universities in Europe, America, and the Middle East the reason advanced for the teachers leaving is their increasing pauperization, diminished power, prestige salaries, and condition of services.

Different studies were conducted in Ethiopia focusing on turnover as a central point. Among the researchers who studied include Tafese (2016), Wallelegn (2013), Berie (2016), Dendema (2017), and (Ayele, 2020). These researchers investigated what determines employee turnover intention to leave and the impacts on the organization by examining the possible antecedents.

According to Tafese (2016), turnover intention to leave and associated factors among health professionals in public health centers of Jimma Zone, southwest Ethiopia. A cross-sectional both quantitative and qualitative study was conducted on seven randomly selected woredas (districts) which have 53 public health centers. Their studies revealed that health workers have a strong desire to depart. Job satisfaction, working environment, work pressure, and organizational

management all had statistically significant associations with the intention to leave among health professionals in Jimma Zone public health clinics, according to the study.

A study approved by Wallelegn (2013), the assessment of turnover causes in 74 respondents and 57 questioners both current and ex-employees respectively. In his analysis, the major causes are salaries and benefits, orientation, work environment, workload, and fairness, the relationship between management and supervision, job satisfaction, and related factors that causes employees to leave or to stay. In his findings, there was a high turnover intention.

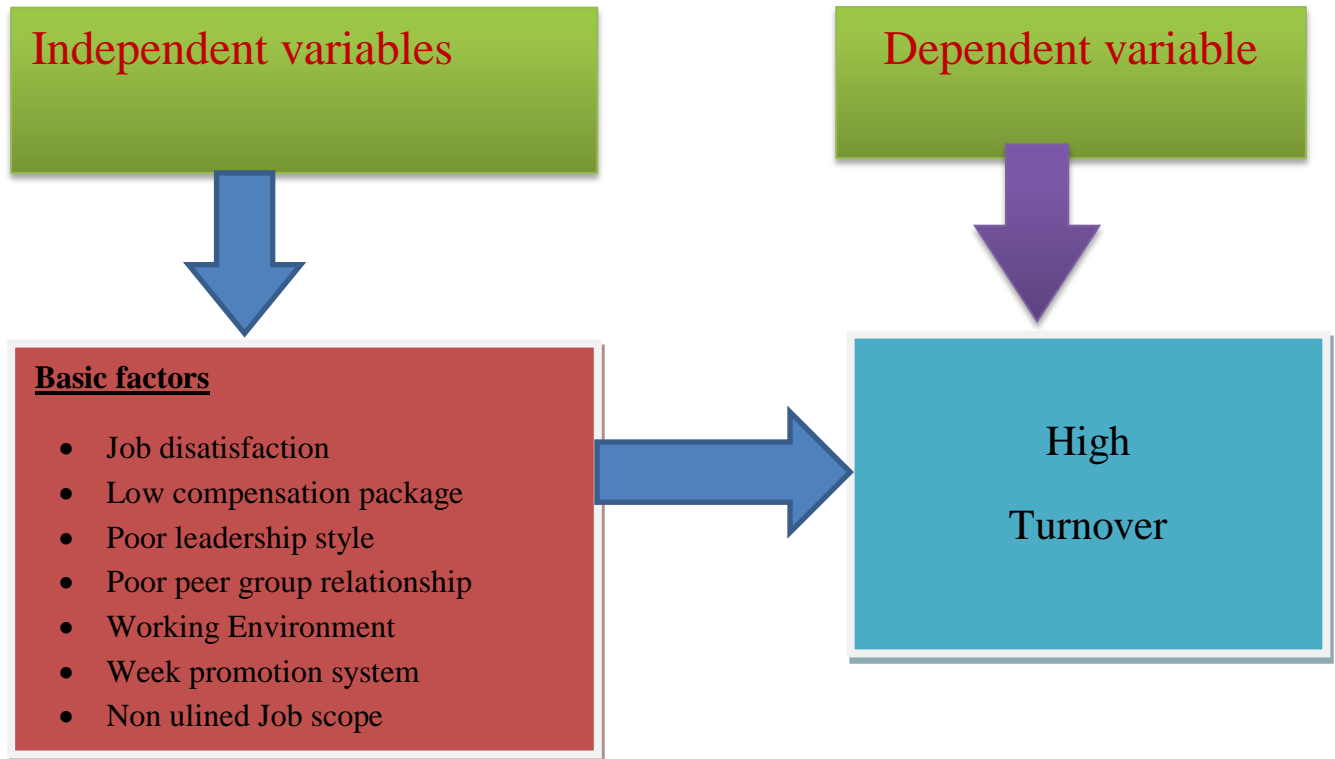
Another study Ayele (2020), looked at job satisfaction and other characteristics among health care providers in public health institutions in the Harari Region of Eastern Ethiopia. A cross-sectional study was done among 405 randomly selected health care professionals in Harari regional state by the researchers. Less than half of the respondents were content with their current job, according to his research. Among the factors that influence job satisfaction are the organization's management structure, wage and remuneration, and the working environment. The researcher analyses 313 respondents who were examined using random sampling procedures in Berie's (2016) , the assessment of staff turnover at a pharmaceuticals fund and supply agency (PFSA). Poor organizational management, an undesirable work environment, high work pressure, and job discontent all contribute to the overall intention to leave their employment, according to the findings. The PFSA turnover rate was 6 percent, 41.2 percent, 39.2 percent, 23 percent, and 24.8 percent in the last five years, namely 2003, 2004, 2005, 2006, and 2007. Staff turnover is increasing at a rate of 34.8 percent on average. This indicates that turnover rates have increased slightly in the recent five years. As a result, the rising turnover rate has resulted in high costs for recruitment, replacement, and other non-financial values such as time spent by managers reviewing the hiring process, all of which have a detrimental influence on the organization's productivity.

2.6 Conceptual Framework

According to the definition of Van der Waldt (2020), a conceptual framework is a visual or written product, one that "explains, either graphically or in narrative form, the main things to be studied the key factors, concepts, or variables and the presumed relationships among them". Based on the overall review of related pieces of literature and the theoretical framework, the following framework was developed. The independent variables, including demographic factors, job

satisfaction, compensation, leadership styles, promotion, peer group relationship, working environment and job scope explained are assumed to be the causes of employee turnover in our country's context specifically in adet agricultural research center.

Figure1: Conceptual framework



Source:Review of Related Literature

CHAPTER THREE

3. RESEARCH METHODOLOGY

INTRODUCTION

The purpose of this chapter is to present the research design and methodology. More specifically, it gives a description of the study area, data sources, target population, sample and sampling techniques used, data collection instruments and collection procedures, method of data analysis, the issue of validity and reliability, and research ethics.

3.1 Description of the Study Area

Location

Amhara Regional State, one of the regions of Ethiopia, covers 157, 647 square kilometers across Northwestern and Eastern Ethiopia. The total population of the region is 20,018,999 as of the census of 2013. Of the thirteen zones of the region, West Gojjam is one of the zones located 385 km from Addis Ababa with a total population of 2,474,254 (Achenef (2016).

On the other hand, Adet (better known as Adet Medhanealem) is a town located in the Northwest of West Gojjam zone, Ethiopia. It is located 42 kilometers south of Bahir Dar in the West Gojjam Zone of the Amhara region with a latitude and longitude of 11°16'N 37°29'E.

Adet Town administration includes five Kebeles (Adet town administration templates, 2022). It is encircled by Shenna and Shegize rivers. Felseta Mariam deber and Zerabruke are found in the Southern part of Adet (*Anbesit Mewucha*) where as Tserhatheyon or Ersha Mermer is founded in the Northern. Also, Ereberbe Gabriel (Yegetoch Bahir zafe) is situated in the Southeast of Adet. Mender Eyesus and Adet Hanna are located in the Eastern and Western parts of Adet.

AARC is the biggest research center in Ethiopia which was established in 1980 with the proclamation of no.79/1979 to approve the establishment of Ethiopian agricultural organization since 1980 E.C. The objective of the establishment of this research center is to generate, develop and adopt agricultural technologies that focus on the need for the overall agricultural development

and its beneficiaries. The center has established to build up a research capacity and establish a system that will make agricultural research efficient and effective based on development needs and disseminate agricultural research results. As a result, improved seeds and animals were disseminated and transformed into similar agricultural offices and rural communities. AARC has currently 154 employees at the research center including Ph.D. holders (6 Ph.D.), MSc (43) degrees (51), and diploma holders (54) (Annual report of AARC HRM directorate, 2021).

Population

Based on the census of 2007 conducted by CSA, the total population of Adet city administration was 275,258 of which 137,157 (49.8%) were male and 138,101(50.2%) were female. With an area of 1351.9 square kilometers, this city administration has a population density of 203.6/km² and in this town, a total of 54,321 households were counted, with an average of 4.21 people per household. The majority of the inhabitants practiced Ethiopian Orthodox Christianity with 92% the rest 8% were Muslims and others. The largest ethnic group reported in this town is Amhara (98.82%) and the rest 0.18% cover other many ethnic groups who came to this Woreda for different jobs. As a result, Amharic is spoken as the first language in Adet town administration (Adet town Administrative Office 2022).

Topography

This town's climatic condition is weyna Dega (Yilmana densa woreda Agricultural Office templates 2022).

Economic activities

Obtaining raw resources from the environment, such as through forestry and agriculture, converting these ingredients into usable products through manufacturing and processing, material transportation and storage, and customer service tertiary providing services to customers are all examples of economic activities. Shops, entertainment, and intellectual services like legal and financial services are all part of the package. In general, the town's economic activities include retail, commercial, and industrial.

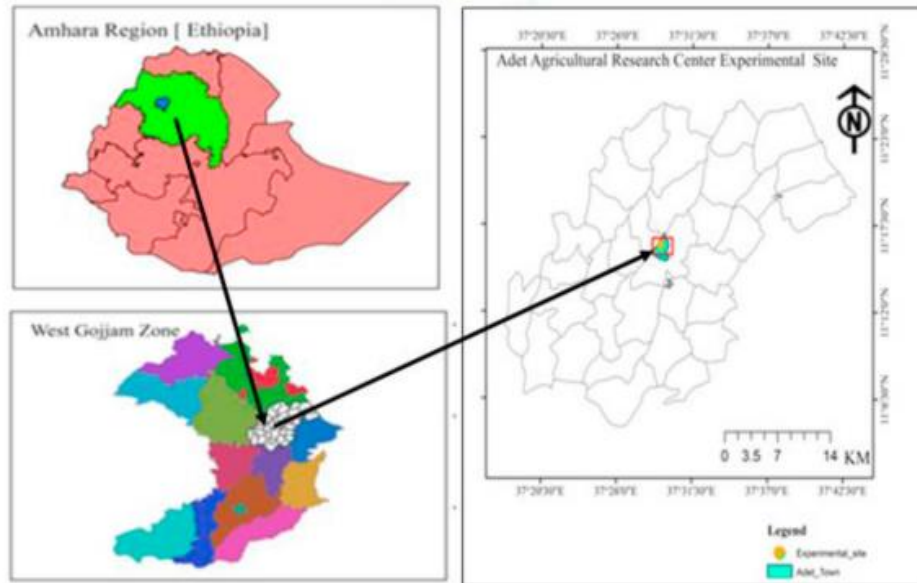


Figure 2: Map of the study area, 2022

3.2 Research Design

The research design is determined by the nature of a research problem. Since the purpose of this study is to assess employee turnover in AARC; a descriptive research design was employed. The descriptive research type enables to discuss and answering the why, what, and how questions. It also helps to clarify the relationships between different variables related to turnover.

