

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF SPORT SCIENCE



***EMPLOYEES TURNOVER AND RETENTION STRATEGIES IN JIMMA ZONE
YOUTH AND SPORT OFFICES***

By: BEZABIH MAMO TEWABE

OCTOVER, 2017

JIMMA, ETHIOPIA

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF SPORT SCIENCE



***EMPLOYEES TURNOVER AND RETENTION STRATEGIES IN JIMMA ZONE
YOUTH AND SPORT OFFICES***

By: BEZABIH MAMO TEWABE

**A RESEARCH PAPER SUBMITTED TO THE DEPARTMENT OF SPORT SCIENCE FOR
PARTIAL FULFILLMENT OF M.SC. DEGREE IN SPECIALIZATION IN SPORT MANAGEMENT**

OCTOBER, 2017

JIMMA, ETHIOPIA

**EMPLOYEES TURNOVER AND RETENTION STRATEGIES IN JIMMA ZONE
YOUTH AND SPORT OFFICES**

**BY
BEZABIH MAMO TEWABE**

Thesis submitted to school of graduate studies of Jimma University in partial fulfillment of the requirement for the degree of Masters in department of sport science, (sport management specialization)

Advisor: Mr. Samson Wondirad (Ast. Prof.)

Co-advisor: Mr. Amanu Eba (M.sc.)

OCTOBER, 2017
Jimma, Ethiopia

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

APPROVAL

This thesis approval from the research entitled as “Employee turnover and retention strategies in Jimma Zone Youth and Sport Offices”. Approved as the original work of Bezabih Mamo Tewabe has been approved by the department of sport science for partial fulfillment of master in sport management.

APPROVED BY BOARD OF EXAMINATION

1. Chair Person:	Signature	Date
_____	_____	_____
2. Name of external examiner	Signature	Date
_____	_____	_____
3. Name of internal examiner	Signature	Date
_____	_____	_____
4. Department Head	Signature	Date
_____	_____	_____

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

APPROVAL

As thesis research advisor, I hereby certify that I have read and evaluated this thesis entitled "Employee turnover and retention strategies in Jimma Zone Youth and Sport Offices". By prepared under my guidance:

Submitted by:

Bezabih Mamo Tewabe Signature _____ Date _____

Advisors

Advisor: Mr. Samson Wondirad (Ass. Prof.) Signature _____ Date _____

Co-Advisor: Mr. Amanu Eba (M.Sc.) Signature _____ Date _____

As member of the board of examiners of the master of sport management Thesis open, we certify that we have read and evaluated the thesis prepared by Bezabih Mamo Tewabe and examined the candidate. We recommended that the thesis to be accepted as fulfilling the thesis requirement for the degree of Master in sport management in sport science.

- | | | |
|--------------------------------|-----------|-------|
| 1. Name of external examiner : | Signature | Date |
| _____ | _____ | _____ |
| 2. Name of Internal Examiner | Signature | Date |
| _____ | _____ | _____ |
| 3. Name of chairperson : | Signature | Date |
| _____ | _____ | _____ |
| 4. Name of PG coordinator : | Signature | Date |
| _____ | _____ | _____ |

Graduate Thesis Ownership Agreement

This thesis is property of Jimma University, an institution that awarded M.Sc. /PhD Degree to the graduate student and funded its research cost fully or partly. The research work was accomplished under the close support and supervision of the assigned university's academic staff. It is therefore strictly forbidden to publish, modify, or communicate to or put at the disposal of third party the entire document or any part thereof without the common consent of the research supervisor(s) and the graduate student. Disregarding this agreement would lead to accountability according to the Jimma University's research and publication. Misconduct policy Article 1.7 of the University's document for "Guidelines and procedures for research, March 2012".

Name of the graduate student

Signature

Date

Name (s) of the research supervisor (s)

Signature

Date

Title of the Thesis:

Employee Turnover and Retention Strategies in Jimma Zone Youth and Sport Offices.

Degree Awarded: M.Sc. /PhD (Encircle one)

College of Natural Science, Jimma University

DEDICATION

I dedicate this thesis manuscript to my colleagues for her tolerance, understanding & support and to my pretty daughter Kalkidan Bezabih whom I have lost her in early age.

Statement of the author

I declare that this is my original work and has never been presented for 1st degree or M.Sc. /PhD in any other university or institution anywhere for the award of any academic qualification and all the source of materials used for this thesis has been appropriately acknowledged. This thesis has been submitted in partial fulfillment of the requirements for M.sc. degree at Jimma University and is used as a reference in the library to be made available to borrowers under the rules of library.

Brief quotations from this thesis are allowed without special permission provided that an accurate acknowledgement of source is indicated. Request for permission for quotation form or duplicate of this manuscript in whole or part may be guaranteed by the head of department or school of graduate studies when in their judgment that the proposed use of the materials are in the interest of promotion. In all other instances however, permission must be obtained from the author.

Name: Bezabih Mamo Tewabe

Place: Jimma, Jiren 2^{ndary} School

Date of submission: September, 30/2010

Signature: _____

Biographical sketch

The author was born in 15th of December, 1954 at Waka town located in Dawuro Zone Mareka District of South Nation Nationalities & people regional state. I was attended my primary school education at Waka primary & Junior secondary school. And secondary school in Waka high school & completed in 1974. In 1976, I was joined Teachers Training Institute (TTI) of Jimma & graduated with certificate in teaching profession for primary school in July, 1/1976. In 1986, I was joined Kotebe College of Teachers Training (KCTT), in summer in service program & graduated with Diploma in Health & physical Education in 1990. After seven years, 1997, I was joined Addis Ababa University, summer in service program & graduated with Bachelor of Education Degree (B.Sc.) in Health & Physical education in September, 1/2001.

After seven years of working at Jiren secondary school, I was joined Jimma University College of Natural science School of Graduate Studies Department of Sport Science, Regular Master's program in Sport Management to pursue post graduate studies in the field of sport science , Sport Management specialization in October, 2017.

Acknowledgement

I am immensely grateful to the omnipotent / almighty father for sustaining me in my quest for higher education. The preparation & submission of this project work would not have been possible without the support of certain personalities who deserve my gratitude. I wish to offer my profound appreciation to my advisor Samson Wondirad (Ast. Prof.) & Amanu Eba (MSc.) for their valuable suggestions, constructive criticisms, editing, guiding & rearranging this thesis from the beginning up to the end without being bored. Secondly, this thesis is dedicated to AtitegebTilahun for her day & night, without behavioral change invested her money, time & moral in my learning. Also to my colleagues & classmates for their support & feedback throughout our period of study. Thirdly, my appreciation goes to atoTakeleGeneti& his assistants for their support morally & materially. Finally, a big thank to AtoAlemayehu Gegaro for his material & technical support.

