

**ASSESSING THE IMPACT OF EMPLOYEES TURNOVER  
ON THE EFFICIENCY AND EFFECTIVENESS OF PUBLIC  
SERVICE DELIVERY: A CASE STUDY OF MAJI  
WOREDA**

**Bezawit Girma Lemesso\***

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**Abstract**

The purpose of the study was to assess the impact of employees' turnover on the efficiency of public service at Maji Woreda administration. To achieve the objective a mixed research approach was used. Data were collected from 167 higher public leaders, Employees, Ex-Employees, Human resource process owners and community representatives of Maji Woreda and analyzed using both descriptive and inferential statistical techniques in addition to the application of content analysis for qualitative data. The results show that employee's turnover in Maji Woreda is severe and its prevalence rate is highly accelerated from time to time which results from lack of good governance, economic inflation, lack of infrastructures; conflict and lack of provision of hardship allowance that affect the overall organizational performance. Consequently, a series of measures should have to be taking by improving policy and administrative issues for providing social services and reduce the current high employee's turnover problem in Maji Woreda.

**Key word;Employees; Turnover; Service Delivery; good governance; leadership.**

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\* **Lecturer, department of Management, Mizan Tepi university ,Izan Tepi, Ethiopia**

## 1.0. Introduction

The success of any organization or enterprise, whether it is Government or private, depends upon good management but if there is no good management of, then that organization would not be successful (Indraratna, 2010). Which affect human resource in the organization that is vital to delivering appropriate service to the public, by providing their skill, ability and knowledge for their organization. (**Ibid**) Many researchers and scholars wrote that, these employees will stay in their organization if the working environment is encouraging for them otherwise they will leave the organization. (**Ibid**) Employee turnover is an important and pervasive feature of the labor market (Martin C., 2003). Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled. (**Ibid**) Staff turnover sometimes called dysfunctional turn over can be described as the total movement of employees in and out of an organization (Hatfield, 2006) and it affects both workers and the organizations (**Ibid**). The reason of turnover for any organization include, workers experience disruption, the need to learn new job-specific skills and find different career prospects (**Ibid**). Organizations suffer the loss of job-specific skills, disruption in production and incur the costs of hiring and training new workers (Aberra, 2007). The end result of employee turnover will be creating an organization where it is not able to achieve planned goals, and thus its productivity becomes very low and its customer are left being highly dissatisfied (Al-Khoury, 2010). Meanwhile High turnover indicates that an organization is either doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (Hailemariam, 2006). Also In order to remain competitive and be productive, every organization will have to manage their employee turnover wisely (Lowsky, 2011) globally, Employee turnover is expected to increase worldwide during the next five years, according to a global survey by right management; thus half the survey respondents globally expect higher turnover with expectation of North America, 59%, Asia Pacific 58%, Europe 41%, and Global average 49% (Lowsky, 2011) that is also true in Ethiopian case where there is high turnover in many public sector. On this regard this study investigated the employees turnover causes, leadership role and its impact on service delivery in Maji Woreda administration, where no pervious study were done on its cause and effect as well as relationship with good governance. Meanwhile data from the Woreda administration shows the turnover is the highest for the youth workers who are expected to play a very significant role in the process of implementing the

economic development plans of the Woreda (woreda, 2014). There for this study assess the impact of employee's turnover on the efficiency and effectiveness of public service delivery and further have an objective of

- ✓ Identifying cause of employee turnover in the Maji Woreda.
- ✓ Examining the impact of employee turnover on service delivery.
- ✓ Exploring the role of leadership in addressing employee turnover
- ✓ Recommending strategies that possibility solve those problem

## **2.0. LITERATURE REVIEW**

### **2.1. Introduction**

Employee turnover can be extremely devastating for any company and even it makes the employers difficult to maintain a Secure and successful operation therefore management should have its own rating on employee turnover and measurement how this affects organization's performance. (Reference) Losing a single key worker can decrease the likelihood of a project's Success and can reduce investor's confidence in the firm. Many academic scholars pointed out turnover as the Correlation between job dissatisfaction and decreased organizational commitment. ( Shamsuzzoha AHM, Md. Rezaul Hasan Shumon, 2009).