3.2.1 Research Approach

A descriptive study, both in qualitative and quantitative research approach. However, the qualitative approach was used dominantly because the qualitative method focuses on the experiences of the people involved, and attempt to understand the reasons behind certain behavior explanation. The combination of both research approaches is the most effective way of achieving the research objective due to their complementary strengths.

According to Creswell (2014), the mixed-method approach is a model for social science research that combines qualitative and quantitative methodologies which sufficiently flexible, accessible, and multilayered to interpret real meaning from the composed data.

Qualitative approach has been used to collect qualitative data related to perception and attitude, causes of employee turnover, trends of turnover, intentions to live or to stay, and intervention strategies used to reduce employees turnover, the data were gathered from the selected respondents from employees who are currently working in AARC, directorates of human resources management and director of the research center through FGD and interview.

On the other hand, quantitative approach has been used to collect quantitative data related to the causes of employee turnover, and the trends of turnover in the research organization were gathered from the selected respondents (ex-employee and currently working in the research area) by using questionnaires.

3.3 Sources of Data

To collect appropriate data, the researcher used both primary and secondary data sources.

3.3.1 Primary Data

The primary data for the study was collected from ex-employees, current employees, directorates of HRM, and managers of the research center. This source of data is considered primary data based on the expectation that they would have better information on the employee turnover cases in the study area. It has been collected through questionnaires, interviews with key informants, and FGD.

3.3.2 Secondary Data

Document analysis was used as a secondary data source due to the inability of collecting all statistical reports from the primary sources. It helps to get additional data by reviewing different documents and records. Therefore, throughout the process, the researcher reviewed and analyzed related documents such as journals, website sources, and annual statistical reports.

3.4 Target Population, Sample Size, and Sampling Techniques

According to AARC HRM Directorate report, the total number of current employees is 154 whereas the number of ex-employees who left in the past five respective years (2017 - 2021) was 138. So, the total target population was 292 professional employees both ex-employees and the remaining employees.

Based on the Yemane (1967) formula;

$$n = \frac{N}{1 + N(e)^2} \quad \text{Where, } n = \text{sample size}$$

N = size of the population

e = level of precision

$$n = \frac{292}{1 + 292(0.05)^2} \quad \text{Taking } e \text{ approximately } 0.05$$

$$n = 169$$

Therefore, the working sample size will be **169** employees by using a proportionality formula such as $n_i = n \cdot N_i/N$, Where n_i =sample of strata, N_i =population of strata, n =total sample size.

$$n_1 = 169 \times 140/292 = 81$$

$$n_2 = 169 \times 154/292 = 88$$

n_1 = represents Ex-employees whereas n_2 =represents current employees

Respondents for the questionnaire were selected through simple random sampling which consisted of 81 Ex-employees and 88 current employees total of 169 respondents from this 12 ex-employees and 8 current employees were not fill and returned the questioners, 12 discussants were selected by purposive sampling for FGD, on the other hand, 2 key informants (Director and human resource management directorate) for interview were selected through purposive sampling method.

3.5 Data Collection instrument

The main focus of the study was to investigate employee turnover in the case of AARC. To achieve the objective of the study, the researcher used a multi-strategy approach that is called 'triangulation' because it allows the use of more than one method and source to collect data in a study of a social phenomenon so that the findings were cross-checked. The data collection methods applied in this study were questionnaires, interviews, and FGDs.

3.5.1 Questionnaire

The questionnaire is the most commonly used method in a survey. A questionnaire is a research instrument consisting of a series of questions and other prompts to gather information from

respondents (Kabir, 2018). The questionnaire was employed as a data collection instrument to investigate these problems because it is relatively economical to collect a large amount of data from the larger respondents in a relatively short period.

Questionnaires were distributed to 169 employees (81 ex-employees and 88 current employees). The questionnaire was used to collect the data related to causes, intentions to leave or to stay and prevention strategies designed to minimize employee turnover. The nature of the was both open-ended and close-ended. As much as possible, the researcher tried to make the questions very precise to make the questionnaire more effective and efficient.

3.5.2 Interview

An interview is a face-to-face conversation with the informants that are used to collect information or opinion. In interviewing process, the interviewer can not only record the statements the interviewee responds to, but he can observe the body language, expressions and other reactions to the questions as well. According to Bernard (2011), key informants are people who know a lot about their culture and are willing to share their knowledge with you and people who know you can talk to easily, who understand the information you need, and who are glad to give it to you or get it for you. Most commonly, interviews are conducted on a face-to-face basis and they can take a variety of forms. It ranges from informal, unstructured, structured, and semi-structured interviews. The researcher conducted interviewed informants based on schedules. One interview schedule contained 20-25 minutes. The interview question was also semi-structured to collect qualitative data from two informants namely the human resource management directorate and research center director.

3.5.3 Focus Group Discussion

FGD is a type of group interview that several people are asked to come together in a group to discuss a certain issue. An FGD is an effective way to bring people from similar backgrounds or experiences together to discuss a specific topic of interest.

The researcher formed relatively a homogenous group in terms of working years of experience and the age among the discussants to enable them to feel free to speak. Hence, the researcher would get full and detailed information from the participants of the study about the assessment of employee

turnover. Twelve discussants were selected from the current employees and organized into two groups each group has six discussants. Therefore, a focus group discussion was conducted to cross-check the data gained through interviews and questionnaires. The reason behind the use of this type of data collection tool in the study is that it provides an open, fairly unrestricted form for individuals to discuss ideas and clarify impressions and opinions of each other (Kaufman, 2005). Finally, to get sufficient information the guiding questions were prepared in English and translated into Amharic to be easily understandable by all respondents.

3.6 Data Collection Procedure

To get relevant data and answer the research questions, the researcher followed a series of data-gathering procedures. These procedures help the researcher to get authentic and relevant data from the sample units. Thus, after having letters of authorization from Bahir Dar University for ethical clearance and after getting the consent of the participants, the researcher has prepared the questionnaires, interview, and FGD questions. Then, the researcher introduced himself and describe the objective of the study to fill out the questionnaire. Finally, the questionnaire has distributed to the respondents, and later it was collected. Some challenges encountered during the fieldworklike, the researcher couldn't easily find the respondents who left the AARC. However, to overcome the above-mentioned challenges, the researcher tried to communicate through phone, telegram, and email.

3.7 Method of Data Analysis

After data collection has completed, the researcher transcribed information from notes and tape records and translate raw data from Amharic to English. Both quantitative and qualitative methods of data analysis were employed to answer the basic research questions and achieve the objectives of the study. In the case of quantitative data analysis, the data from the questionnaire is entered into a computer using statistical package for social science (SPSS) version 23, computer programs for data analysis, and quantitatively analyzed by using descriptive tools such as percentage, frequency, mean and figure. The frequency and percentage derived from the data served as the basis for interpretation of the data and summarization.

Besides, the qualitative data collected through open-ended questionnaires, semi-structured interviews, and focus group discussions (FGD) has been analyzed and interpreted. It was analyzed by transcribing respondents' ideas and views through narrations and descriptions to capture aspects of the study that could not be done through the quantitative method and to triangulate the findings derived from the literature review and primary sources. Finally, conclusions were drawn from the major findings and possible recommendations were suggested.

3.8 Variables and Measurement

The questionnaire, one of the most important data collection tools, was in use for data collection from the respondents. The questionnaire is a five-page questionnaire that is divided into four sections for the current employee respondents includes; Section-I, Section-II, Section-III, and Section-IV whereas Section-II, Section-III, and Section-IV for ex-employees. All sections of the questionnaires are developed in English.

3.8.1 Interpretation of Variables

Section-I: Background of the Respondent: The first component of the survey asks for personal and demographic information from respondents. Gender, age, educational level, duration of employment in the organization, and marital status were among the questions answered, with responses analyzed using frequency distribution and percentage.

Section-II: General Questions: Respondents were asked about the current level of employee turnover in their organization, their level of satisfaction with their involvement in organizational decision-making, their intention to stay with their current employer, and their level of satisfaction with the amount of compensation they receive for the work they do. The frequency and percentage of their responses were used to analyze and interpret their responses. Only current employees were asked this broad question.

Section III: Factors Related to the Causes of Employee Turnover for current employees

This section measures the level of employees' job satisfaction, monetary rewards, supervision styles, promotion opportunities, job scope, working environment, and peer group relationships that influence the turnover intention of current employees. Generally, the section consisted of five components with 36 questions, as shown in Table 3.1 below.

Table: 3.1 The components of questions for current employees

No	Factors	Total Questions
1	Factors of Job satisfaction	5
2	Factors of Compensation (Monetary reward)	4
3	Factors of Leadership style (Supervision)	5
4	Factors of Promotional opportunities	5
5	Factors of Job scope (Job assignment)	4
6	Factors of Working environment	4
7	Factors of Peer group relationship	4
8	Factors turnover intention to leave or to stay	5
	Total	36

Section-IV: Factors Related to the Causes of Employee Turnover for Ex-employees

This section assesses employee job satisfaction, monetary incentives, supervisory styles, promotion chances, job scope, working environment, and peer group relationships, all of which may influence a former employee to leave their organization. The section had 7 components with a total of 28 questions, as stated in Table-3.2 below.

Table: 3.2 The Components of Questions for Ex-employees

No	Factors	Total Questions
1	Factors of Job satisfaction	4
2	Factors of Compensation (Monetary reward)	5
3	Factors of Leadership style (Supervision)	5
4	Factors of Promotional opportunities	4
5	Factors of Job scope (Job assignment)	3
6	Factors of Working environment	3
7	Factors of Peer group relationship	4
	Total	28

To respond to the questions, respondents have to select their choice of answer based on the five-point scale according to their opinion on each question. All answer has been given a score and it is assumed that the format is easier for the respondents to understand the concepts and provide precise answers. The five-point scale is used to evaluate the level of the factors for both current and ex-employees as shown in Table 3.3.

Table:3.3 Five-Point Scale

No	Choices	Score
1	Strongly Agree	1
2	Agree	2
3	Neutral	3
4	Disagree	4
5	Strongly Disagree	5

3.9 Validity and Reliability Test

Validity: It is a tool that was used to extract reliable information testing validity ensures the ability of a scale to measure what it is intended to assess and reveals vague questions and unclear instructions (Field, 2006). The conclusions of the study were presented following the actual findings and the researcher's final objectives. Furthermore, the results of the questionnaire were evaluated using a statistical tool for social science to remove any potential biasing effect and inaccuracy (SPSS). The researcher additionally used close consultation, comments, and recommendations from the advisor, other research professionals, and collages to ensure the validity of the study tools. Furthermore, the translation of the questionnaire and interview items into Amharic provides an opportunity to receive feedback from other experts.

Reliability: The term “reliability” refers to the capacity to acquire the same result by measuring something multiple times with the same equipment. Machines (apparatuses), scales, and questionnaires (the extent to which a scale gives consistent results when repeated measurements are performed on the characteristics) are examples of 'instruments' (Nayak & Singh, 2015) There are several coefficients of reliability that can provide the researcher with a check on the quality of an instrument; for example, the researcher instrument reliability test was checked by Cornbrash's Alpha test by using Gliem(2003), the following rules of thumb: “.9 = Excellent, .8 = Good, .7

=Acceptable, .6 = Questionable, .5 = Poor, and .5 = Unacceptable”. The questionnaire's reliability was determined using Cronbach's alpha method and SPSS version 23. As a result, the instruments in this study are very dependable in measuring the research study's intended outcome. As a result, the researcher judged that the instrument was trustworthy. As demonstrated in Tables 3.4 and 3.5, the alpha value for each question is found and summarized.