Table of Content

Content	pages
Approval sheet	
Dedication _____	I
Statement of the author _____	II
Biographical sketch _____	III
Acknowledgement _____	IV
Table of Contents _____	VII
List of Tables _____	VIII
List of Figures _____	IX
List of Abbreviations & Acronyms _____	X
Abstract _____	XI
CHAPTER ONE _____	1
1 INTRODUCTION _____	1
1.1 BACKGROUND OF THE STUDY _____	2
1.2 STAEMENT OF THE PROBLEM _____	5
1.3 OBJECTIVES OF THE STUDY _____	6
1.3.1 GENERAL OBJECTIVES _____	6
1.3.2 SPECIFIC OBJECTIVES _____	6
1.4 SIGNIFICANCE OF THE STUDY _____	8
1.5 SCOPE OF THE STUDY _____	8
1.6 LIMITATIONS OF THE STUDY _____	8
1.7 DEFINITIONS OF KEY TERMS _____	10
CHAPTER TWO _____	11

2. REVIEW OF LITERATURE _____	11
2.1 LINK TRAINING & COACHING PROGRAM _____	13
2.2 EMPLOYERS UNDERSTIMATE ROLE OF BENEFITS IN RETENTION _____	14
2.3 THE FIVE- STEP PRIDE MODEL (STEP 1-5) _____	17
2.3.1 RESEARCH GAP _____	21
2.4 BENEFITS AND SALARY PACKAGES _____	21
2.5 JOB SATISFACTION & RELATED FACTOR _____	22
2.6 RETENTION OF EMPLOYEES _____	24
2.7 EFFORT TO RETAIN EMPLOYEES _____	25
2.8 RETENTION STRATEGY _____	25
2.9 BASIC STRATEGIES TO RETAIN EMPLOYEES (1-5) _____	28
2.10 MANAGING STAFF RETENTION _____	29
2.11 PROBLEM AREAS AND RESEARCH GAP _____	29
CHAPTER THREE _____	30
3. METHODOLOGY _____	30
3.1 THE RESEARCH METHODOLOGY _____	30
3.2 STUDY AREA _____	31
3.3 THE STUDY POPULATION _____	31
3.4 SAMPLING TECHNIQUES AND SAMPLE SIZE _____	32
3.5 DATA SOURCE _____	32
3.6 INSTRUMENT OF DATA COLLECTION _____	32
3.7 METHOD OF DATA ANALYSIS _____	33
3.8 LIMITATION OF THE STUDY _____	33

3.9 ETHICAL CLEARANCE _____	33
CHAPTER FOUR _____	34
4. RESULTS AND DISCUSSIONS _____	34
4.1 SOCIO- DEMOGRAPHIC INFORMATION (4.1.1_4.1.6) _____	42
4.1.7 Analysis on the nature of work _____	42
4.1.8 ANALYSIS ON AREAS OF WORK _____	43
4.1.9 Analysis on the current position of respondents' _____	43
4.1.10 Analysis on the Availability of facilities & relation with employees _____	44
4.1.11 Analysis on the reasons of employment _____	46
4.1.12 Analysis on the factors that affect retention of employees _____	47
4.2 The Main Retention Factors _____	49
4.3 The Main Motivational Factors _____	52
4.4 Environment that Breeds turnover of employees (4.4.1_4.4.3) _____	55
4.5 Regression Analysis Interpretation _____	58
4.6 Discussion of Findings _____	63
5.1 Summary, conclusion and recommendations _____	64
5.2 Conclusions _____	66
5, 3 Recommendations _____	68
References _____	79
Appendix A _____	85
Appendix B _____	90

List of Tables

Table 1 Gender of the respondents	34
Table 2 Age of respondents	35
Table 3 Educational status of respondents	37
Table 4 Working experience of respondents	39
Table 5 Salary scales of respondents	40
Table 6 Marital status of respondents	41
Table 7 Respondents nature of works	42
Table 8 Analysis on areas of work.....	43
Table 9 Analysis on the current positions of respondents	43
Table 10 Analysis on conditions related to facilitates and relations with the organization.....	44
Table 11 Analysis on reasons of employment in the organizations and training conditions.....	46
Table 12 Analysis on the factors that affect retention of employees	47
Table 13 Main retention factors	48
Table 14 Respondents motivational factors.....	51
Table 15 Leadership style and employee satisfaction.....	52
Table 16 Employees dissatisfaction reasons.....	53

List of Figures

Figure 1 Gender of respondents	35
Figure 2 Age of respondents	36
Figure 3 Educational status of respondents	38
Figure 4 Working experience of respondents	39
Figure 5 salary scale of respondents	41
Figure 6 Marital status of respondents.....	42
Figure 7 Respondents main retention factors.....	48
Figure 8 Main Motivational factors	52

List of Abbreviations & Acronyms

ANOVA- Analysis of variance

APA- American Psychological Association

HR- Human Resource

HRD - Human Resource Development

PRIDE- Provide a positive working environment

- Recognize, Reward & Reinforce the right behavior

- Involve every one

- Develops worker's skills & potential.

- Evaluate & improve continuously

SCE- Successful coaching effort

SHAPED- Setting higher standards

- Honesty & integrity

- Action (forwarding)

- Passions to help others learn

- Encourage (inspire)

- Disciplined intensity

OCAI - Organizational Culture Assessment Instrument

EPF - Employee Profit Fund

Abstract

The main objective of this study was to assess the Employee turnover & their retention strategies with reference to some selected youth & sport office in Jimma zone” focuses on some of the key issues like training, performance appraisal, reward system, motivation, satisfaction & job security that youth & sport office provides. The research methodology adopted for this study was descriptive survey with quantitative & qualitative approaches based on structured questionnaire. Two stage cluster sampling technique in lottery method was used to select sample respondents & data gathered from both primary & secondary sources of the sample size for the study from 90 managements and employees those who selected from nine woredas those who were selected through census. The study was delimited to Jimma Zone youth & sport offices. Analysis was made on the data collected through questionnaire. Based on the analysis made of this study findings were identified and presented as follows. The findings in this study were the impacts of Socio-demographic characteristics of the employees, salary structure, promotion & motivation factors, retaining factors, attitude of managements & environment were identified. The reasons for the employees turn over in the youth and sports of the selected woredas were poor payment, lack of facility, poor management, absences of appropriate and available resources and equipment’s and absences of timely reward and recognitions for employees, the motivational factors that dissatisfied the employees were poor payment of salary, compensation offered by the organization and benefits and respects toward employees and the employees were highly dissatisfied in job security, lack of support and guidance, lack of flexibility in the organization, training and development opportunities, and promotion opportunities. Therefore, the finding of this study had shown that the level of job satisfaction of employees in the organization was low. Finally, based on the findings fulfillment of the employees necessary skill, competency & educational need for the positions, implementing motivational factors, designing retention mechanisms, creating conducive environment, participating in decision making, fair promotion & recognition are among the given recommendations.