### **2.2. Definition of Employee's Turnover**

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees (reference) Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes (Robbins 2003) defines turnover as the voluntary and involuntary permanent withdrawal from an organization, and a high turnover rate results in increased recruiting, selection, and training costs(Robbins 2003) In an organizational context, turnover can be defined as the termination of an employee's intra organizational career course, which is composed of a sequence of job changes from job entry to exit (Zhao, 2008;( Shamsuzzoha AHM, Md. Rezaul Hasan Shumon, 2009).

### ***2.3. Factors that Influence Employee Turnover***

Employee turnover is a naturally occurring event at any organization, some employees leave by choice and some staff changes are initiated by the organization itself and those employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring (Fahad, (2011)) also other try to classify Employee turnover into five categories according to Fahad, (2011) this are Functional Vs Dysfunctional Turnover;; Avoidable Vs Unavoidable Turnover; Voluntary v/s Involuntary Turnover; Internal Vs External Turnover; Skilled Vs Unskilled Turnover (Huselid's 1995 ;Fahad, 2011)

### ***2.3. Factors that Aggravate Employees Turnover***

The root causes of employees' turnover are various and often differ from country to country. Turnover is a complex phenomenon that is driven in search of better conditions: low salary and low motivation, poor office equipment, lack of commitment and lack of social or economic opportunities are the major and this further classified as (1)controlled internal factors that push the employee towards the exit door ( Loquercio 2006), which further classified into organizational factors, attitude factors, and organizational commitment (Shah, 2010).(2) Pull factors which includes those external reasons that attract the employee to a new place of work i.e. high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, and life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss (Ahmad and Zaman, 2010).

### **2.4. The Causes of and cost Turnover**

There are a number of factors that contribute to employee turnover some of them include the economy; the performance of the organization; the organizational culture; the characteristics of the job; unrealistic expectations; demographics; the (Mobley, 1982; Abbasi & Hollman in 2000 and SIGMA, 2012) and The major cost of turn over includes Recruitment of replacements, Administrative hiring costs(Boudreau et al. 2003 and Boudreau 2004)Lost productivity associated with the interim period before a replacement can be placed on the job, due to the time required for a new worker to get up to speed on the job, associated with the time that coworkers

must spend away from their work to help a new worker, Costs of training Costs associated with the period prior to voluntary termination when workers tend to be less productive communication and Public relations costs and Increased unemployment insurance costs are the major one. (Bliss, 2013; ( Frei et al. 1999, Soteriou and Zenios 1999, Hill 2007, Saccania et al. 2007 and Cascio, 2000).

## **2.5. The Impact of Working Environment on Job Satisfaction and Employee Turnover**

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies which affect employee satisfaction and decision to turn over or stay. (Reference).These three distinct concepts are inseparably linked; workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates.( Vroom 1964, Schwab and Cummings 1970) Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce. Some motivation factors include salaries, bonuses and rewards, and autonomy flexible schedule, competitive wages and interesting job duties are the major one. (Bianca, 2014)

## **2.6. Employee's Turnover and Organizational Performance**

It is well established that a high level of employee turnover is undesirable for organizations for a variety of reasons because it indicates an organization is either doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (world, 2013). Study shows, there is a correlation between turnover of high performing employees and company performance. And significantly predicts firm performance (leading and managing in a virtual world , 2013).and ultimately influences a firm's profitability (Becker et al. 1996; Meyer et al. 2004; Boudreau et al. 2003; Chase 1981, Heskett et al. 1994, Oliva and Sterman 2001).in addition to *the impact of leadership* on employee turnovers (scires, 2012; and Winslow, 2009)