Table: 3.4 Alpha Coefficient for Each Section of Current Employees Questionnaire

No	Section	No. of Items	Alpha Value
1	Factors of Job satisfaction	5	0.79
2	Factors of Compensation (Monetary reward)	4	0.729
3	Factors of Leadership style (Supervision)	5	0.884
4	Factors of Promotional opportunities	5	0.888
5	Factors of Job scope (Job assignment)	4	0.744
6	Factors of Working environment	4	0.922
7	Factors of Peer group relationship	4	0.822
8	Turnover Intention	5	0.711

Table:3.5 Alpha Coefficient for Each Section of ex-employees Questionnaire

No	Section	No. of Items	Alpha Value
1	Factors of Job satisfaction	4	0.953
2	Factors of Compensation (Monetary reward)	5	0.956
3	Factors of Leadership style (Supervision)	5	0.951
4	Factors of Promotional opportunities	4	0.847
5	Factors of Job scope (Job assignment)	3	0.823
6	Factors of Working environment	3	0.895
7	Factors of Peer group relationship	4	0.784

3.10 Ethical Consideration

During the study, the researcher requested legal permission and a recommendation letter from Bahirdar University and Adet agricultural research organization and several ethical considerations to get relevant information from the respondents. Therefore, the researcher explained the objectives and significance of the study to the respondents and allowed them to exercise their right to voluntary participation, inform their participation couldn't disturb their regular activity and avoid any psychological harm. Questions were not offensive and disturb their personality, they are assured that the information they provide should be kept confidential; to ensure this, the researcher removed information that requires identification of the names of respondents. Furthermore, the first page of the questionnaire displays an opening introductory letter that requested the respondents' cooperation to provide the required information for the study.

CHAPTER FOUR

4. ANALYSIS OF THE DATA, RESULT AND DISCUSSIONS

Introduction

This descriptive study has provided a better understanding of the general assessment of employee turnover in Adet Agricultural Research center. Accordingly, the following three research questions were proposed and addressed in this study. How look like the trend of employee turnover at Adet Agricultural Research center? What are the major causes of turnover in Adet Agricultural Research center? What strategies and programs were designed by the AARC to minimize staff turnover?

Hence, this chapter presents the presentation and analysis of the data in two parts. The first part presents the characteristics of the respondents that describe the sex, age, educational background, work experience, and marital status of the respondent both the current and Ex-employees by the table. The second part states the analysis of the data that has been obtained through a questionnaire, interview, and focus group discussion.

4.1 Demographic Characteristics of Respondents

This section describes the frequency distribution of respondents' personal or demographic characteristics (sex, age, working experience, education level, and marital status) are described by using frequency, percentage, and cumulative percentage.

Table: 4.1 Demographic Characteristics of Current Employees

No	Variables	Measurement	Freq.	Percentage	
				Valid %	Cumulative %
1	Sex	Male	54	67.5	67.5
		Female	26	32.5	32.5
		Total	80	100	100
2	Age	Less than 25	7	8.8	8.8
		25 – 34	18	22.5	31.3
		35 – 44	25	31.3	62.5
		45 – 54	27	33.8	96.3
		55 – 64	3	3.8	100.0
		More than 65	-	-	100
		Total	80	100	-
3	Educational Qualification	Diploma holder	12	15.0	15.0
		First degree	39	48.8	63.8
		Second degree	25	31.3	95.0
		PhD	4	5.0	100
		Total	80	100	-
4	Working Experience in AARC	Less than a year	6	7.5	7.5
		1 – 2 years	14	17.5	25.0
		2 – 4 years	7	8.8	33.8
		4 – 6 years	15	18.8	52.5
		6 – 8 years	18	22.5	75.0
		More than 8 years	20	25.0	100.0
		Total	80	100	-
5	Marital Status	Married	51	63.8	63.8
		Single	29	36.3	100
		Total	80	100	-

Accordingly, the sex distribution of table 4.1 indicates that out of 80 respondents, 67.5% of them are males and the rest 32.5% are females. Based on the information, one can understand that the majority of employees currently working in the Adet agricultural research center are males.

The table also shows the age distribution of the respondents. Consequently, the greatest number, (33.8%) of the respondents are in the age group of 45 to 54., followed by respondents aged 35 to 44, 25 to 34, less than 25, and 55 to 64; (31.3%), (22.5%), (8.8%), and (3.8%) respectively. Hence, almost (62.6%) of current employees at AARC are less than the age group 45 years. Therefore, it is possible to say the majority are young and mature active enough professionals this is also helps to achieve the organization goal and objectives.

With regard to the educational qualification of the respondents. Accordingly, the majority numbers of respondents (48.8%) are first-degree holders followed by second-degree holders (31.3%) whereas (15%) are diploma holders, and (5%) of the respondents are Ph.D. holders. Depending on the respondents' responses, one can conclude that the majority of employees in AARC are professional enough.

Regarding to the working experience of the respondents in AARC it indicates that 25% of respondents have been working in the research center for more than 8 years, (22.5%) for 4 to 6 years, (17.5%) for 1 to 2 years, (8.8%) for 2 to 4 years, and (7.5%) have been working less than a year. As a result, the majority of the respondents have been working for more than eight years in this organization. One can conclude that , if experienced employees are stayed in the organization they may know more about the organization and assume to be they can offer accurate information.

Finally, the table shows the marital status of the respondents. Accordingly, (63.8%) of the respondents are married while (36.3%) are single. Thus, based on the respondent's response obtained, it can be possible to simplify that majority of employees of the organization are married, and being married may be advantageous for the organizational goal achievement because married employees are supposed to be more stable to stay in the organization than single employees.

A total of 69 ex-employees have participated in the study with a response rate of (85%). The study revealed varying demographic backgrounds of the ex-employees of AARC.

Table: 4.2 Demographic Characteristics of the ex-employees

NO	Variables	Measurement	Freq.	Percentage	
				Valid %	Cumulative %
1	Sex	Male	53	76.8	76.8
		Female	16	23.9	100.0
		Total	69	100	100
2	Age	Less than 25	5	7.5	7.5
		25 – 34	21	31.3	38.8
		35 – 44	31	44.9	82.9
		45 – 54	11	16.4	98.5
		55 – 64	1	1.5	100
		More than 64	-	-	100
		Total	69	100	-
3	Educational Qualification	Diploma holder	-	-	-
		First degree	18	26.9	26.9
		Second degree	30	43.4	70.4
		PhD	21	31.3	100
		Total	69	100	-
4	Working Experience in AARC	Less than a year	-	-	-
		1 – 2 years	4	6	6
		2 – 4 years	4	6	6
		4 – 6 years	7	10.4	10.4
		6 – 8 years	4	6	6
		More than 8 years	50	72.4	100
		Total	69	100	-
5	Marital Status before they leave AARC	Married	54	80.6	80.6
		Single	15	21.7	100
		Total	69	100	-

Accordingly, the sex distribution of table 4.2 indicates that out of 69 respondents, (76.8%) are males and the rest (23.9%) are females. Based on the information, one can infer that the majority of ex-employees of Adet agricultural research center are male.

The table also shows the age distribution of the respondents. As the result, the greatest number, (44.9%) of the respondents are in the 35 to 44 age group, followed by respondents aged 25 to 34, 45 to 54, less than 25, and 55 to 64, (31.3%), (16.4%), (7.5%), and (1.5%) respectively. But, there were no respondents more than 64 years old. Hence, almost, 82% of Ex-employees at AARC are

less than the age group of 45 years. Therefore, If the age increases the possibility to leave the organization will also increased.

With regard to the educational qualification of the respondents, the majority of the respondents, (43.4%) second-degree holders followed by Ph.D. holders (31.3%) whereas (26.9%) were first-degree holders, and no diploma holders. Depending on the respondents' responses, one can conclude that the majority of Ex-employees in AARC were professional enough.

Regarding the working experience of the respondents ex- employee in AARC. It indicates that 72.4% of respondents have been working in the research center for more than 8 years, 10.4% for 4 to 6 years, 6 % for 1 to 2 years, 6% for 2 to 4 years. As a result, the majority of the respondents have been working for more than eight years in this organization. So, this is important for the reliability of the data provided by the respondents since those who have stayed in the organizations are supposed to know more about the organization and assumed to be they can offer accurate information.

The same is also the table shows marital status of the respondents. Accordingly, 80.6% of the respondents got married while 20.7% are single. Thus, based on the respondent's response obtained, it can be possible to simplify that the majority of employees of the organization are married, and being married may be advantageous for the organizational goal achievement because married employees are presume to be more stable to stay in the organization than single employees.

4.2 Trends of Employee Turnover in AARC

Based on the data that were obtained for this study through the available documents from the organization such as a monthly report, annual report, and HRM directorate documents analysis was carried out to determine the turnover magnitude and trend of the organization. The findings are accessible in the table below 4.1.

Table: 4.3 The Rate of Professional employee Turnover in AARC (2021-2017)

Years	The average number of employed	Number of Ex-employees	Rate of Turnover
2021	154	31	20.1
2020	148	30	20.2
2019	144	28	19.4
2018	142	26	18.3
2017	139	23	16.5

Source: HRMD Report of AARC, 2017-2022

As shown in Table 4.3 above, AARC has been facing high rate of turnover and the number of employees turnover increased. This indicates that employee turnover increased from time to time at AARC. The highest turnover rate was registered (20.2%) in the year 2020 whereas; the least turnover rate also registered at 16.5% of employees left the organization in the year 2017.

Similar to the above finding, discussants from current employees during FGD mentioned that the termination rate of turnover was increasing from year to year, which exposes to both tangible and intangible costs. Tangible costs include; recruitment and training costs, while intangible costs include; loss of time for replacing terminated employees, lack of delivering quality service on time, and loss of organizational goodwill. Besides, two of the interviewees (the research center director and HR Directorate) also confirmed the increment of employee turnover from time to time, as the research director said that strategies were not designed to retain employees and the organization lost many qualified and productive employees. If employees are asked to leave this organization, the management of the organization will give them the resin paper soon because employees need better salary and benefits packages; due to this turnover rate in the organization was increased from time to time. Since then, employee turnover is common and is becoming a series problem at AARC.