KeyWords: employees, motivation, retention, satisfaction

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employee turnover is one of the most important study issue to organizations, and one that needs special attention. It has some significant effects on organizations; new employees must be hired & trained, it is also needed to consider the time required for a new employee to be effectively productive. Staffs turnover is warning sign of low morale & it is the amount of movement in & out of employees in an organization. In general, employees either leave their jobs voluntarily by their own decision or forced to leave by the decision of the employer. Employee's turnover is one of the factors which affects the organization's productivity; which is considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals & organizational psychologists. It has proven to be one of the most costly & seemingly intractable human resource challenges confronting by several organizations globally. Turnover of employees consists of both voluntary & involuntary. Voluntary turnover is a major problem for organizations in many countries Syrett, (1994).

Porter & Steers (1973) suggested that the issue of meeting expectations was central to the individual's decisions to leave an organizations. Each employees has his or her own set of expectations upon entering an organizations. If these expectations not be met, the individual will be come dissatisfied & leave. Mobley (1977) suggested that a negative evaluation of the present job leads to job dissatisfaction, thoughts of quitting and an evaluation of job seeking expectation utility & cost of quitting.

In Ethiopia, even though few studies like: study conducted on ERA & IRC shows about turnover of employees, there is no empirical studies conducted on public organizations, employees' turnover turnover which were supported by formal & published research. Currently, most young employees are leaving the organization due to unknown reasons. Hence, this study should clearly identified the causes of employees' turnover & its retention strategies or mechanisms will help in developing appropriate policy & training program at country level in general & at public organizational level in particular.

The retention of employees has been shown to be significant to the development & the accomplishment of the organization goals and objectives. Retention of employees can be a vital source of competitive advantage for any organization. This study attempted to explore the main factors that contribute to employee retention existing in jimma zone youth & sport office. Today changes in technology, global economics, trade agents & the like are directly affecting employee/employer relationship. The loss of talented employees may be very detrimental to the company's future success. (Slack, 1997)

Outstanding employees may leave an organization because they become dissatisfied, underpaid, un motivated, and while trying to retain employees within the organization they may present other challenges as well. They may demand higher wages, not comply with organization practices, and not

interact well with their coworkers or comply with their managers' directions. Besides these problems asymmetric information or lack of information about the employees' performance may complicate an organization's Endeavour to retain productive employees. Without adequate information an organization may not be able to distinguish productive workers from non productive ones. This is known as a moral hazard problem. In many instances companies may reward or punish employees for an organization outcome for which they had no impact. Even if an organization is fortunate enough to retain talented employees, the company may still have to cope with agency costs resulting from them and their colleagues. When information about an employee's activities are difficult to gather, the employees may be motivated to act in his own interest which may diverge from the interest of the organization. This divergence of interests results in costs to the organization in the form of excessive prerequisite consumption, shirking of job responsibilities and poor investment decision making. One of the most critical issues for building innovation capacity in organizations is the acquisition & maintenance of knowledge. Knowledge is the basis of human capital., then the ability to attract, retain & engage talent is argued to be an important element of innovation. According to an annual talent shortage survey conducted by HR (human resource) solutions firm, manager, 1/3rd of employees' worldwide find it difficult to fill key position with their organizations. Around 50% of employees could not find the right talent for their business. In the Asia practice region, the situation is even worse with two out of every five companies facing a talent shortage within the organization. India fortunately faces a slightly less shortage with only 16% of the employees finding it difficult to access people with appropriate skills. Quality workforce is key differentiator between organizations. Quality workforce is a loyal employee equipped with competence in job & commitment to the company. Therefore the key challenge is attracting retaining a quality workforce. Thus the development and implementation of leadership succession plan becomes important to have the business continuity at its best. This project report emphasizes the need for effective succession management in Oil & Natural Gas Corporation limited (ONGC) as a strategy for employee retention & knowledge management. (Thesis on ONGC. India [1]. Organization is the entity that allows for a group, two or more people to work together more effectively than they might work alone in order to achieve the desired goal. Throughout many country of the world, sport is rapidly growing & increasingly diverse industry, increased amount of income, a heightened awareness of the relationship between an active life style & good health & a greater number of opportunities to participate in sport have all contributed to this growth. The sport industry also includes professional sport organization. Sport organizations are then integral & pervasive parts of the sport industry (Slack, 1997). Similarly Slack stated that, sport organization is a social entity involved in sport industry. It is goal directed with a consciously structured activity system & a relatively identifiable boundary. Succession or effectiveness represents the accomplishment of goals by any sport organization. To maintain better performance & self confidence of employees' common goals should be designed by an organization whereas, organizational effectiveness that relate with accomplish the designed goal should be affected by internal & external organizational factors (Chelaturi, 2005).

1.2 STATEMENT OF THE PROBLEM

In today's business world, it is considered to be an important task to manage employee turnover for any organization. Managing turnover successfully is an essential to achieve the organizational overhead goals & objectives.

Significant amount of research has been undertaken to understand the major causes of employee's turnover & retentions mechanisms that organizations should develop. Most of the studies were carried out by developed countries & few developing countries. Some studies indicated that every aspect of organizations is employees because turnover of employee leads to incurring of costs. High turnover has become a problem for both private & governmental organizations. For instance, I was attracted to conduct this research in Jimma Zone youth & sports offices (skilled work force turnover) in 2017 and concluded that the turnover is affecting the organizations in terms of productivity, recruiting, training, money & time. In fact the causes of turnover are a combination of factors which includes family problems, poor leadership, dissatisfaction with job, better opportunity in external market, & dissatisfaction with work place.

Employees do not withstand for long term of period. Even the teachers are not interested to remain in the organization due to lack of training. Employees with experience are not motivated & performance appraisals are not given properly. There is no job security for the employees. Salary increment is not up to the mark .Hence there is a need to undertake a comprehensive study on employee retention strategies in the organization understudy. Messmer (2000). Understanding employee perspectives& measuring their retention factors are critical to an organization's success. However, each employee in an organization creates his or her own understanding of a phenomenon & assumptions (Argyris&Schon, 1978). It is the understanding of the situation that provides an action (Weick, 1979, 1995).Employee motivation has been studied at length. Through research, a significance myth has been dispelled & shown to be incorrect. The biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by whichthey are employed. This generalization, or supposed knowledge, has misdirected frontline supervisors of workers for years. The result has been misunderstood by industrial employees who were more concern with other motivational factors that their supervisors perceived as secondary or were not aware that they existed. Employee commitment, productivity & relation issues are emerging as the most critical workforce management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts & tight competition for key talent. For many firms, "surprise" employee departures can have a