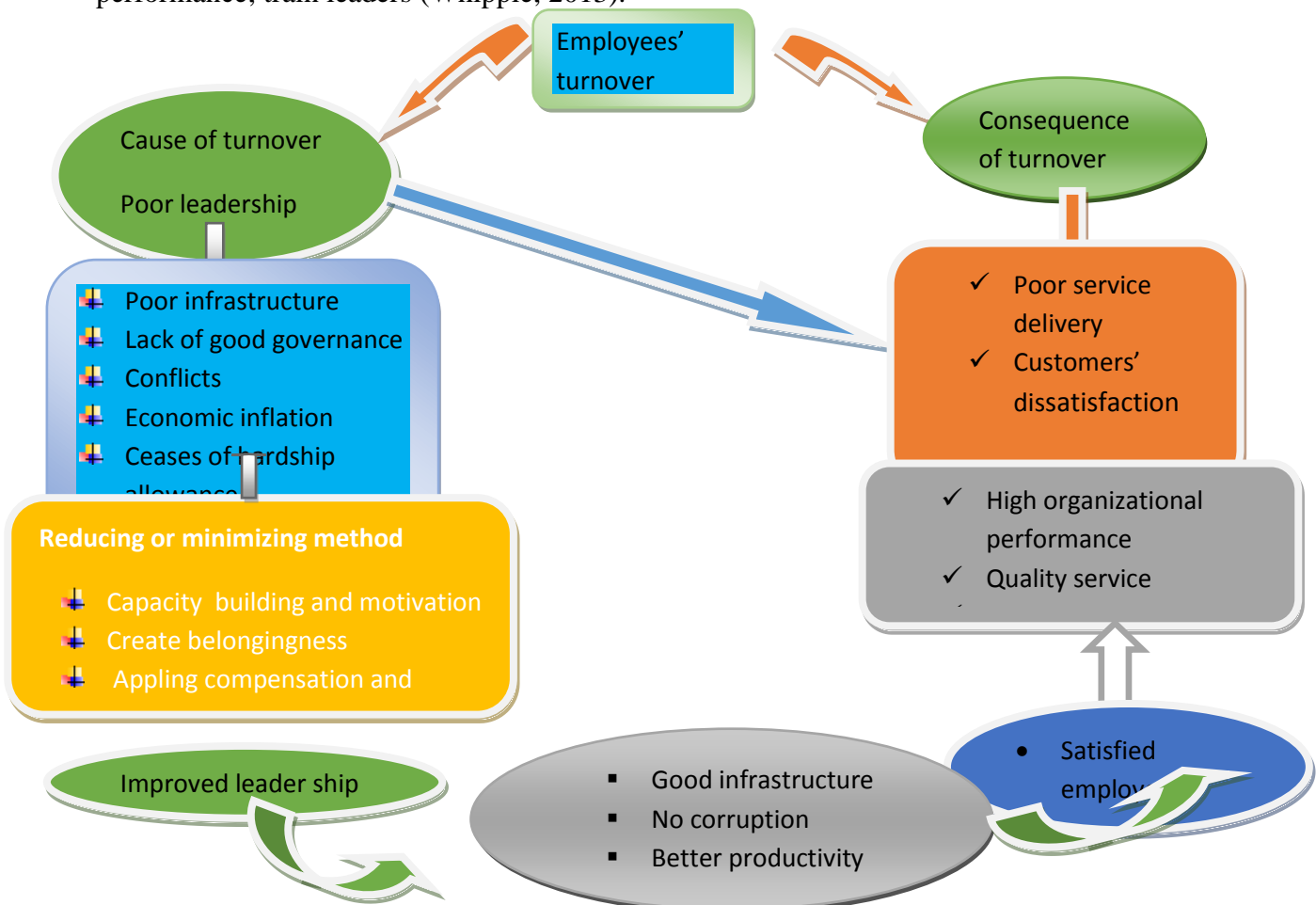
## **2.7. Human Resource Practices and Voluntary Turnover**

In the case of voluntary turnover, many researchers hold the position that employees leave their jobs when their needs are not being satisfied by their present job and an alternative job becomes

available. Huselid's (1995) extensive survey of the literature found that perceptions of HR practices such as job security and compensation level are important determinants of employee turnover. Similarly, the negative relationship between working conditions and voluntary turnover has received attention from many researchers (Mowday, Porter, & Steers, 1982; Gupta & Jenkins, 1991; Saiyadain & Ahmad, 1997). Similarly, also HR practices i.e. pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Lazear 1986; Madrian, 1994; Gruber & Madrian, 1994 and Jantan, 2005).

### 2.7. Method to Reducing Employees Turnover:

Many companies are struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, an organization that stresses leadership development has an inherent advantage that can mean the difference between survival and extinction; to do so Organizations should work on employee development; reinforcing people for will best ; build trust; reduce boredom; communicate more; cross train; feedback performance; train leaders (Whipple, 2013).