4.3 Factors influencing employee turnover

4.3.1 Job satisfaction

Table 4.4 Respondents' Response to Job Satisfaction

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I feel satisfied with my current job	Frequency	3	4	4	48	21	80
		Valid %	3.8	5	5	60	26.3	100
		Cumul. %	3.8	8.8	13.8	73.8	100	-
2	I am interested in my current job	Frequency	5	7	4	46	18	80
		Valid %	6.3	8.8	5	57.5	22.5	100
		Cumul. %	6.3	15	20	77.5	100	-
3	My current job is fun	Frequency	6	2	18	38	16	80
		Valid %	7.5	2.5	22.5	47.5	20	100
		Cumul. %	7.5	10	32.5	80	100	-
4	My present job gives me more responsibility	Frequency	7	3	6	26	38	80
		Valid %	8.8	3.8	7.5	32.5	47.5	100
		Cumul. %	8.8	12.5	20	52.5	100	-
5	The present Job gives me a sense of Achievement	Frequency		14	6	39	21	80
		Valid %		17.5	7.5	48.8	26.3	100
		Cumul. %		17.5	25	73.8	100	-

Table- 4.4 indicates the summary of to what extent respondents agree or disagree about job satisfaction at their organizations. With regard to the satisfaction of job in the table indicates that 60% and 26.3% of the respondents disagree and strongly disagree respectively that they feel satisfied with their current job. On the other hand, 3.8% and 5% agree and strongly agree in that order and 5% were neutral about the question. Also the table, 57.5% and 22.5% of the respondents disagree and strongly disagree in that order they are interested in their current job. In contrast, 6.3% and 8.8% agree and strongly agree respectively whereas 5% were neutral to

the response. From the response, one can understand the majority of the employees are uninterested in their job at Adet agricultural research center. With regards to the fun of the job of the table, 7.5% and 2.5% of the respondents agree and strongly agree respectively about their current job is fun. However, 47.5% and 20% disagree and strongly disagree about the question while 22.5% were neutral. This implies that the majority of the respondents believe that their job was not enjoyable.

With regard to responsibility of the present job of the table, 8.8% and 3.8% of the respondents agree and strongly agree about their present job gives more responsibility for them. On the opposite, 32.5% and 47.5% disagree and strongly disagree. Although 7.5% was neutral about the issue. From this response, we can conclude that employees are not willing responsible for their present job at AARC. With regard to sense of achievements the table indicates that 17.5% of the respondents agree about their present job gives a sense of achievement for them. In contrast, 48.8% and 26.3% disagree and strongly disagree respectively while 7.5% were neutral about the issue. Similarly, the data from FGD and interviews supported the idea majority of the employees in our organization are not satisfied in their job because employees need a better salary and other benefit packages, work environment, un participatory decision-making process of the directorates are the reason for the current employee un satisfaction of their current job.

Unlike this study, research done by different Scholars argues that dissatisfied employees would not be successful in their achievements. Kebede (2017) states that job satisfaction has long been thought to have a significant impact on job performance. Moreover, they argue that employee dissatisfaction has a direct influence on employee turnover in organizations. The allusion to this fact is that the degree to which an organization can achieve its objectives depends on the level of intrinsic job satisfaction that is made available to workers. Furthermore, according to Rahman (2020), job satisfaction is defined as employees' sentiments toward their employer, coworkers, jobs, and other psychological objects in the workplace.

Table: 4.5 Ex-employees' Reflections on Job Satisfaction

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I was not satisfied with my former organization in the decision-making process	Frequency	17	28	14	6	6	69
		Valid %	25.4	40.5	20.9	9	9	100
		Cumul. %	25.4	61.2	82.1	91	100	-
2	I left because my job had not good promotion	Frequency	33	19	9	5	5	69
		Valid %	47.8	28.4	13.4	7.5	7.5	100
		Cumul. %	43.3	71.6	85.1	92.5	100	-
3	I left because the research center did not give enough recognition for well-done workand was not recognized	Frequency	36	14	11	7	3	69
		Valid %	49.2	20.9	16.4	10.4	4.5	100
		Cumul. %	47.8	20.9	16.4	10.4	100	-
4	I left AARC because my qualification and experience were not considered for promotion and the opportunity were not been equal to other employees	Frequency	44	17	-	1	9	69
		Valid %	63.7	25.4	-	1.5	13.4	100
		Cumul. %	59.7	85.1	-	86.6	100	-

Table 4.5 Summarizes the level at which respondents agree or disagree about their level of satisfaction. With regarding dissatisfaction of decision making process in their former organization of the table shows 25.4% and 40.5% strongly agree and agree respectively concerning their former organization of decision-making process. On the contrary, 9% and 9% disagree and strongly disagree while 20.9% were neutral. One can conclude that the former employees are not satisfied with their former organizational decision-making process. Also regarding in not good promotion of the table shows that 47.8% and 28.4% strongly agree and agree about they left their organization due to they had no promotional opportunity. On the other hand, 7.5% and 7.5% disagree and strongly disagree whereas 13.4% are neutral most ex-employees level of the agreement shows they left the research

center because they had no promotional opportunity. Similarly enough recognition for well-done work and the table indicates that 52% and 20.9% strongly agree and agree respectively regarding the recognition of the well-done work of the former organization. Oppositely, 10.4% and 4.5% disagree and strongly disagree while 16.4% were neutral. Anyone can conclude that ex-employee respondents are not rewarded for well-done work and they have no trust to reward.

Finally, regarding to opportunity of promotion the table also shows 63.8% and 25.4% strongly agree and agree respectively regarding the level of job satisfaction considered in experience and qualification for promotion. On the other hand, 1.5% and 13.4% disagree and strongly disagree about the issue. Based on the responses, anyone can conclude that there was no job satisfaction among ex-employees of their former organization.

4.3.2 Monetary Reward

Table: 4.6 Current employees Respondents' Reaction to Monetary Rewards

No	Items	Distributio n	Response categories					Total
			SA	A	N	D	SD	
1	My pay is adequate for normal payment	Frequency	-	3	-	26	51	80
		Valid %	-	3.8	-	32.5	63.8	100
		Cumul. %	-	3.8	-	36.3	100	-
2	comparison paid with my experience, responsibility, and qualification that is equal to the required job	Frequency	1	2	-	58	19	80
		Valid %	1.3	2.5	-	72.5	23.8	100
		Cumul. %	1.3		-	3.8	76.3	-
3	I am happy like housing and vehicle services of AARC	Frequency	2	1	7	32	38	80
		Valid %	2.5	1.3	8.8	40	47.5	100
		Cumul. %	2.5	3.8	12.5	52.5	100	-
4	I feel that the performance bonus structure fairly Reward in AARC	Frequency	2	2	4	39	33	80
		Valid %	2.5	2.5	5	48.8	41.3	100
		Cumul. %	2.5	5	10	58.8	100	-

With regard to adequate payment the of table 4.5 shows that, 32.5% and 68.3% of the respondents disagreed and strongly disagreed respectively about whether their pay is adequate for normal payment. In contrast, 3.8% filled agree whereas, no one fills strongly agree and neutral. From the response, one can understand that the majority of the employees are not satisfied with their normal payments. Item 2 of the table revealed that 72.5% and 23.8% of the respondents replied as strongly disagree and disagree in that order regarding their satisfaction with their payment. On the other hand, 1.3% and 2.5% answered as strongly agree and agree while no one fills neutral. This shows that the majority of the respondents are not satisfied with their payments because their payments are not depending on their work experience, responsibility, and their qualification. Item 3 of the table indicates that 47.5% and 40% of the respondents responded as strongly disagree and disagree respectively about their compensation for housing and vehicles. But 2.5% and 1.3% of them agreed and strongly agreed regarding the question while 8.8% of them were neutral. As indicated in item 4 of the table, 41.3% and 48.8% of the respondents replied as strongly disagree and disagree respectively regarding the performance bonus structure reward. However, 2.5% and 2.5% of the have agreed and strongly agreed whereas 5% of the respondents were neutral about the question. Majority 76.2% of the respondents were reacted as they are not satisfied in their current monetary reward system in the study area. From the above response, one can infer that employees are dissatisfied with the organization's payment system at Adet agricultural research center.

Almost all the discussants of the focus group discussion explained that previously they were not satisfied with their salary and other compensation in their current job. As said that the discussants, currently, the research center should have to design strategies to give responses on salary. Based on the above discussion, this study shows that monetary reward /compensation / is the first issue for current employees. Similarly, the information gathered from interviews also assures that compensation is a great problem in the organization and they also added that since the majority of the employees are intellectuals, they need better salaries and compensation relative to their qualifications. Different scholars like Walia, & Bajaji (2012), argue that salary and associated benefits are integral factors that influence employee turnover. They further argue that organizations must give attention to the salary of their employee. Because the major reason why people work is to have an income to fulfill their basic survival needs such as food, clothing, and shelter. Satisfaction in the course of income earned further leads to employee retention.

Correspondingly, nearly all respondents had left the organization because of insufficient payment and cumbersome workload. This means the salary they were paid and the workload they were caring out was not equivalent. As it has been observed for decades, in all government organizations there is no consistent salary scale and increment procedure. Rather the government has been implementing comprehensive salary increment procedures for all civil servants within two or three-year intervals. Therefore, from the information given in the table, one can easily understand that majority of the respondents suggested that low salary, absence of a transparent reward system based on performance, low benefits and allowance, the salary payment that does not conform to education and experience, absence of inclusive salary payment to all employees had been inducing resignation of employees to form the organization.

Table 4.7 Ex-employee reflection about monetary reward

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	The low salary was the reason I leave my job	Frequency	40	15	5	6	3	69
		Valid %	56.7	22.4	7.5	9	4.5	100
		Cumul. %	56.7	79.1	86.6	95.5	100	-
2	There was no transparent reward system based on performance in the organization	Frequency	36	11	7	6	9	69
		Valid %	52	16.4	10.4	9	13.4	100
		Cumul. %	52	67.2	77.6	86.6	100	-
3	Low benefits and allowance were the reasons to leave my job	Frequency	42	12	3	8	4	69
		Valid %	60.8	17.9	4.5	11.9	6	100
		Cumul. %	60.8	77.6	82.1	94	100	-
4	I left because I felt that I was not well paid taking into account my experience, responsibilities, and educational qualification.	Frequency	37	15	9	5	3	69
		Valid %	53.6	22.4	13.4	7.5	4.5	100
		Cumul. %	53.6	74.6	88.1	95.5	100	-
5	I left AARC because of the performance bonus structure was not fairly rewarded	Frequency	41	16	4	3	5	69
		Valid %	59.4	23.9	6	4.5	7.5	100
		Cumul. %	59.4	82.1	88.1	92.5	100	-

Source: Research Questionnaire, 2022

Table 4.7 revealed that the majority of 79.2% of the respondents suggested that low salary is the cause of high employee turnover in the organization. While 13.2 % of the respondents replied that salary was not the cause whereas 7.5 was neutral on the issue. Scholars resembling Walia and (2012), argue that salary and associated benefits are integral factors that influence employee turnover. They further argue that organizations must give attention to the salary of their employee. Because the major reason why people work is to have an income to fulfill their basic survival needs such as food, clothing, and shelter. Satisfaction through income earned further leads to employee retention. concerning the lack of a clear reward system based on performance in an organization, the information in the table depicts that more than 67.2% of the respondents agree which shows there is no clear reward system based on performance in the organization while 12.4% replied disagree there is rewarding system whereas 10.4% neutral.

Similarly, according to the information depicted in the table low benefits and allowance of the organization is another main cause for higher employee turnover in the organization. More than 77.6 % of the respondents have suggested that AARC has not applied benefits and allowance systems whereas 17.9% replied it is not the cause while 4.5% were neutral. More than 74.6 % of the respondents claimed that they left the organization because the amount of money they had been paid was not equal to other employees who are of the same status as them. In other words, even though they have similar educational backgrounds and experience, all employees were not paid an equal salary. This has resulted in discrimination and this entailed dissatisfaction. Such inequality is the clue to poor governance or mismanagement in the organization. Thus, such unsatisfied measures are the cause for leaving their organization. In contrast, 12% replied disagree while 13.4% were neutral on the issue. As shown in the above table more than 82.1% of the respondents replied that performance bonus structure was not fairly rewarded, whereas 12% of the respondents replied performance bonus structure was not the cause while 6% are neutral on the issue.