significant effect on the execution of business plans & may eventually cause a parallel decline in productivity. This phenomenon is especially true in light of current economic UN certainty & following corporate downsizings when the impact of losing critical employees increases exponentially. To effectively motivate & retain employees, managers & for that matter employers have put in place measures to motivate & satisfy employees in order to retain them. However many questions related to workforce retention have not been reported yet. For example, Is the workforce aware of any retention efforts in their agency? What make workforce think about leaving their work? How a workforce does feels about their agency's retention situation? Do organizations discuss with the workforce specific reasons why they were leaving or not? Does private sector workforce know of specific retention problems in their agency? What type of work environment or organizational culture for example, supervisory style work itself, is most appealing to workforce? What factors motivate employees of an organization? What are the factors that will make an employee of the organization remain on the job? What factors will make an employee of the organization quit his/her job? Does motivation have an impact on employee retention? What are some of the recommendations that can be made to improve on the retention of employees? It is against this background that this study seeks to explore how motivation impacts on the retention of employees. The retention of employees is equally important for both the employer & employees, in relevance to cost, time, and recruitment, training, etc. The gap shows negative correlation between turnover & retention of employees. Retention of workforce enhances productivity & achieves organizational goals. In contrary turnover of employee's leads to loss of productivity, economic crisis, delay performance & hinder achieving organizational goals. Though retention & turnover of employees are inversely proportional. And have negative influence in employee/ employer relation. Motivated & satisfied employees in terms of salary, compensation, recognition, relationship with supervisors, communication, & security were considered to retain in an organization. Maintaining better performance & self-confidence of employee enhance accomplishment of goals & increased productivity of any sport organization. Not only satisfaction but also play activities promote an employee to retain in an industry. Experts agree that play is a form of informal cognitive learning. Many children sociologists & psychologists believe that play can serve as a type of therapy which enhance healthy & better performance. This in turn plays a vital role in productivity & succession in life. The literature of employee retention clearly explain that satisfied employees who are happy with their job are more devotion to doing a good job & vigorous to improve their organizational customers

satisfaction (Hammer 2000; Marini; 2000; Denton; 2000). Employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al., 1979). Following research gaps were identified after an extensive literature review in the field of employee turnover, especially in the context of non-project organization & more particularly in the Indian context: Most of the studies on employee turnover & retention have been undertaken in the context of business organizations. There is not much research work carried out in the context of non-profit organizations. PR actioners agree that there is a growing problem related to employee turnover & in the non-profit sector & therefore this area merits serious research attention over past decades staff turnover has become a major concern for humanitarian agencies, yet only a few researches have attempted an in depth study offering detailed consideration of causes & consequences of employee quit in humanitarian sector(Loquercio et al, 2006). Indicating this as research gap. A gap analysis is done considering the employee's knowledge, skills & competencies, & identify where development is required. It is important not only to focus on weaker areas, but also consider on developing their strategies. In this process there is a need to be aware of diversity & the cultural norms of the employee. Based on the above statement of the problem the following research questions were designed and were answered:

1. What are the socio-demographic characteristics of employees?
2. What are the reasons for employees' turnover?
3. What is/are the strategic mechanism of retaining employees?
4. What are the factors that motivate employees of the organizations?
5. What are environmental factors that breeds turnover ?

1.3. OBJECTIVES OF THE STUDY

1.3.1. GENERAL OBJECTIVES

The main objective of this study was to assess the employees' turnover and their retention strategies in some selected woredas of Jimma zone youth and sport offices

1.3.2 SPECIFIC OBJECTIVES

1. To investigate the socio-demographic characteristics of employees on their turnover.
2. To identify the reasons of employees' turnover.
3. To devise the strategic mechanism of retaining employees.
4. To find out the factors which motivate employees of an organizations?
5. To identify environmental factors that breeds turnover?

1.4. SIGNIFICANCE OF THE STUDY

Governmental & public sector organizations success can be measured mainly through delivery of quality service to their beneficiaries (the employer & employees). This can be achieved through well formulated plans & programs, allocation of resources, assignment & retention of committed & competent employees. However, since skilled workforce turnover can affect the organization & hinder achieving the intended objectives & expected results.

The study is needed to reduce the employee turnover, cost related to it & to identify and improve factors affecting employee retention. The need for the study also arises to identify and offer additional benefits according to the expectations of the employees.

The study of employee retention strategies at some selected youth & sport office in Jimma zone is undertaken in the context that it covers areas relating to the growth, compensation, support, relationship and work environment. Employees leave organization for several reasons. But major factors that influence employee retention are: growth, Work profile, Compensation, Support, Relationship and Work

Environment. The retention of employees in an organization has a significant or vital importance for economic growth & productive capacity of the economy with the view of improving up on the standard of living of the people. Retention is a voluntary move by an organization to create an environment which engages employees for a long term. The main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have a diverse effect on productivity & profitability. However, retention practices have become a daunting & highly challenging task for managers & human resources (HR) PR actioners in a hostile economic environment like the one being witnessed in Ghana. One of the traditional ways of managing employee retention & turnover is through organizational reward system. This reward could come in form of salary, promotion, bonuses, & other incentives. When the reward system is effectively managed, it helps in achieving organizations corporate objectives, & maintains & retains a productive workforce. Different organizations faced with numerous labor turn over, there is thus a clear need for studies which aims not only at understanding the problems which affect the organization of labor relations such as labor turn over, but also how best to effectively manage these problems which threaten the attainment of both organizational & national goals, as well as the goals of the employees. This study is therefore necessary since it seeks to establish the retention of employees with Research methodology is the specific science of research that followed to accomplish predetermined research. Hence, all specific method that is used in the course of accomplishing this thesis is presented in this chapter. It includes research design, method of data collection and analysis.

motivation. Findings & recommendations will help ensure the much need organizational harmony for growth & development in the country. This study derives its significant from its potential contribution at two primary levels: theoretical & practical. At the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on employee's retention in the youth & sports office. For the practical contributions, this study is expected to provide new solutions & evidence on the usefulness of segmentation techniques for human resource management. The retention of employees has been shown to be significant to the development & the accomplishment of an organizations goal. Retention of employees can be a vital source of competitive advantage for any organization. The biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed.

The general objectives of this study are to discover the impact of motivation on retaining of employees cause & effect of turnover & retention. This study primarily focuses on answering the following basic research questions in order to address the problem stated. What is the current staff turnover trend in the office? What is the causes & effects of turnover? What are the main causes of retaining? What strategies & programs has the organization designed to minimize staff turnover? It is significant to create opportunity on the targeted population toward better performance through effective organizational & management approach. Allow the chance to managers & coaches to improve their style in much more effective method. Create awareness to all organizational & managerial factors by which it affect the performance of employees, and serve as standing point for further study in the field.

Therefore, the study insight the issue in context of public enterprise experience. It also might serve as literature for future studies on the topic. In addition it would be used as an input for policy makers & implementers.

1.5. SCOPE OF STUDY

In order to make the study more manageable cost & time effective it was necessary to delimitate the scope of this study. Accordingly this study focused on youth & sport offices of Jimma zone geographically and the research topic was limited the employees' turnover and their retention strategies.

1.6. LIMITATIONS OF THE STUDY

The research focused attention on the impact of motivation on retention of employees. Due to limited time & resources only 90 respondents were drawn out of the total workforce. Another problem encountered on the field is the timeframe within which respondents completed the questionnaires & returned it to the researcher. Respondents took a longer period to complete the questionnaires as they were most times busy with their work.