**Figure 2.1: Conceptual framework of employees' turnover**

*Source: developed by the researcher from literature 2014*

**3.0. Material and method****3.1. Description of the Study Area**

Maji (also known as Dizi) is one of the Woredas in the Southern Nations, Nationalities and Peoples' Region of Ethiopia. Part of the Bench Maji Zone, Maji is bordered on the south by the Kibish River which separates it from South Sudan, on the west by Surma, on the northwest by Bero, on the north by Meinit Shasha, and on the east by the Omo River which separates it from the Debub Omo Zone. Towns in Maji include Tum and Maji. The western part of Maji was separated to create Bero woreda and some southern kebeles were added to Nyangatom woreda. (SNNP, 2014).

**3.2. Research Design, sampling and data collection techniques**

This study used mixed research approach to gather with descriptive research design for identifying factors affecting employee turnover that affect service delivery and organizational performance. The rationale behind choosing this design is to explain and describe the existing situation with regards to respondents view about employee turnover (sekron, 2009; zikumend 2011; Crosswell; 2004)

**3.3. Sampling Technique and Sampling Size Determination**

The sampling frame contains 6 Woreda Administrative Council members, 128 Woreda Civil servants, 92 ex-employees, 5 Human Resource process owner and 20 kebele leaders of the Woreda. There are a total of 128 employees in the five sector selected due to the existence of high employees turnover in these sectors. And determine the total sample of 167 using sample determination formulas (**Cochran** ; ) at acceptable margins of error of 7% as shown here, If  $N \geq 10,000$  then, Sample Size  $n = \frac{z^2 pq}{d^2}$  than If  $N < 10,000$  then, Sample  $fn = \frac{n}{1+N/n}$  Where,  $N$ =population size,  $n$ = desired sample size,  $z$ = confidence level (93% = 1.81),  $p$ = estimated characteristics of study population (0.5),  $q$ = 1- $p$ ,  $d$ = level of statistical significance set/margin of

error (0.07). To get  $n, n = \frac{z^2 pq}{d^2}$ , Where,  $Z = 1.81$ ,  $p = 0.5$ ,  $q = 1 - 0.5$ ,  $d = 0.07$   $n = \frac{(1.81)^2 \times 0.5 \times 0.5}{(0.07 \times 0.07)} = 167$

### 3.4. Data Collection and analysis techniques

Data were collected through instruments such as questionnaires, key informant interviews, and focus group discussion and analyzed using both quantitative i.e. descriptive and inferential statistics and qualitative analysis i.e. content analyses using the latest version of SPSS .

## 4.0. Data analysis and presentation

### 4.1. Demographic Characteristics of Ex Employees and Current

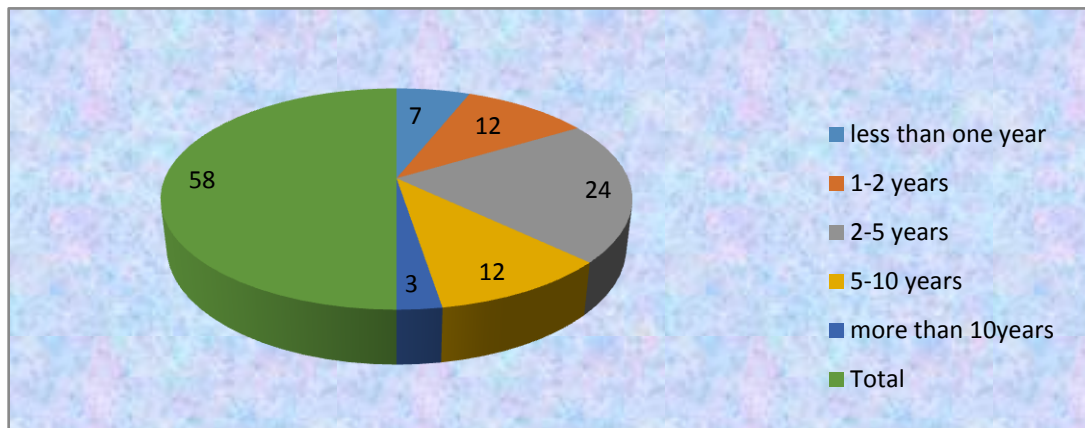
**Table 4.1: Employee's age, sex and educational status**