4.3.3 Leadership style/ supervision/

Table: 4.8 Current employees' Response to Leadership Style

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	My supervisor treats me fairly and respectfully	Frequency	11	14	2	33	20	80
		Valid %	13.8	17.5	2.5	41.3	25	100
		Cumul. %	13.8	31.3	33.8	75	100	-
2	My supervisor keeps me well informed on work issues	Frequency	3	24	6	22	25	80
		Valid %	3.8	30	7.5	27.5	31.3	100
		Cumul. %	3.8	33.8	41.3	68.8	100	-
3	My supervisor Understand the nature of the work	Frequency	13	11	4	34	18	80
		Valid %	16.3	13.8	5	42.5	22.5	100
		Cumul. %	16.3	30	35	77.5	100	-
4	My supervisor always ready to provide assistance	Frequency	4	17	13	17	29	80
		Valid %	5	21.3	16.3	21.3	36.5	100
		Cumul. %	5	26.3	42.5	63.8	100	-
5	My supervisor is Available to me when I have a question and need help	Frequency	2	19	15	26	18	80
		Valid %	2.5	23.8	18.8	32.5	22.5	100
		Cumul. %	2.5	26.3	45	77.5	100	-

Table-4.8 shows the summary of to what extent respondents agree or disagree about supervision style/leadership/ at their organization. With regarding to the threatment of supervisor the table illustrates that 41.3% and 25% of the respondents disagree and strongly disagree strongly agree, and agree respectively about their supervisor asks ideas from them. While13.8% and 17.5% strongly agree and agree in that order whereas 2.5% were neutral. In regard to the supervisor information of the table indicates that 27.5% and 31.3% of the respondents disagree and strongly disagree respectively regarding their supervisor as an answerable person. On the other hand, 3.8% and 30% strongly agree and agree while 7.5% of them were neutral about the issue. Point-3 of the table also shows that 34% and 18% disagree and strongly disagree concerning their supervisor was not admire good works. Though, 16.3% and 13.8% strongly agree and agree while 16.3% are neutral on the issue.

Additionally, the table indicates that 21.3% and 36.5% of the respondents disagree and strongly disagree respectively about their supervisor as not the influential person to shape them. In contrast,

5% and 21.3% strongly agree and disagree respectively while 16.3% were unconcerned regarding the question. As well, the table reveals that 32.5% and 22.5% of the respondents disagree and strongly disagree respectively concerning their supervisor giving enough supervision for them. On the other hand, 2.5% and 23.8% strongly agree and agree whereas 18.8% were neutral about the issue. From the above result, one can conclude that employees have a problem with the supervision style at Adet agricultural research center and it could be the reason for employee turnover in the research area. Research conducted by Jane et.al, (2012) in public universities revealed that unfavorable leadership practice was one of the basic reasons for employees to leave. Nowadays, because of globalization and other technology-related factors people, especially educated people, are assertive to stand for their rights. Thus, leaders or managers must respect the right of their employees. Therefore, leadership style is one of the crucial factors for employees to leave their jobs.

Table 4.9 Ex-employee reflection about leadership/supervision style

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I left AARC because the directorate of the research center did not allow or invite employees to participate in decision making	Frequency	34	18	3	9	5	69
		Valid %	49.2	26.9	4.5	13.4	7.5	100
		Cumul. %	49.2	76.1	79.1	92.5	100	-
2	I left AARC because directorates or managers of the organization were autocratic	Frequency	29	24	3	4	9	69
		Valid %	42	35.8	4.5	6	13.4	100
		Cumul. %	42	77.8	80.6	86.5	100	-
3	I left AARC because my supervisor treats me unfairly and disrespectfully	Frequency	32	17	5	13	2	69
		Valid %	46.3	25.4	7.5	19.4	3	100
		Cumul. %	46.3	71.7	77.6	97	100	-
4	I left AARC because the management was not trying to build good teamwork	Frequency	12	28	6	7	14	69
		Valid %	17.9	43.4	9	10.4	20.9	100
		Cumul. %	17.9	61.4	68.7	79.1	100	-
5	I left AARC because Rules and regulations were not respected uniformly	Frequency	25	21	10	12	1	69
		Valid %	36.2	31.3	14.9	17.9	1.5	100
		Cumul. %	36.2	67.5	80.6	98.5	100	-

Table-4.9 demonstrates the extent to which respondents agree or disagree about their supervision style inviting employees' to participate in the decision-making process of their former organization. As per the above table, 76% of the respondents suggested that the leadership style practiced in AARC was not invited to participate in the decision-making process of the organization, in contrast, 20.9% replied it was not the reason while 4.5% neutral. Majority of the respondents were reacted as 77.8% of the respondents suggested that the supervision style of AARC was autocrat but, 19.4% of respondents are replied that they are not autocrat while 6% neutral of the issue. 71.7% of the respondents are replied that their supervisor treats them unfairly and disrespectfully but, 22.4% of the respondents have replied their supervisor was a fair threat to them in their former organization while 7.5% are neutral. And also 61.4% of the respondents are replied management was not trying to build good teamwork in contrast, 21.3% was replied the management was trying to build good teamwork whereas 9% neutral. While 67.5% of the respondents were replied that Rules and regulations were not respected uniformly whereas 19.4% replied the rules and regulation of their former organization was not the reason to leave while 14.9 neutral on the issue. This type of leadership does not give the right to the employees to ask why or leaders do not want to be questioned by the staff.

Employees have been doing what has been dictated by leaders or managers. Leadership style is one of the important factors that cause an employee to leave or to do their job.

Research conducted by Jane & et.al (2012), in public universities revealed that unfavorable leadership practice was one of the basic reasons for employees to leave. Nowadays, because of globalization and other technology-related factors people, especially educated people, are assertive to stand for their rights. Thus, leaders or managers must respect the right of their employees. Therefore, leadership style is one of the crucial factors for employees to leave their jobs. Rules and regulations of the organization had been exposed to the subjective interpretation of individuals. However, scholars advise that regulations and directives of the organization must be uniformly in the organization. Employees may bear complaints if regulations and directives are not implemented properly. Consequently, this complaint may lead employees to look for options outside of the organization and it becomes an obstacle to the success of the organization.

4.3.4 Promotional opportunity

Table: 4.10 Current employees' Response to Promotion

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	My present job has good promotions and I can grow in my job	Frequency	1	4	3	44	28	80
		Valid %	1.3	5	3.8	55	35	100
		Cumul. %	1.5	6.3	10	65	100	-
2	Promotion in my organization is based on performance result	Frequency	4	5	7	25	39	80
		Valid %	5	6.3	8.8	31.3	48.8	100
		Cumul. %	5	11.3	20	51.3	100	-
3	Promotion in my organization is Regular	Frequency	2	8	2	53	15	80
		Valid %	2.5	10	2.5	66.3	18.8	100
		Cumul. %	2.5	12.5	15	81.3	100	-
4	The chance for promotion in my organization is fair	Frequency	5	5	3	16	51	80
		Valid %	6.3	6.3	3.8	20	63.8	100
		Cumul. %	6.3	12.5	16.3	83.8	100	-
5	Promotion in my organization depends on the length of experience	Frequency	4	4	5	54	13	80
		Valid %	5	5	6.3	67.5	16.3	100
		Cumul. %	5	10	16.3	83.8	100	-

Table 4.10 indicates the summary of to what level respondents agree or disagree about promotion at their organization. As shown in item 1 of the table, 55%,35%,1.3%, and 5% of respondents replied as disagreed, strongly disagreed, strongly agreed, and agreed respectively regarding promotion in their organization. Alternatively, 1.3% and 5% strongly agree and agree about the promotion of the organization while 3.8% were neutral about the issue. Based on the response one can infer that employees are not satisfied with the organization's promotion opportunities at Adet agricultural research center. Item-2 of the table shows 31.3% and 48.8% of respondents have disagreed and strongly disagreed in that order concerning promotion in their organizations is based

on the performance result. In comparison, 5% and 11.3% of the respondents strongly agreed and agreed while 8.8% are neutral about the issue. Item-3 of the table shows that 66.3% and 18.8% of the respondents reacted as disagreed and strongly disagreed respectively about promotion in their organizations being regular. Conversely, 2.5% and 10% of them replied that strongly agreed and agreed whereas 2.5% of them were neutral on the question. Item 4 of the table displays that 20% and 63.8% of the respondents disagreed and strongly disagreed in that order about the chance for promotion in their organizations being fair. Oppositely, 6.3% and 6.3% strongly agreed and agreed whereas 3.8% of them were neutral concerning the issue.

Item-5 of the table also shows that 67.5% and 16.3% of the respondents have disagreed and strongly disagreed correspondingly about promotion in their organizations is dependent on the length of service. Whereas, 5% and 5% replied as agreed and strongly agreed respectively while 6.3% were neutral regarding the question. Majority 73.2% of the respondents were reacted as they were not agreed in the promotional opportunity of their current organization. Based on the respondents' responses, one can conclude that employees are not interested in AARC promotion strategy. If employees are not properly promoted, they will leave the organization (Tuji, 2013).

Table 4.11 Ex-employee reflection on Promotional opportunities

No	Points	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I left AARC because my job had not good promotion and I don't have a chance to grow my job	Frequency	32	19	6	8	4	69
		Valid %	46.3	28.4	9	11.9	6	100
		Cumul. %	46.3	74.7	82.1	94	100	-
2	I left AARC because promotion in the research center was not based on the performance	Frequency	30	24	3	7	5	69
		Valid %	43.4	35.8	4.5	10.4	7.5	100
		Cumul. %	43.4	79.2	82.1	92.5	100	-
3	I left AARC because promotion in the research center was not dependent in length of experience	Frequency	11	41	7	5	5	69
		Valid %	16.4	59.4	10.4	7.5	7.5	100
		Cumul. %	16.4	75.8	85.1	92.5	100	-
4	I left AARC because promotion in the research center was not regular	Frequency	29	12	11	10	7	69
		Valid %	42	17.9	16.4	14.9	10.4	100
		Cumul. %	42	59.9	74.6	89.6	100	-

Table-4.11 indicates the summary of to what level ex- employee respondents agree or disagree about promotion at their former organization. With regard to good promotion and chance to grow in the table, 74.7% of the respondents replied that strongly agree and agree respectively regarding promotion in their former organization was not good. However, 11.9% and 6% disagree and strongly disagree whereas 9% are neutral about the issue. Based on the response one can infer that employees were not satisfied with their former organization's promotion policy and they don't have a chance to grow. Regarding to performance based promotion in the table indicates that 43.4% and 35.8% strongly agree and agree respectively regarding promotion in their former organization was not based on the performance result. In contrast, 10.4% and 7.5% disagree and strongly disagree while 4.5% were neutral. Similarly, the table shows length of experience in promotion regularity of promotion that 16.4% and 59.4% of the respondents strongly agree and agree respectively regarding promotion in their organizations is dependent on the length of experience in their former organization. On the other hand, 7.5% and 7.5% disagree and strongly disagree while 10.4% were neutral. With regard to regularity of promotion in the table displays 42% and 17.9% of the respondents strongly agree and agree respectively regarding promotion in their organizations was not regular. However, 14.9% and 10.4% disagree and strongly disagree while 16.4% are indifferent about the issue. Then one can conclude that ex- employee was not interested in promotion strategy.