1.7. DEFINITIONS OF KEY TERMS

It growth directions further research. The study can be further extended to other organizations. The scope of the study could be further widened / broaden to cover more.

Growth: - growth & development are the integral parts of every individual's career if an employee cannot fore see his path of career development in his current organization; there are chances that he will leave the organization as soon as he gets an opportunity. (Rothwell, 2000), Allison, (1993),(Clark & Lyness, 1991); Pergamit & Veum, 1989)

Work profile:- if on which the employ is working should be in synchronized with his capabilities. The profile should not be too lower too high. (Act, 1956, in February 1994), Thesis on ONGC (Oil & National Gas Corporation),[23],Ghana

Compensation:- includes salary & wages, bonus, benefits, prerequisites, stock options, vacations, etc. while setting up the packages, the following components should be kept in mind. Companies have now realized the importance of retaining their quality work force. Retaining quality performers contributes to productivity of the organization and increases morale among employees. To future researchers for successfully carrying out their research work in this or related work Employees. Four basic factors that play a vital role in increasing employee retention include salary & providing recognition, benefits & opportunities for individual growth. (Moncraz, Zhao & Kay, 2009)

Support:-lack of support from management can sometimes serve as a reason for employee retention supervisor should support his subordinates in away so that each one of them is a success. Support should be given not only in their difficult times at work but also through the items of personal crisis. (Brunetto & Farr-Wharton, 2002).

Relationship:- some time the relationship with the management & the peers becomes the reason for an employee to leave not able to provide an employee a supportive work culture & environment in terms of personal or professional relations. There are times when an employee starts feeling bitterness towards the management or peers. This decreases employee's interest & becomes de motivated it leads to less satisfaction & eventually attrition. (Clark, 2001, Johns et al.,2001),(Eisenberger & associates 1990), MSc Neese Smith, 1995); (Morgan & Hunt, 1994).

Work Environment:- it includes efficient managers, supportive co-workers, challenging work, involvement in decision making, clarity of work & responsibilities an recognition lack of such environment pushes employees to look for new opportunities. The environment should be such that the employee feels connected to the organization in every respect. (Miller, Erickson &Yust, 2001), (Wells &Thelen, 2002), (Ramlall, 2003).

Organization – A social unit of people that is structured & managed to meet a need or to pursue collective goals.

Sport management – It is the coordination of resources, technologies, processes, personnel & situational contingencies for the efficient production & exchange of sports services.

Performance- The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost & speed/ time.

CHAPTER TWO

2. REVIEW OF LITRATURE

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the defined project. Employee retention is beneficial for the organization as well as the employee. Baker (2006). Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. To it is the responsibility of the employer to retain their best employees. If they don't they would be left with no good employees. As a good employer should know how to attract and retain its employees. Retention involves compensation, environment, growth, support, relation. Olomu & Adamolecun (2005)]; Henman, Schwab, Fossum & Dyer (2000).

Taking employee retention very seriously companies/HR personnel have come up with various retention schemes like "bell curve method" which means to provide good benefits and incentives to employees those who fall within 'critical people' to the organization. Few of them are as under: Retention bonus, Employee reward program, Career development program, and Performance based bonus, Employee referral plans, Benefits, Job satisfaction & salary. Acton et al. , (2003)

2.1. LINK TRAINING & COACHING PROGRAM

By Rick Villegas, Business Instructor At Northern Marianas College And Janel Is The Owner of Positively Outrageous Results.

There is a direct link between training and employee retention employees involved in ongoing training feel that their employer is interested in them doing a better job, and the employer cares enough about them to make an investment in their development. Training can also be the means for positive change in any organization; however, training is not enough to create lasting change without a vital link that will help our employees' transfer what they learned into real-life application. That vital link is a strong coaching program. Messmer (2000).

To illustrate the importance of coaching after training, imagine sending your employees to attend a workshop. They learn new skills and how to apply them on the job. They are excited about how it will

help them perform better; yet when he return to work their supervisor shows little interest in what they learned, and is too busy to offer support. After a few attempts to make some positive changes, the discouraged employees go back to doing things as usual. It's no surprises that training is one of the first things cut when times get tough. Coaching when done properly, will become a supervisor's focal point to leverage the performance of those in their charge. Coaching is a process of interacting with people in a way that teaches them to produce spectacular results, which is why it it's often called transformational coaching.

Transform means to make a huge change, as in the way a caterpillar transforms into a butterfly. Once the change is complete, the prior state ceases and the new state because the norm. In order to become a good coach, you must first make the transformation within yourself. You must make the inner changes to realizethe outward change in your staff. Bell- Atlantic CEO, Ray smith said: "to create a high-performance team, we must replace typical management activities like supervising, checking, monitoring, and controlling with new behaviors like coaching and communication".As you become a better coach, it will transform the relationship you have with your employees. Rather than only looking at the bottom line to define success, a transformational coach appreciates and develops the people and processes that help to product those results.To better understand what it takes to become a masterful coach, Robert Hargrove in his book, masterful coaching, outlines sex characteristics: "the ability to inspire, setting higher standard, honesty and integrity, disciplined intensity, forwarding action, and a passion to help other learn, grow, and perform." To help you remember the sex traits, think of the acronym SHAPED, and realize that your successful coaching efforts will be the process that has shaped your employees into a high-performance team. Below is the acronym and a description of each characteristic. (note." inspire" has been changed to "encourage") Setting higher standards-masterful coaches set high standards for themselves and others to achieve. They push their people beyond their perceived limits, and help them to achieve something great.Honesty and integrity- honesty not only means not lying, it means having high ethical standards. Your people must believe in you and know that you will only speak the truth. Integrity is living your values, and having consistency between what you say and what you actually do.Action (forwarding)- masterful coaches take action, and make sure that their effort moves the organization forward to achieve a goal. They don't get stalled, stymied, or bogged down strategizing. They focus on the next step forward and take it Passion to help others learn, grows,

and performs-you must have a burning desire to help others develop. This means you can discern where people are today, and what it will take to help them achieve their potential.

Encourage (inspire)- as a coach, you should constantly encourage your people to achieve their full potential, and also inspire them to want to make a difference in the lives of those they touch.

Disciplined intensity- what distinguishes masterful coaches is their ability to motivate others to fully participate in the process of change. Disciplined intensity means giving and getting 100 percent from everyone.

As you help shape the behaviors of others, it will help shape the organization into your vision of what it can become. As a masterful coach, you will become a role model for others and inspire them to achieve higher standards. You will realize that training is not enough to make lasting changes. Transformational coaching will be the catalyst that causes your training efforts to produce exponential results, and create a high-performance team.

2.2 EMPLOYERS UNDERESTIMATE ROLE OF BENEFITS IN RETENTION

According to Watson Wyatt's 2006 strategic rewards study, none of the employers surveyed believe healthcare coverage is a key reason why top-performing employees leave. Twenty-two percent of top-performing employees served in the same study, however, cited healthcare benefits as one of the top three reasons they would leave an employer.