Item	Measure	Current		Ex employees	
		Frequency	%	Frequency	%
Age group	Below 25	50	41.3	8	13.8
	26-30	48	39.7	16	27.6
	31-35	11	9.1	16	27.6
	36-40	5	4.1	15	25.9
	Above 40	7	5.8	3	5.2
		121	100	58	100%
Sex	Male	89	73.6	40	69.0
	Female	32	26.4	18	31.0
		121	100%	58	100%
Educational states	Under diploma	31	25.6	0	0
	Diploma	62	51.2	1	1.7
	BSC/ BA	28	23.1	49	84.5
	Master	0	0	8	13.8
		121	100%	58	100%

Source: Owen Survey data 2014



Table 4.1 shows of total respondents, distribution of current employee is at the age interval  $\leq 25-35$  with total value of 91.1% whereas form ex employees 68.5% of the respondents were in the range of  $\leq 25$  years old to 35 of age ceiling. Concerning the ex employees, the majority of respondents were male, that accounts 40 (69%) out of the total respondents similarly the majority of respondents from the current employees were also males that accounts 89 (73.6%) out of the total respondents. Regarding to the educational status of the ex employees majority of respondents 49 (84.5%) were degree holders and the second highest whereas Respondent of current employees 62 (51.2%) were diploma.



**Pie chart 4.1: employees Work experience**

Figure 4.1, portray that summarizes tenure of the respondents in the sectors, 12.1, 20.1, 41.4, 20.7 and 5.2 percent of the ex- employee respondents served the organization for less than 1 year; 1 - 2 years, 2 - 5 years, 5 - 10 years and above 10 years respectively. As it can be seen, the majority of the respondents, 41.4 percent of ex-employees have served the organization for 2-5 years.

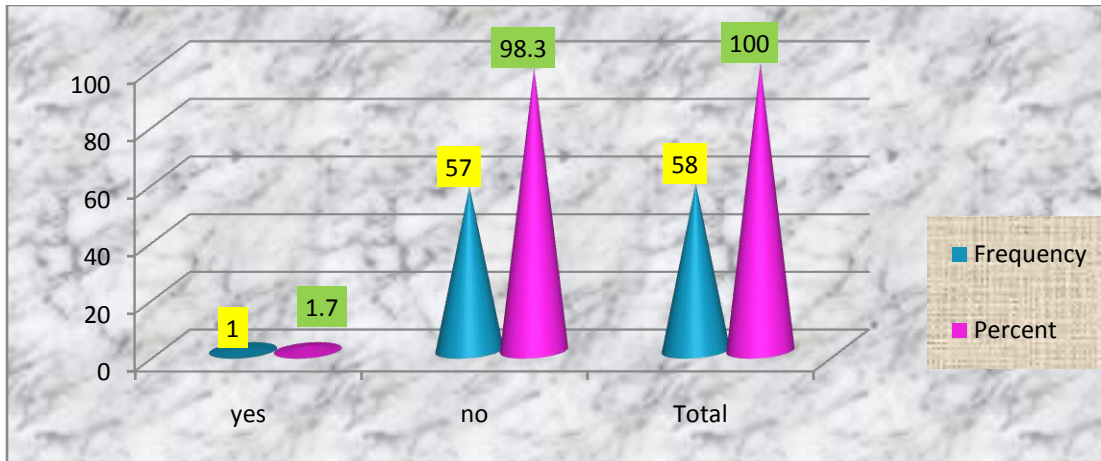
**Table 4.2: turn over and motivation factors for turn over**

Item	Measurement	Current employees	
		No	%
Is there an employees' turnover in your organization?	Yes	115	95.0
	No	6	5.0

Total		121	100.0
How do you rate an employees' turnover in Maji Woreda?	High	98	81
	Medium	20	16.5
	Low	3	1.7
Total		121	100
Were You motivated to join Maji Woreda to gain of experience	Strongly disagree	2	3.4
	Disagree	45	77.6
	Neutral	2	3.4
	Agree	9	15.5
	Strongly agree	0	0
		58	100
Were You motivated to join Maji Woreda because of the salary scale?	Strongly disagree	13	22.4
	Disagree	38	65.5
	Neutral	1	1.7
	Agree	6	10.3
	Strongly agree	0	0
58			100
Were You motivated to join Maji Woreda because you did not have any other job?	Strongly disagree	0	0
	Disagree	4	6.9
	Neutral	0	0
	Agree	54	93.1
	Strongly agree	0	0
		58	100