4.3.5 Job Scope

Table 4.12 Current employee's Response to Job Scope

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	There is a good fit between my current job and my profession	Frequency	3	7	7	56	7	80
		Valid %	3.8	8.8	8.8	70	8.8	100
		Cumul. %	3.8	12.5	21.3	91.3	100	-
2	I feel that the amount of workload in my present job is reasonable and sound	Frequency	10	6	6	27	31	80
		Valid %	12.5	7.5	7.5	33.8	38.8	100
		Cumul. %	12.5	20	27.5	61.3	100	-
3	The amount of workload in my current job is reasonable	Frequency	2	4	15	40	19	80
		Valid %	2.5	5	18.5	50	23.8	100
		Cumul. %	2.5	7.5	26.3	76.3	100	-
4	The workload is divided equally among all members	Frequency	4	12	10	24	30	80
		Valid %	5	15	12.5	30	37.5	100
		Cumul. %	5	20	32.5	62.5	100	-

Table-4.12 shows the summary of the extent to which respondents agree or disagree about job scope or work assignment in their organization. As shown in point-1 of the table, 70% and 8.8% of the respondents disagree and strongly disagree respectively regarding whether there is a good fit between their current job and their profession. However, 3.8% and 8.8% strongly agree and agree whereas 8.8% were neutral. Item-2 of the table shows 33.8% and 38.8% strongly agree and agree respectively about the workload is reasonable and sound. On the other hand, 12.5% and 7.5% disagree and strongly disagree whereas 7.5% were neutral. With regard the amount of work load in the table shows 50% and 23.6% strongly agree and agree respectively that order about the amount of workload in their current job is reasonable. However, 2.5% and 5% disagree and strongly disagree while 18.8% were neutral. The table also shows that 30% and 37.5% of the respondents strongly agree and agree respectively about the work is equally divided among all members of their organization. Oppositely, 5% and 15% disagree and strongly disagree while 12.5% are neutral. Employees are pushed to leave their jobs due to the burden of a vacant position on other employees. The strength of the growing need is one of the possible modifiers of job scope. Employees with high growth demands have the most job satisfaction and commitment to the organization when the job is complex (Abdali, 2011). This means that when an organization's job content is broad and complex, the employees in that company are more satisfied. In this regard, when employees are satisfied with the organization's work, the likelihood of turnover is reduced.

Table 4.13 Ex-employee reflection about Job Scope /Alignment/

NO	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I left AARC because there was no good fit between my current job and my profession	Frequency	10	35	10	6	8	69
		Valid %	14.9	50.7	14.9	9	11.9	100
		Cumul. %	14.9	65.6	79.1	88.1	100	-
2	I left AARC because the amount of workload in my current job was not reasonable	Frequency	18	31	4	13	3	69
		Valid %	26.9	44.9	6	19.4	4.5	100
		Cumul. %	26.9	71.8	76.1	95.5	100	-
3	I left AARC because the workload was not divided equally for all members	Frequency	32	5	4	12	16	69
		Valid %	46.3	7.5	6	17.9	23.5	100
		Cumul. %	46.3	53.8	58.2	76.2	100	-

Source: Research Questionnaire, 2022

Table-4.21 indicates the summary of the extent to which respondents agree or disagree about job scope or work assignment in their former organization. With regard to the fit b/n current job and profession of the table, 65.6% of the respondents replied that there was no good fit between their former job and profession but, 20.9% of the respondents agreed that there were good feet between their former job and profession while 14.9% were neutral of the issue. Also of the work load of the table shows that 71.8% of the amount of workload in their former job was not reasonable. On the other hand, 23.9% of the respondents are replied that the amount of workload in their former organization was reasonable whereas 6% neutral. While the table shows the work load equality 53.8% of the respondents replied that the amount of workload in their former organization was not reasonable. However, 31.45 of the respondents replied that the amount of workload was not the reason to leave their former organization while 6% of the respondents are neutral.

4.3.5 Working Environment

Table 4.14 Current employees' Response to Working Environment

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I am working in the unclean environment	Frequency	5	10	11	10	44	80
		Valid %	6.3	12.5	13.8	12.5	55	100
		Cumul. %	6.3	18.8	32.5	67.5	100	-
2	I am satisfied with the overwork environment of Adet Agricultural research center	Frequency	5	10	6	44	15	80
		Valid %	6.3	12.5	7.5	55	18.8	100
		Cumul. %	6.3	18.8	26.3	81.3	100	-
3	I am working in unappropriate environment	Frequency	10	5	8	36	21	80
		Valid %	12.5	6.3	10	45	26.3	100
		Cumul. %	12.5	18.8	28.8	73.8	100	-
4	The work environment is initiating me to leave the research center	Frequency	7	7	1	32	33	80
		Valid %	8.8	8.8	1.3	40	41.3	100
		Cumul. %	8.8	17.5	18.8	58.8	100	-

Table 4.14 shows the extent to which respondents agree or disagree about the working environment in their organizations. Accordingly, item 1 of the table shows 55%,12.5%,6.3 and12.5% of respondents replied as disagreed, strongly disagreed, agreed, and strongly agreed respectively concerning they are working in an unclean environment while 13.8% were neutral. Item 2 of the table displays 55% and 18.8% of respondents have disagreed and strongly disagreed respectively about whether they are satisfied with the overwork environment. On the other hand, 6.3% and 12.5% of the respondents strongly agreed and agreed whereas 7.5% were neutral. Furthermore, item 3 of the table indicates that 45% and 26.3% of the respondents reacted as disagreed and strongly disagreed respectively in that order regarding they are working in an inappropriate environment. In contrast, 12.5% and 6.3% of them strongly agreed and agreed while 10% were neutral about the issue. In addition, items-4 of the table show that 40% and 41.3% of the respondents responded as disagreed and strongly disagreed respectively about the working environment of their organizations initiating them to leave the research center. Whereas, 8.8% and 8.8% of them strongly agreed and agreed whereas 1.3% are neutral. Majority 70.3% of the respondent were not satisfied to the working environment of their current organization. Based on the responses, one can conclude that the working environment has an influence on employee turnover at Adet agricultural research center. Managers, according to Walia and Bajaj (2012), must create a conducive working atmosphere to obtain greater results. Managers must strive to build positive relationships with their staff to create such an atmosphere. It is tough to understand each other if there is a strained relationship between employees and bosses. Managers are responsible for establishing a pleasant relationship between employees and management. Establishing dependable relationships among employees and between the employee and the manager. According to Richard (2009), a very important part of creating a favorable working environment since it enables immediate solutions to difficulties.

Table 4.15 Ex-employee reflection on Working Environment

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	The relationship between employees and managers was not good	Frequency	24	14	10	12	9	69
		Valid %	34.7	20.9	14.9	17.9	13.4	100
		Cumul. %	32.8	55.6	68.7	86.6	100	-
2	The working environment was the major driver that would make me leave my job	Frequency	12	28	8	9	12	69
		Valid %	17.9	40.5	11.9	13.4	17.9	100
		Cumul. %	17.9	58.4	68.7	82.1	100	-
3	My workload was increased and my achievement was decreased when other employees left the organization	Frequency	32	17	1	17	2	69
		Valid %	46.3	25.4	1.5	25.4	3	100
		Cumul. %	44.8	71.7	71.6	97	100	-

Source: Research Questionnaire, 2022

Table-4.15 summarizes the level at which respondents agree or disagree about the relationship between managers and employees. The majority (55.6%) of the respondents replied that the relationship between employees and the manager was not good in the organization whereas 31.3% replied that the relationship between employees and manager was not the reason to leave their former organization while 14.9% replied neutrally. If there is no smooth relationship between staff and managers, it is difficult to understand each other. Implementing a harmonious relationship between employees and the management is the duty of the managers. According to Richard (2009), establishing reliable relationships among the employees and between the employee and the manager is a very crucial thing to create a conducive working environment as it provides the solution for the problems on the spot 58.4% of the respondents were replied that lack of good working environment was the major driver that made them leave their former organization but,31,3% replied that working environment was not the driving force to leave their former organization while 11.95 neutral of the issue. This shows that it is necessary to establish a good working environment to gain better achievements.

In this regard, Walia and Bajaj (2012) have suggested that managers must establish a conducive working environment for better achievements. To create such a working environment, managers must try to have good relationships with their employees. Likewise, 71.7% of the respondents agreed that workload would be incurred on the remaining staff members when an employee leaves the organization but, 28.4% of the respondents replied that the workload was not increased when an employee leaves the organization while 1.5% is neutral of the issue. And this results in a harmful impact on the productivity of the organization. Vacant position results from the burden on other employees and this workload forced employees to leave their jobs.

4.3.6 Peer group Relationship

Table 4.16 Current employee's Response to Peer Group Relationship

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I have a good relationship with all my co-workers	Frequency	10	13	6	35	16	80
		Valid %	12.5	16.3	7.5	43.8	20	100
		Cumul. %	12.5	28.8	36.3	80	100	-
2	I always discuss personal problems with my co-workers	Frequency	6	37	-	16	21	80
		Valid %	7.5	46.3	-	20	26.3	100
		Cumul. %	7.5	53.8	-	73.8	100	-
3	I know important things about my co-workers	Frequency	8	17	-	53	2	80
		Valid %	10	21.3	-	66.3	2.5	100
		Cumul. %	10	31.3	-	97.5	100	-
4	I am involved in a social network of the organization	Frequency	6	10	6	49	9	80
		Valid %	7.5	12.5	7.5	61.3	11.3	100
		Cumul. %	7.5	20	27.1	88.8	100	-

Source: Research Questionnaire, 2022

Table-4.16 indicates the level of respondents who agree or disagree about their peer group relationship in their organizations. With regard to good relationship of the table shows 12.5% and 16.3% strongly agree and agree respectively concerning they have a good relationship with all their co-workers. In contrast, 43.8% and 20% disagree and strongly disagree while 7.5% were

neutral. The same in the discussion of co-workers in the table shows that 7.5% and 46.3% strongly agree and agree about they always discuss personal problems with their co-workers. Then again, 20% and 26.3% disagree and strongly disagree. Regarding to the important things of co workers of the organization in the table indicates 10% and 21.3% strongly agree and agree respectively regarding they know the key things about their co-workers as a person. Oppositely, 66.3% and 2.5% disagree and strongly disagree.

Regarding to social network of the organization in the table also shows that 7.5% and 12.5% strongly agree and agree respectively regarding they are involved in the social network of their organization. On the other hand, 61.3% and 11.3% disagree and strongly disagree in that order whereas 7.5% were neutral about the issue. Based on the responses, anyone can conclude that there is no a good relationship between employees each other and directorates at Adet agricultural research center. Based on the FGD discussants there is a good relationship between each employee but, sometimes dialog may happen with issues on their job and they will not tend to leave their organization the two FGD confirmed the pear group relationship is not the cause to leave this research center. Peer-group relationships can have a significant impact on employee turnover. The good working relationship, integration, and contentment with coworkers all helped to reduce turnover. Peer group relationships are both a source of job happiness and a distant cause of turnover (Abdali, 2011). Managers, according to Walia and Bajaj (2012), must create a conducive working atmosphere to obtain greater results. Managers must strive to build positive relationships with their staff to create such an atmosphere. It is tough to understand each other if there is a strained relationship between employees and bosses.