The Watson Wyatt work USA 2006 survey, meanwhile, found that two out of three employees said healthcare benefits are an important reason to stay with their company. Also, the same survey found that 69 percent of workers now are worried that their employer will increase out-of-pocket healthcare costs through higher deductibles and copayments over the next 3 years. And 53 percent worry their employer will cut back on healthcare benefits by limiting providers or items covered in the next 2 years. This all adds up, Watson Wyatt worldwide says, on a situation employers need to address. "As their concerns escalate, employees will increasingly consider healthcare benefits when deciding whether to stay with their current companies," said Ilene Coachman, director of organization effectiveness at Watson Wyatt worldwide. And if the trend continues, these benefits could become a real differentiator as employers try to hold on to key talent. "It's not surprising that employees are concerned about benefits

reductions, given the changing relationship between employers and employees,” added Lauryl Sejen, director of strategic rewards at Watson Wyatt “employers can help ease those concerns by explaining the competitive pressures they face in the marketplace and associated trade-offs in reward programs.

By clearly communicating their total rewards strategy and acceptance of any benefits changes that need to be made.”

Management’s new challenge is to transform a high- turnover culture to high- retention culture. Retaining and motivating workers requires special attention and the responsibility falls squarely on the shoulders of HR as well as managers and supervisors at all levels. They have to a purpose and have pride in the mission of the organization. It requires more time, more skill, and managers who care about people. It takes true leadership.

2.3 THE FIVE-STEP PRIDE MODEL

Managers can improve their leadership position and motivate individual within their organization by following the five -step PRIDE model: provide a positive working environment, recognize, reward & reinforce the right behavior, involve every one, develop their skills & potential, evaluate & improve continuously.

STEP 1 PROVIDE A POSITIVE WORKING ENVIRONMENT

You don’t have to be highest paying employers to provide a positive and attractive work environment. One of the most important factors is how employees “feel” about the company. Motivated workers are more committed to the job and customer. On the other hand, de- motivating workplaces force workers to vote with their feet. Take for example Rodger McAlister who owns a construction equipment dealership in Kentucky. His turnover is almost nonexistent. His employees and service technicians share a profit-sharing plan that possibly means \$700,000 upon retirement. Every year employees celebrate their work anniversary with a cake and receives \$100.00 for each year employed. Twice a year employee’s children receive \$50 savings bond when they bring in their “ all A’s ” report card. To minimize the we-they syndrome, every Friday employees rotate jobs. The person in the parts department becomes a service technician and vice versa. This builds a stronger team and improves both communication and retention.

STEP2- RECOGNIZE, REWARD AND REINFORCE THE RIGHT BEHAVIOR

Reward and recognition is not just a nice thing to do, but a critical element in the management toolkit. People have a basic human need to feel appreciated and recognition programs help meet that need. The second aspect of this science is management must create consequences for the behavior important for business success. One of the easiest and most effective recognition programs is "peer recognition." Peer recognition allows employees to reward each other for doing a good job. It works because employees themselves know who works hard and deserves recognition. Also, workers may value each other's opinion more than their supervisor's. (Peer pressure) Managers can't be very where all the time. Therefore, the employees are in the best position to catch people doing the right things.

STEP 3- INVOLVE EVERY ONE.

Studies show that having workers involved at all levels has a major impact on improving morale and motivation. TD Industries in Dallas, Tex, has a unique way of making its employees feel valued and involved. One wall in the company has the photographs of all employees who have been with the company more than five years. This involvement program goes beyond just photographs, slogans, posters, and HR policies. There are no reserved parking spaces for executives. Everyone uses the same bathrooms and the same water fountains. Everyone is an equal. Maybe that's why TD Industries was listed last year by fortune magazine as one of the Top 100 best companies.

Participation in Decision Making: Hewitt (2001) has mentioned that modern business always keeps its employees well informed about all the important affairs of its business & involves them in decision-making at all levels which can exploit the talents of its employees. Supporting the view Noah(2008) found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment & contributes towards building a good employer/employee relationship.

STEP4- DEVELOPS WORKER'S SKILLS AND POTENTIAL.

Well- trained employees are more capable and willing to assume greater control and ownership over their jobs. They need less supervision, which frees management for other tasks. Employees are more capable of taking care of customers. Which builds stronger customer loyalty? All this leads to better management- employee relationships. When former Intel executive David House becomes CEO of Bay Networks, he realized the troubled computer manufacturer's problem involved some basic fundamentals. To solve the problem, he created four courses to teach the practices that he'd set in place at Intel: Decision-Making , Straight Talk , Managing for Result, and Effective Meetings. He personally taught the courses to Bay's 120 highest- ranking executives who, in turn, taught the same courses to the other 6,000 employees. His personal example had a major impact on the entire company.

Here are some tips for setting up your processes to help develop the potential of your employees:

- Explain the “big picture” for the company and how this influences their employment and growth.
- Provide feedback on the employee's performance. Be specific; mention a particular situation or activity.
- Make sure they understand the company's expectations.
- Involve the employee in the decision- making process whenever possible.
- Listen to their ideas and suggestions.
- Give them room to do the job without unnecessary restrictions.
- Pay for employees to attend workshops and seminar.
- Offer on –site classes where employees can learn new skill or improve up on old ones.
- Challenge them with lots of responsibility.

STEP 5-EVALUATE AND IMPROVE CONTINUOUSLY

Continuous evaluation and never ending improvement is the final step of the PRIDE system. The primary purpose of evolution is to measure progress and determine what needs improving. Continuous evolution includes, but is not limited to, the measurement of attitudes, morale, turnover and motivation of the workforce. It include the Identification of problem areas needing improvement and the design and implementation of an improvement plan Businesses continue to search for the competitive advantage. It

won't be found with gimmicks or within the latest management fad. The true competitive advantage is found within the hearts and minds of motivated people proudly working together and led by people driven by a higher purpose.

2.3.1 RESEARCH GAP

Employee comprises vital role in success of the organization. They are very big asset of the company. But many employers often neglect to maintain the asset. Today the scenario is much different what was in the past. Employees have more opportunity and companies are competing with each other to get the talent. If the employers' responsibility to attract and retain the employees. The employee retention involves five major factors such as compensation, environment, growth, relationship, support and along with five factor stress and job factors are also taken for this study. This study helps to know the satisfaction level of employees and to frame retention strategies.

In this chapter, the previous studies for employee's retention are presented to be the framework to understand and systematically analyze factors that affect employee's intention.

Retention defined as "an obligation to continue to do business or exchange with a particular company on an ongoing basis" (Zineldin,2000). Retention is voluntary move by an organization to create an environment which engages employees for a long term (chaminade, 2007). According to Samuel and chipunza (2009), the main purpose of retention is to prevent the loss of competent

Employees from leaving the organization as this could have adverse effect on productivity and profitability. However and human resources (HR) PR actioners in a hostile economic environment. Studies have indicates that retention driven by several key factors which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy, and career development system (Fitzenz, 1990).