Source: Filed Survey 2014

table 4.2 shows a majority of the respondents said that there is high employee turnover in the Woreda 98 (81%), and respondents were motivated to join the Woreda to gain of experience 45 (77.6%) ; because of the salary scale 38 (65.5%) because lack of alternative job 54 (93.1%) .



**figure 4.3: Satisfactions and employees turnover**

(Source: Filed Survey 2014)

Figure 4.3 shows 57 (98.3%) ex-employee respondents, respectively were dissatisfied with the amount of pay they get.

**Table 4.3 de-motivating factor to stay in the organization**

Item	Measure	Ex employees	
		No	%
Which of the following reasons Motivate you to leave Maji Woreda?	Poor Compensation System	16	27.5
	Poor leadership and communication system	18	36
	Poor Training and development opportunity	10	20
	Job Dissatisfaction	3	5.1
	Seek of better job opportunity	4	6.8
	Low social and interpersonal relationship	1	1.1
	Lack of feeling of belongingness in ex organization in Maji Woreda	6	10.3
Total		58	100

(Source: Filed Survey 2014)

table 4.7 when the ex employees asked why they left Maji Woreda, they replied that, 27.5 percent of the respondents claimed it to be a poor compensation system; 36 percent claimed it to

be for poor leadership and communication system and 20 percent for poor training and development opportunity.

**Table 4.4: Leaders action impact on employees turnover**

Item	Measure	Ex employees	
		No	%
Dealt with employees Honestly	Strongly disagree	5	8.6
	Disagree	50	86.2
	Neutral	2	3.4
	Agree	1	1.7
	Strongly agreement	0	0
Total		58	100.0
Encouraged people to develop their skills	Strongly disagree	18	31.0
	Disagree	39	67.2
	Neutral	1	1.7
	Agree	0	0
	Strongly agreement	0	0
Total		58	100.0
Treated employees fairly	Strongly disagree	18	31.0
	Disagree	36	62.1
	Neutral	4	6.9
	Agree	0	0
	Strongly agreement	0	0
Total		58	100.0

*Source: Filed Survey 2014*

Table-4.10 shows majority of employee disagree on honestly characteristics of leaders in their organization 50 (86.2%); are not encourage employees to develop skills 57 (98.2 %) and were not treat fairly .

**Table 4.5: Kruskal-Wallis Test of employees' perception on the role of leader ship aggravating employees in the study area based on their work experience**

Item	Work experience	No	Chi-seq	Df	p-value	median
Changes to the way the organization is being run	Less than one year	7	<b>2.593</b>	4	<b>.628</b>	2
	1 to less than 2 Years	12				
	2 to less than 5 Years	24				
	5 to less than 10 Years	12				
	Above 10 Years	3				
Total		58				
Changes in staffing	Less than one year	7	<b>3.463</b>	4	<b>.484</b>	2
	1 to less than 2 Years	12				
	2 to less than 5 Years	24				
	5 to less than 10 Years	12				
	Above 10 Years	3				
Total		58				
Financial matters including budgets	Less than one year	7	<b>8.618</b>	4	<b>0.071</b>	2
	1 to less than 2 Years	12				
	2 to less than 5 Years	24				
	5 to less than 10 Years	12				
	Above 10 Years	3				
Total		58				

Source: Filed Survey 2014

From the table – 4.5. shows regarding the perception of respondents based on work experience, there is no statistically significant difference among them on towards the attitudes of employees turnover is aggravated by leadership in Maji Woreda based on the Kruskal-Wallis H test as shown as Chi-square= 2.593, 3.463 and 8.618 and P-value which is .628, .484 and 0.071 > 0.05. This indicates that the work experience didn't affect the respondent's attitude on the role of leader aggravating employees' turnover in the study area. As the mean value of each respondent, regarding on their work experience as shown in the table indicates that there is no statistically

significant difference between them on the issue of employee's turnover. The majority of the respondents agreed that employee's turnover is a common problem in Maji Woreda.