According to HRM, their organization is losing competent employees to other organizations with superior remuneration or monetary reward systems. Human resource managers believe that firms are seeing a high rate of employee turnover. When employees submit an application letter to the human resource directorate asking for a certificate of work experience and clearance, the human resource directorates have established informal communication with them. Accordingly, the main reason given by voluntarily resigned employees is the compensation disparity between individuals with similar job experience, educational qualifications, and the NGOs they plan to join. This means that employees have been quitting the company because of the lower pay scale compared to other companies.

According to Richard et al. (2009), a very important part of creating a favorable working environment since it enables direct solutions to problems.

Table: 4.17 Ex-employee Reflection on Peer Group Relationship

No	Points	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I left AARC because I was not had a good relationship with my co-workers	Frequency	3	9	14	21	20	67
		Valid %	4.5	13.4	20.9	31.3	29.9	100
		Cumul. %	4.5	17.9	38.9	70.1	100	-
2	I left AARC because I was not involved in the networks of the Organization	Frequency	5	8	13	25	16	67
		Valid %	7.5	11.9	19.4	37.3	23.9	100
		Cumul. %	7.5	19.4	38.8	76.1	100	-
3	I left AARC because the management was not trying to build good teamwork	Frequency	4	46	8	8	1	67
		Valid %	6	68.7	11.9	11.9	1.5	100
		Cumul. %	6	74.6	86.6	98.5	100	-
4	I left AARC because there were no flexible working conditions leveled by the managers	Frequency	9	13	5	21	19	67
		Valid %	13.4	19.4	7.5	31.3	28.4	100
		Cumul. %	13.4	32.8	40.3	71.6	100	-

Source: Research Questionnaire, 2022

Table 4.17 summarizes the level to which respondents agree or disagree about their peer group relationship in their former organization. More than 70.1 % of the respondents said that their relationship with co-workers was good but, 22.4% of the respondents replied that the relationship between each employee was the reason to leave their former organization while 20.9% of the respondents were neutral. Similarly, 61.2% of the respondents were agreed that they are involved in the social network of their former organization, but, 19.4% of the respondents replied that they were not involved in their social network of the organization while 19.4 also replied that they neither agree nor disagree of the issue. A majority (74.6%) of the respondent agreed that the management of their

former organization was not trying to build good teamwork but,13.4% of the respondents agreed that the management of their former organization was trying to build good teamwork while 11,9% are neutral of the issue. From the given date it is easy to understand that the peer group relationship was not the reason that to left their former organization except the managers was not try to build good teamwork. According to Walia and Bajaj (2012), teamwork is essential for an organization's success. Employees can quickly exchange best practices if the firm has implemented team spirit. When people work together, the organization achieves more. As a result, managers or leaders must work to foster a sense of belonging among employees.

4.3.7 Turnover intention

Table 4.18 Respondents' Response on Turnover Intention

No	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I do not have intention to resign from this research center within a shorter time	Frequency	9	6	6	48	11	80
		Valid %	11.3	7.5	7.5	60	13.8	100
		Cumul. %	11.3	18.8	26.3	86.3	100	-
2	My excellent monetary rewards or compensations are the major drivers that would make me stay in the research center	Frequency	25	34	4	10	7	80
		Valid %	31.3	42.5	5	12.5	8.8	100
		Cumul. %	31.3	73.8	78.8	91.3	100	-
3	Whenever I get a job in another company I leave this research center	Frequency	53	10	7	5	5	80
		Valid %	66.3	12.5	8.8	6.3	6.3	100
		Cumul. %	66.3	78.8	87.5	93.8	100	-
4	I am already fed up with working in AARC, so I am searching for a better job in a better organization in the movement	Frequency	23	33	15	5	4	80
		Valid %	28.8	41.3	18.8	6.3	5	100
		Cumul. %	28.8	70	88.8	95	100	-
5	I would look for other job opportunities if I find no promotional opportunity in this research center	Frequency	1	46	14	11	8	80
		Valid %	1.3	57.5	17.5	13.8	10	100
		Cumul. %	1.3	58.8	76.3	90	100	-

Source: Research Questionnaire, 2022

With regard to intention to leave in table 4.11 shows the levels of respondents who agree or disagree about their intention of turnover in their organization. As indicated in item 1 of the table, 11.3%, 7.5%, 60%, and 13.8% of the respondents reacted as strongly agreed, agreed, disagreed, and strongly disagreed respectively about the plan to leave their current organization while 7.5% of them were neutral. Item-2 of the table also shows that 31.3%, 42.5%, 12.5%, and 8.8% of the respondents reacted as strongly agreed, agreed, disagreed, and strongly disagreed respectively about the excellent monetary rewards or compensations are the major drivers that would make them stay in the research center while 5% of them were neutral. Item-3 of the table displays 66.3%, 12.5%, 6.3%, and 6.3% of the respondents reacted as strongly agreed, agreed, disagreed, and strongly disagreed respectively about a job in another organization leave this research center while 8.8% of them have neutral about the question. Item-4 of the table shows that 28.8%, 41.3%, 6.3%, and 5% of the respondents responded as strongly agreed, agreed, disagreed, and strongly disagreed respectively about they are often thinking of quitting while 18.8% of them were neutral about the issue. With regard to promotional opportunity in the table indicates that 1.3%, 57.5%, 13.8%, and 10% of the respondents responded as strongly agreed, agreed, disagreed, and strongly disagreed respectively while 17.5% of them were neutral on the issue. From the above respondents reflection on turnover intention majority 90% of the respondents were reacted as decided to leave their current organization. Based on the respondents' responses, one can conclude that employees are looking for better job opportunities from another organization and make a decision to leave the organization if they get better opportunities at Adet agricultural research center.

Similarly, the data from FGD supported these ideas; they want to leave this organization within a short period whenever they got another job opportunity because there is no promotional opportunity, no excellent monetary rewards, or compensations strategy to stay in the research center. From FGD two of one discussant said that if I got a better job in another organization in my field I will leave today as he said he has still searching for a better job in a better organization at the moment. Because there is better salary and reward, dissatisfaction with their current job, and no promotional opportunity, the research center is closed to the region and doesn't have any strategy designed to minimize staff turnover in this organization. That is why the majority of employees in this organization are intentioned to leave the research center. Different scholars are agreed about that turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent.

The researcher has tried to go through some related documents however, he couldn't find any documents regarding the strategies designed to minimize employee turnover. Similarly, there is no written reward system in the organization. However, there is only a discipline-related rule to punish the wrongdoer. In other words, the rules and regulations of the organization had been exposed to the subjective interpretation of individuals. The main reason why employees have been quitting the research center, according to the director, is because of the lesser compensation they receive from this organization. The majority of the institutions where the ex-employees have gone are huge non-governmental organizations, ARARI offices, universities, and private colleges, all of which offer a more appealing compensation scale and monetary reward than the Adet agricultural research center (Interviewee of key informants, 2022).

According to Tuji (2013), stated that no single factor can be attributed to turnover intentions and proposed to follow a holistic approach to studying factors affecting the turnover intention of employees he stated that the causes of turnover intention are; demographic variables, leadership styles, organizational culture, salary, job satisfaction, and Promotional opportunity.

4.4 Retention Mechanisms to Minimize Employee Turnover

Employee retention is one of the most important challenges faced by the human resource managers. Different authors and researchers have different views on employee retention; researchers such as Yumnam and Singh, (2019) stated that creating increased opportunity furthermore imparting effective training to the employee should be the priority for employee retention. The researchers suggest that greater job involvement leads to higher retention. While Jaiswal and Joge, (2018) identified Psychological empowerment as a key factor in employee retention.

As they said the directors and HRM directorates to get potential and experienced employees, the research center uses different mechanisms of polling employees to apply for a vacant position posted or notified by the organization. The cost incurred by the organization includes the cost of advertisement via newspaper, interview costs, training and development costs of new and existing employees, etc. In the eyes of the HRM directorate and director of the organization, it is trying to maintain a stable workforce through various mechanisms. In the first place, full orientation is given to new employees when they are hired about the working condition of the organization,

duties, and responsibilities in each position will be explained, and the benefits that they will get also told to them. To improve the benefits of employees the organization has planned and worked with different organizations both in the country and abroad. On the other hand, to increase the efficiency of the employee the research center has designed established to build the employee's capacity by giving short and extended-term training in Ethiopia universities and outside the country but, after the compilation of their training, they don't return in their organization especially Ph.D. holders and masters. Therefore, this will reduce the turnover of employees when it is implemented the researcher tried through some related documents in the research organization but, he could not get any written documents regarding strategies designed to minimize employee turnover, no written rewarding system in the research organization. AARC is also requested government bodies (Amhara agricultural research institute) to allow increasing salary and other benefits but, they don't have responded.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

Based on the major findings, the following conclusions were drawn. From the demographic characteristics of the respondents, one can conclude that most of the employees both ex-employees and current employees in the organization are male, adult, and professional enough. Most of the employees also have been working for more than eight years in the organizations. This is beneficial to firms because individuals with more experience are more familiar with their work environments and have dealt with issues that emerge both internally and externally. Furthermore, the bulk of the organization's personnel is married. Being married is also useful to the development and achievement of the business's goals because married employees are more likely to stay in the organization than single employees.

In the last five years, i.e., 2017, 2018, 2019, 2020 and 2021, the turnover rate of AARC were 16.5%, 18.3%, 19.4%, 20.2% and 20.1% respectively. The total average growth rate of staff turnover was 18.8%. This shows that turnover rates increased from year to year over the last five years in AARC. Employees left their organizations for the attractive payment system from other organizations. Job satisfaction, monetary reward, working environment, job scope, promotional opportunity, and leadership/ supervision style are among the major causes of high staff turnover. When an employee leaves an organization the workload would be increased on other employees which results in stress on the rest of the workforce. Overburden causes stress and this Lack of career development is expressed as one of the reasons employees leave their work leading to an extreme measure of leaving jobs. This shows that there is a lack of structured and well-functioning promotional opportunities and provision of opportunities for each employee to grow by learning a new subject and meet new challenges. There is no good working environment in the organization because of a weak relationship between employees and managers. Similarly, there isn't good communication among the staff and no effective supervision. The directorate team of the organization was not consulting the exiting employee to reduce or minimize staff turnover and there are no strategies designed to minimize employee turnover in the organization.

5.2 Recommendations

In general profit makers and service providers, governmental and private organizations rely on their employees. Currently, improving quality service delivery is a growing need for public service organizations. To be able to attain the intended objectives effectively, managers in the public sector should plan a viable strategy for keeping highly skilled and educated employees whose expertise is important to service delivery. As a result, based on the summary of findings, the following recommendations are made in the hopes that their application may alleviate or reduce the identified problem.

Since the management body of the organization is aware of skilled employee turnover, it could focus on retention mechanisms such as allowing and encouraging employees to participate in decision-making processes to give them a sense of belonging, creating a good working environment, providing fair and equitable promotion, and assigning employees to different positions based on their professional specialties.

To retain well-educated staff, the organization's monetary reward/compensation/or payment system should be updated to be more in line with the labor market and living expenditures of the society, including a competitive pay scale, housing allowance, stronger incentives, and other benefits. Directorates of the organization should maintain their good practice of fair, reasonable, and supportive management style by working closely with subordinates and communicating positively with them, as well as organizing flexible working situations to retain well-experienced and well-educated employees. To minimize the workload, managers should distribute the workload among employees fairly. Moreover, the organization must try to hire enough and most competitive employees.

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APPENDEXIES
BAHIRDAR UNIVERSITY
SCHOOL OF LAW

Department of Governance and Developmental studies
Postgraduate program

My name is Derese Kindu. I am a Master's Student in the Department of Governance and Developmental Studies at Bahidar University. For the partial fulfillment of the requirements of the Degree of Master in Governance and Development Studies. I am conducting research entitled: An assessment of employee turnover at Adet agricultural research center.

Thus, this questionnaire is designed to get important information on this study; thus, you are kindly requested to fill out this questionnaire. The information you give will be kept confidential and will not be used for other purposes.

If you face any problems concerning the information you provide, please contact me through my address below and I promise to take responsibility.

Researcher: _____ **Informant:** _____

Signature: _____ **Signature:** _____

Date: _____ **Date:** _____

Telephone: 0918090743

Email: deresekindu272@yahoo.com.

APPENDIX;I
BAHIRDAR UNIVERSITY
SCHOOL OF LAW
Department of Governance and Developmental studies
Postgraduate program

Questionnaires to be filled by Current Employees of Adet Agricultural Research Center

Dear respondents,

This questionnaire is designed to gather information on the assessment of Employee turnover in Adet Agricultural research center. The purpose of the study is exclusively for academic requirements as Masters of Governance and Development Study degree requisite. I assure you that all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank, and timely responses are quite vital and could determine the success of this study. So, you are kindly requested to fill out the questionnaire honestly and responsibly.

Remark:

- No need of writing your name.
- Circle the letter of your choice and put the [✓] mark in the box provided.
- Please respond as accurately as possible and at your earliest possible time.

Thank you for your cooperation!

Part: I Demographic Information of Respondents for Current Employees

1. Sex: A. Male B. Female
2. Age (in years)
 - A. Less than 25 C. 35-44 F. 45 - 54
 - B. 25-34 D. 55-64
 - E. More than 64
3. Educational Qualification
 - A. Diploma C. Second Degree
 - B. First Degree D. PhD
4. Your work experience in this organization
 - A. Less than a year C. 2 - 4 years E. 6 – 8 years
 - B. 1 - 2 years D. 4 - 6 years F. More than 8 years
5. Marital status: A. Single B. Married

Part II: Issues Related to Causes of Employee Turnover (for current employees)

Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 =strongly agree, 2 = Agree,3 = Neutral, 4 = Disagree, 5 = strongly disagree

NO	A. Statement of Job satisfaction	Scale				
		1	2	3	4	5
1	I feel satisfied with my current job					
2	My present job is fun					
3	I am interested in my current Job					
4	The present job gives me a senses of achievement					
5	My present job gives me more responsibility					
	B. Monetary Reward (Compensation)					
1	My payment is adequate					
2	I feel that I am well paid in comparison with my experience, responsibility, and qualification					
3	I am happy with my organization's housing and vehicle services					
4	I feel that the performance bonus structure fairly reward					
	C. Leadership style (Supervision)					
1	My supervisor treats me fairly and respectfully					
2	My supervisor keeps me well informed on work issues					
3	My supervisor Understand the nature of the work					
4	My supervisor always ready to provide assistance					
5	My supervisor is Available to me when I have a question and need help					
	D. Promotional Opportunity					
1	My present job has good promotions and I can grow in my job					
2	Promotion in my organization is based on performance result					
3	Promotion in my organization depends on the length of experience					
4	The promotion chance in my organization is fair					

5	Promotion in my organization is regular					
	E. Job Scope (Assignment)					
1	There is a good fit between my current job and my profession					
2	I feel that the amount of workload in my present job is reasonable and sound					
3	The workload is divided equally among all members					
4	I am rewarded with a better appraisal rate and grade promotion for I am working more					
	F. Working environment					
1	I am working in under the unclear environment					
2	I am satisfied with the overwork environment of Adet Agricultural research center					
3	My work environment is initiating to leave this research center					
4	I am working in the inappropriate working environment					
	G. Peer Group Relationship					
1	I have a good relationship with my co-workers					
2	I always discuss personal problems with my co-workers					
3	I know important things about my co-workers					
4	I have involved a social network in the organization					
	H. Intention to leave or stay					
1	I do not have any intention to resign from this research center within a shorter time					
2	My excellent monetary rewards or compensations are the major drivers that would make me stay in the research center					
3	Whenever I get a job in another company I leave this research center					
4	I am already fed up with working in AARC. So, I am searching for a better job in a better organization at the moment					
5	I would look for other job opportunities if I find no promotional opportunity in this research center					

Appendix; II
BAHIR DAR UNIVERSITY

SCHOOL OF LAW

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

Governance and Development Studies Program

Questionnaires to be filled by Ex-employees who left Adet Agricultural Research Center

Dear respondents,

This questionnaire is designed to gather information on the assessment of Employee turnover at Adet Agricultural Research Center. The purpose of the study is exclusively for academic requirements as Masters of Governance and Development Study degree requisite. I assure you that all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank, and timely responses are quite vital to determining the success of this study. So, you are kindly requested to fill out the questionnaire honestly and responsibly.

NB.

- No need of writing your name.
- Encircle the letter of your choice and put the [✓] mark in the box provided.
- Please respond as accurately as possible and at your earliest possible time.

Thank you for your cooperation!

Part I: Demographic Information of Respondents for ex-employees

1. Sex: A. Male B. Female

2. Age (in years)

A. Less than 25

E. 55 -64

B. 25 – 34

F. More than 64

C. 35 – 44

D. 45 – 54

3. Educational Qualification

A. Diploma holder

C. Second degree

B. First Degree

D. Ph.D. and above

4. Your work experience in this organization

A. Less than a

C. 2 - 4 years

B. More than 8 years

year

D. 4 - 6 years

B. 1 - 2 years

A. 6 - 8 years

5. Marital status:

A. Married

B. Single

Part-II: Issues Related to Causes of Ex-Employee Turnover

Please indicate your level of agreement/disagreement by ticking [] in the box for your exact feeling based on the scale below.

NB

1 =Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5= Strongly disagree

No	A. Job Satisfaction	Scale				
		1	2	3	4	5
1	I was not satisfied with my former organization in the decision-making process					
2	I left AARC because my job had not good promotion					
3	I AARC because the research center did not give enough recognition for well-done work and I was not recognized					
4	I left because my qualification and experience were not considered for promotion and the opportunity were not been equal to other employees					
	B. Monetary Reward(Compensation)					
1	The low salary was the reason I leave my job					
2	There was no transparent reward system based on performance in the organization					
3	Low benefits and allowance were the reasons to leave my job					
4	I left because I felt that I was not well paid taking into account my experience, responsibilities, and educational qualification.					
5	I left AARC because the performance bonus structure was not fairly rewarded					
	A. Leadership Style					
1	I left AARC because the directorate of the research center did not allow or invite employees to participate in decision making					
2	I left AARC because directorates or managers of the organization were autocratic					
3	I left AARC because my supervisor treats me unfairly and disrespectfully					
4	I left AARC because the management was not trying to build good teamwork					
5	I left AARC because Rules and regulations were not respected uniformly					
	B. Working Environment					
1	The relationship between employees and managers was not					

	good					
2	The working environment was the major driver that would make me leave my job					
3	My workload was increased and my achievement was decreased when other employees left the organization					
	C. Peer Group Relationship					
1	I left AARC because I was not had a good relationship with my co-workers					
2	I left AARC because I was not involved in the networks of the organization					
3	I left AARC because the management was not trying to build good teamwork					
4	I left AARC because there were no flexible working conditions leveled by the manager					
	D. Job Scope (Alignment)					
1	I left AARC because there was no good fit between my current job and my profession					
2	I left AARC because the amount of workload in my current job was not reasonable					
3	I left AARC because the workload was not divided equally for all members					
	E. Promotional Opportunity					
1	I left AARC because my job had not good promotion and I don't have a chance to grow my job					
2	I left AARC because promotion in the research center was not based on the performance					
3	I left AARC because promotion in the research center was not dependent on the length of experience					
4	I left AARC because promotion in the research center was not regular					

Appendix: III
BAHIR DAR UNIVERSITY
POSTGRADUATE STUDIES

SCHOOL OF LAW

Department of Governance and Development studies

Master of Governance and Development Studies

FGD Guiding questions for Current Employees

Dear participants,

I am a postgraduate student at Bahirdar University in the Department of Governance and development studies. I have been working on my Master's Degree studies to assess employee turnover in Adet agricultural research center. Thus, to achieve the objective, you were chosen as a participant in this study, and I asking you for your active participation to achieve my research effectively and efficiently. Your trust response has been a good role in my research and the data collected from you are used only for this study. In addition to this, your confidentiality also should be considered in the research.

1. What is your view regarding the reasons for the turnover of employees in your organization?
2. How do you explain the relationship among workers in your organization?
3. What strategies have been designed to minimize employee turnover in your organization?
4. What do you perceive about turnover in your organization
5. What is the current trend of employee turnover?

Thank you for your cooperation!

Appendix: IV
BAHIR DAR UNIVERSITY
POSTGRADUATE STUDIES
SCHOOL OF LAW

Department of Governance and Development studies
Master of governance and Development Studies Program

Interview Questionnaires with directorates and Manager

Dear respondents,

This questionnaire is designed to gather information on the assessment of Employee turnover at adet agricultural research center. The purpose of the study is exclusively for academic requirements as Masters of Governance and Development Studies Degree requisite. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank, and timely responses are quite vital in determining the success of this study.

1. Is the management body aware of employee turnover at your organization?
2. What is your view about the rate of employee turnover?
3. Do you get an exit interview when employees resign?
4. What is your view regarding the reasons for employee turnover?
5. What are the kinds of organizations that employees who leave their job voluntarily do join?
6. What is the view of current employees who currently work and stay in the organization?
7. Do you have rewarding system in your organization?
8. What is the current trend of employee turnover in your organization?
9. What are the retention mechanisms the research center use to proactively retain the existing turnover of well-experienced and qualified employees?

Thank you for your cooperation!

Appendix: V

List of FGD Discussants Current Employee at Adet Agricultural Research Center

No	Pseudo Name	Population category	Sex	Age	Marital Status	Educational level	Working experience	Position
	Group one	Current employee			-			
1	G1D 1		F	36	Married	Sec. degree	13 years	Researcher
2	G1D 2		F	28	Single	Degree	7 years	Assistant
3	G1D 3		M	40	Married	Sec. degree	14 years	Researcher
4	G1D 4		M	46	Married	Sec. degree	15 years	Researcher
5	G1D 5		M	32	Single	Degree	6 years	Officer
6	G1D 6		M	48	Married	PH.D	19 years	Researcher
	Group two							
1	G2D 1		F	29	Single	Diploma	4 years	Officer
2	G2D 2		M	51	Married	Sec. degree	19 years	Researcher
3	G2D 3		M	36	Married	Sec. degree	9 years	Researcher
4	G2D 4		F	34	Married	Degree	8 years	Assistant
5	G2D 5		M	41	Married	Sec. degree	11 years	Researcher
6	G2D 6		M	49	Married	Sec. degree	23 years	Researcher

APPENDIX:VII

Photos of FGD and Audios of the Group Discussion



FGD group one.3gpp



FGD gruop two.mp3



FGD Session One (captured by the researcher, February, 2022)



FGD Session Two (captured by the researcher, February, 2022)