**Table 4.6.: Kruskal-Wallis Test of employees' perception of the role of leadership aggravating employees in the study area based on their education status**

Item	Education states	No	Chi-seq	df	pvalue	median
Dealt with employees Honestly	College diploma	1	<b>.581</b>	2	<b>.748</b>	<b>2.00</b>
	First degree	49		2		2.00
	Masters	8		2		2.00
Total		58				
Encouraged people to develop their skills	College diploma	1	<b>.187</b>	2	<b>.911</b>	2.00
	First degree	49		2		2.00
	Master	8		2		2.00
Total		58				
Treated employees fairly	College diploma	1	<b>.787</b>	2	<b>.674</b>	2.00
	First degree	49		2		2.00
	Master	8		2		2.00
Total		58				

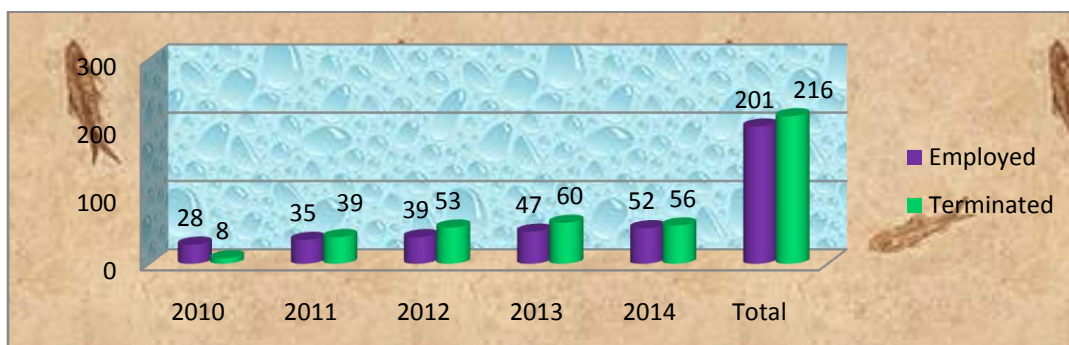
Source: Filed Survey 2014

The non-parametric statistics of Kruskal-Wallis test shows in table4.6. the different perception of three independent groups such as leaders dealt with employee honestly encourage people to develop their skills and treated employees fairly towards educational states in the study area. From the given table, the significance level of P-value is used to analyze the perception of respondents based on their educational states toward the role of leadership aggravating employee's turnover in Maji Woreda. As the test shows the probability value of (P) in the first test is greater than **0.05** in first class that is .748, therefore the result is not significant implying there is no significant difference in the perception of "leaders dealt with employees honestly" based on their educational status. While, for the second leadership role the P-value .911 of the test is also the same to the first it's greater than **0.05**, so the conclusion is not significant. And the

third is also.674 greater than 0.05. This fact we can conclude that there is no significant difference on leadership aggravating employees in the study area.

## 4.2. Qualitative analysis

The interview consists of 6 public organization leaders who were purposefully selected as the as the interview with all respondents shows all six public organization is in serious human resources shortage problem and there is high turnover ratio further they portray that the average say of employee in the organization is two year only and they voluntarily leave the organization and as they made exit interview majority of the employee rise that poor infrastructure ,poor salary scale management problem lack of skill and development center . While they portray that turnover of employee has significantly increasing cost and have negative impact on service delivery and organizational performance. Also as the data taken Woreda shows of 2011-2014 the Woreda recruited a total of 201 employees. On the other hand, in the years under review 205 (102%) employees had terminated their employment with the Woreda. In the year 2010, 28 were employed and 8 (29%) were terminated. In 2011, 35 employed and 39 (111%) left their organizations. In 2012, 39 were employed and 53 (136%) were terminated. In 2013 47 employees were employed and 56 (119%) were terminated. In 2014, 52 were employed and 49 (94%) left their organization. As we can observe from the figure depicted below, of the secondary data reviewed, we can conclude that there was high selection and recruitments of new employees whereas there is also a high rate of employee turnover including the previously employed and existing employees. The gleaned data which are gathered from different respondents therefore strengthen that there is a high rate of employees' turnover without a turning point of their employment period but in high frequency. See figure 4.3.



**Bar Chart 4.2: Employee's turnover by year (2011-2014)**

(Source: secondary data analysis 2014)

## **5.0. Discussion and recommendation**

### **5.1. Discussion**

From this finding, the researcher concluded that from ex employees majority were 25- 30, 17 (29.3%) and for the current 50 (41.3%) were under 25 this implies most employees are youth and possibly are newly employed. Concerning the ex employees, the majority of respondents were male, that accounts 40 (69%) out of the total respondents of 58. The lower number of respondents that is 18 (31%) out of 58 were female. The majority of respondents from the current employees were also males that accounts 89 (73.6%) out of the total respondents of 121. 32 (26.4%) out of 121 were female. This indicates that at this level the gender issue is the other point that needs leadership attention. Regarding to the educational status of the ex employees majority of respondents 49 (84.5%) were degree holders. Respondent of current employees replied they were 62 (51.2%) diplomas holders, shows gap between the in and out of human resources which significantly creating skill gap and raise of complain and or service delivery with overall impact of poor organizational performance.

During the period between 2011 and 2014 the Woreda recruited a total of 201 employees. On the other hand, in the years under review 205 (102%) employees had terminated their employment with the Woreda. In the year 2010, 28 were employed and 8 (29%) were terminated. In 2011, 35 employed and 39 (111%) left their organizations. In 2012, 39 were employed and 53 (136%) were terminated. In 2013 47 employees were employed and 56 (119%) were terminated. In 2014, 52 were employed and 49 (94%) left their organization depicted there was high selection and recruitments of new employees whereas there is also a high rate of employee turnover including the previously employed and existing employees.

The finding reveal that the root cause for high turnover includes poor infrastructure in the Woreda with 101 (87.8%); no peace and security 97 (84.3); lack of good governance 89 (77.3%); an economic inflation supplemented with weak payment 71 (61.7%) and poor hardship allowance 48 (41.7%) which also supported with key informant interview which said the main cause of employee's turnover are the quitted hardship allowance, the poor infrastructure, economic



inflation and the instability caused by conflict occurring steadily. Also the reason that the current employees motivated to join the public organization in the Woreda includes lack of alternative and to get experience are the major one and they believe that leadership character 86 (71.7%) are responsible for high employees' turnover in the Woreda

## **5.2. Recommendations**

Based on the analysis made throughout this research and the findings, the possible recommendations are forwarded as follows:

### **5.4.1. Recommendations for Woreda Administration**

- They have to build leadership competency by giving long and short term training, experience sharing within and outside organization and peer teaching.
- The Woreda Leaders have to address the problems of basic infrastructure through mobilizing the society by creating belongingness and awareness towards development because without the participation of the community the development can't achieve or get its target.
- There should be functional anti corruption commission who is free from any influence of Woreda cabinets.
- The economic inflations and associated high cost of living of employees were related to expensive house rent, high cost of food items and shopping. So all this problem should be solve or minimize through building condominium, organize small and micro enterprise associations and increase productivity and should also exert an endeavor to stabilize the Woreda and strive to settle the growing conflicts through amicable means in collaboration with the participation of the community and higher concerning authorities.
- They have to allow a hardship allowance and employees benefit as a catalyst of motivating employees and as retention mechanism.
- The leaders of the selected sectors need to have the caliber to handle basic issues and problems of the employees and they need to have the qualities of good leadership. On top of that, they have to work towards achieving the objectives of good governance.

#### 5.4.2. Recommendations for Region and Zone Concerning Authorities

▪ The upper concerning body should implement the principles of good governance and enforce it through, awareness creation, preparing panels, experience sharing stage, long and short term training and the region and zone concerning authorities, especially those organizations that should send up to date rules and procedures for the zones and the Woreda should so on timely basis. They have to also timely send notices of trainings and long term study programs scholarships, seminars and workshops to enable employees get the chances to upgrade their academic status and acquire additional knowledge and further government have to design strategy and enforcement mechanism to solve the long lasting conflict because, the conflict is obviously an obstacle for the development of the community and directly or indirectly to the country as a whole. So they must give a great emphasis to rightly promote peace and stability with the objective of protecting human rights and preventing violations in addition to effective followers and setting of ombudsman offices.

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