The above mentioned definition explains many situations in our contemporary life while many employees are no longer having the sense of organization loyalty once they leaved. Increasing numbers o organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concern of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand,

employers have a need to keep their staff from leaving or going to work for other companies. This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer these days than ever before because the job market is becomingly light (Eskildesen, 2000, Hammer, 2000).

One of the traditional ways of managing employee retention and turnover is through organizational reward system. William and Wither (1996) explain reward as what employees receive in exchange for their contributions to the organization. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If employees are perceived inadequately rewarded, it is often likely that they will leave: and replacement can be costly and in most cases not readily available.

Literature on employees retention again show that attracting existed employees costs less than acquiring new talents as organizations know their employees and what they want, and the initial cost of attracting the new employees has already been expended (Davidow and Uttal, 1989). Employees' retention also attains benefits such as customer's satisfaction, better service, lower costs (Reichheld, 1995, lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency (Zineldin,2000).

While employees' turnover rates have been proven to be a problem, there are certain factors that contribute to the situation. The EPF (2004) notes the following: "it turns out that a number of organizations have high employee turnover in operations such as customer contact centers, back-office processing and inventory management positions. Health care, communications, banking and insurance are more prone to these high turnover characteristics than other industries. The reasons are multi-fold, but in general, the environment in which these organizations perform forces them into this employee

The environment producing such employee patterns can be seen extensively in fields such as healthcare, retail, and factory work (Bureau of labor statistics, 2004). The commonalities in these environments include, low to moderate employee compensation, lack of upward mobility, high turnover due to hiring characteristics and competitive job markets, complex training processes, and a wide range of customer issues to be leaned (EPF,2004). As can be seen, a combination of factors may exist, decreasing

employee job satisfaction and thereby increasing turnover. A number of factors have been articulated in order to explain the reason employees leave one organization for another, or in some cases, leave the country. Abassi and Hollman (2000); Hewitt's associates (2006); Sherman et al. (2006) highlights some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Herzberg (1959) two factors theory as cited in Bassett-jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work worlds; motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators"

These intrinsic variables include achievement, recognition, the work itself responsibility, advancement and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as "hygiene factors which although does not motivates employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfies are company policies, salary, co-worker relationships and supervisory styles Bassett-jones and Lloyd, 2005). Herzberg argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction, instead, it would result in a natural state motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998, Meertz and Griffith, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The variables to influence employee retention, rather, a combination of both intrinsic and extrinsic should be considered as an effective retention strategy. Based on a review of the literature, many studies have investigated employees' intentions to exist, for example Eskildsen and Nussler (2000) in their research suggested that employers are struggling to be talented employees in order to maintain a successful business. In the same bases, mark Parrott) 2000), Anderson and Sullivan (1993) and rust and Zahorik (1993) believe that, there is a straight line linking employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retention of both customers and

employees. The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devotion to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer 2000; Denton 2000) employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al., 1978). The effort to retain the best personnel begins with recruiting. Attracting and retaining the best people are not two different things, but is the same thing. Both require creating and maintaining a positive reputation, internally as well as externally. Employers must be honest with the recruit about the beliefs, expectations, organizational culture, demands, and opportunities within the organization. By representing the organization realistically, a department will attract those who will be content working within the culture (Marx, 1997) believes that you must take time during the hiring process to make wise decisions. The employer must be candid about the working conditions, responsibilities, opportunities and other details to reduce the working conditions, responsibilities, opportunities and other details to reduce the chances of making hiring mistakes. Taylor and Cozen za (1997) strengthen this thought by noting that it is imperative that companies give prospective employees a true picture of the organization, if they hope to match the personality type with the climate and culture of the organization,. The literature was clear in pointing out that if department want to increase retention they must start with a solid recruiting process. Carney (1998) believes that the key to employee retention is quite simple: communicate, communicate, and communicate. Communication with the employees must begin early in the relationship. He believes that the imprinting period of a new employee is probably less than two weeks. Employers must engage the employee early on by sharing how important the job they do is. Lynn (1997) following this up by stating that early on an atmosphere of fairness and openness must be created by clearly laying out company policies. Taylor and Consenza (1997) indicate that it is important to communicate the values of the organization to its employees in order to increase their level of consent, participation, and motivation. Lynn (1997) echoes this thought by pointing out that the vision of the organization must be shared with the employee as well as the importance the employees play in helping fulfill it. Lack of communication may result in gaps between management's perception of quality employment and the employees desired and perceived quality of employment (Taylor & Consenza). There must be a common purpose and trust among employees. People way to feel as if they are a vital piece of something larger (Carney, 1998). As Denton (1992) points out, managers must make

sure employees know what they should do and why it is important. Lynn (1997) notes that communication must be a two way street to be effective employers. Must listen to what employees have to say. An atmosphere must be created in which employees feel comfortable making suggestions and trying our new ideas. The literature revealed that communication must begin early in the employer/employee relationship. Organizational values and culture must be made clear to all employees and their importance within the organization must be continually emphasized.

2.4. BENEFITS & SALARY PACKAGES

Adequate & flexible benefits can demonstrate to employees that a company is supporting & fair , &there is evidence to suggest that benefits are at the top of the list of reasons why employees chose to stay with their employer or to join the company in the just place)Lock head & Stephens 2004). Many companies are responding to the increasingly diverse needs of their employees by introducing a greater element of choice in the range of benefits from which their workers can choose flexibility in benefits packages can enhance retention as it creates responsiveness to the specific needs & circumstances of individual employees(Ramupr,2009).

2.5. JOB SATISFACTION & RELATED FACTOR.

Job status may play an important role in reducing turnover & organizations use it as a career reward & incentive to retain qualified employees(Zhao& Zhou, 2008) Hop pock (1935) was of the view that job satisfaction is any combination of psychological, physiological & enviroNmenta circumstances, which cause a person truthfully, satisfied with his/her job. Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job experience”. Feldman & Arnold (1983) have defined job satisfaction as, “Job satisfaction will be defined as the amount of overall positive affect or feelings that individuals have towards their jobs”. Davis et al., (1985) Stated that job satisfaction is a combination of positive & negative feelings that workers have towards their work. When a worker joins a business organization; he brings with him the needs, desires & experiences which he expects from his job. Job satisfaction represents the extent to which expectations matches with the real awards. Job satisfaction is closely linked to that individual’s behavior in the work place. Ashford et al., (1989) Davy et al., (1991) found that insecurity among employees leads to job dissatisfaction. Rain, Lane & Steiner (1991) states that job satisfaction is correlated to lift satisfaction which means that people who are satisfied with life will tend to be satisfied with the job & people who satisfied with job

will tend to be satisfied with their life. Lane et al., (2010) & Vidal et al., (2007) found that job satisfaction is a complex phenomenon which is influenced by factors like salary, working environment, autonomy, communication and organizational commitment. Reichheld (1996) there are three criteria that have impact up on how hard employees are working. They work hard when:

1. They have job pride,
 2. When they find their jobs interesting & meaningful, &
 3. When they are recognized for their work & benefit from the work they have accomplished.
- Spector (1997) and Hirschfield (2000) indicate the different aspects of job satisfaction could be split according to Herzberg's two dimensions. The intrinsic satisfaction refers to job tasks & job content such as variety, autonomy, skill utilization, self- fulfillment & self-growth. Murray (1999) has clearly stated that job satisfaction has direct effect on level of absenteeism, commitment, performance & productivity. Furthermore, job satisfaction not only improves the retention of employees but also reduces the cost of hiring new employees. Sokoya (2000) in his investigation on job satisfaction level among the public sector managers found that income or compensation is the most valuable determinant of job satisfaction. Al-Aameri (2000) it was found that satisfied employees tend to be more productive, creative, & committed to their employees, & recent studies have shown a direct correlation between staff satisfaction & patient satisfaction in health care organizations.

2.6. RETENTION OF EMPLOYEES

To retain employees, the organization s must review their career plan & recognize those plans according to the market so the intelligent & talented employees could serve more & would be beneficial in the long run (Nadeemetal ,2011). Besides today employees are the most valuable assets in any company (Ongori,2007) with their current employees than to an average Labor turn over by hiring new employees. This as may be akin with the Amharic proverb the devil you know as better than the angel you do not know.

Zineldin, (2000) has viewed retention as “an obligation to continue to do business or exchange with a particular company on an ongoing basis”. Denton (2000) has clearly stated that employees who are happy & satisfied with their jobs are more dedicated towards their work & always put their effort to

improve their organizational customer's satisfaction. Stauss et al., (2001) has defined retention as "customer liking, identification, commitment, trust, readiness to recommended, & repurchase intentions, with the first four being emotional cognitive retention constructs, & the last two being behavioral intentions". Panoch, (2001) forwarded the view that organizations today take great care in retaining its valuable employees & good employees as they are increasingly becoming more difficult to find. Walker (2001) was of the view that "Managing & Retaining Promising Employees" is an important fundamental means of achieving competitive advantage among the organizations. Cutler (2001) was of the view that one of the most important demands on management today in any organization is keeping the most vital & dynamic human resources motivated & dedicated. It is not important to see who the organization hires but what counts is that who are kept in the firm. Steel, Griffeth, & Hom (2002) added to this view that "the fact is often overlooked, but the reasons people stay are not always the same as the reasons people leave". Researchers such as Amadasu (2003); Taplin et al. (2003); Gberevbie (2008) have found that if appropriate employee retention strategies are adopted & implemented by organizations, employees will surely remain & work for the successful achievement of organizational goals. In the view of Acton et al.,(2003), the Human Resource Department (HRD) pays an active role in retaining its employees. It make polies for employee betterment such that employee would be satisfied with the organization & with the firm for long term. This shows that it is not just retention of employees but also retention of valued skills. Researchers such as Cascio (2003); Heneman& Judge (2003); Gberevbie (2008) have agreed that an organization's inability to formulate & implement strategies capable of recruiting competent employees & retaining them to achieve organizational goals is one of the main challenge facing organizations in the area of performance. Workforce planning for Wisconsin state Government (2005) has defined employee retention as a systematic effort to create & foster an environment that encourages employees to remain employed by having policies & practices in place that addresses their diverse needs. According to Olowu & Adamolekun (2005); it is becoming more essential to secure & manage competent HR as the most valuable resource of any organization; because of the need for effective & efficient delivery of goods & services by organizations whether in public or private sector. Researcher such as Kiliprasad (2006) has confirmed that employee can still choose to leave the work place because of bad management. He pointed out that an organizations ability to retain its employees completely depends up on its ability to manage them. He found out four interlinked processes

that can be utilized for effective HRM system, the motivational process; the interaction process; the visioning process; & the learning process. Baker (2006) gave stress on the fact that hiring new employees are far difficult as well as Costlier than to keep the current employees in the organization. That is why the core issue in any organization is to give a continuous ongoing effort to identify & try to keep all the best performers irrespective of their age. Gberevbie (2008) has stated that employee retention strategies refer to the plans & means; and a set of decision making behavior put formulated by the organizations to retain their competent workforce for performance. Factors affecting Employee Retention Fitz-enz (1990) hosts of factors for retaining employees: compensation, reward & recognition, promotion & opportunity for growth, participation in decision making, work life balance, work environment, training & development, leadership, job security, culture & organizational justice. Gardner et al., (2004) pay is considered as a motivator.

Milkovich & Newman (2004) have clearly stated that among all types of reward, monetary pay is considered as one of the most important & significant factor in retention. Moncraz, Zhao & Kay (2009) concluded that also compensation was not one of the top factors influencing non-management turnover but compensation can act as a critical factor in reducing managerial turnover & increasing commitment.

2.7. EFFORT TO RETAIN EMPLOYEES.

To be effectively retaining workers , employers must know what factor motivate their employees to stay in the organization & what factors cause them to leave so reducing employee turnovers is a primary goal for almost very human resource professional (Catherine,2002). By reducing employee turnover, organization. Save money on recruitment& training, as well as encouraging a stable & experienced work force.

Employee Retention, Satisfaction & Turnover Model:

Arnold & Feldman, (1982); Wotruba & Tyagi, (1991); Brodie, (1995) have found & concluded in their study that age, job satisfaction, tenure, job image, met expectations, organizational commitment are consistently related to turnover; intentions & the actual turnover. Jewell & Segall (1990) & Locke (1976) have clearly stated that people, who are satisfied with their jobs, tend to stay in them longer i.e. lower

turnover, & be less absent. Carsten & Spector (1987) conducted a meta-analysis to find the relationship between job satisfaction & turnover & found a negative correlation between both the variables. Harrington et al. (2001) examined the various predictors of intentions to leave a job & observed that emotional exhaustion; lower levels of intrinsic job satisfaction & dissatisfaction with salary & promotional opportunities were the main predictors. Gurpreet Randhawa (2007) concluded in her study that a significant correlation between job satisfaction & turn over intentions suggesting there by that higher the job satisfaction, lower is the individual's intention to quit the job.

2.8. RETENTION STRATEGY

As retention strategies are complex & are not easy to implement a review of literature indicates a wide & diverse range of potential retention strategies. In order to in effect the retention strategies, the employees, & their managers or supervisors need to be actively involved in the development & implementation of the strategies. Managers need to have a clear understanding of the needs, abilities, goals & preferences of the work force Pendulwa, (2011).

2.9. BASIC STRATEGIES TO RETAIN EMPLOYEES.

i. competitive & fair compensation

Competitive & fair compensation is a fundamental starting point in most strategies to attract & retain good employees specially those employed whose gives outstanding performance or unique skill which is necessary to the organization. Because company finance more amount their training & orientation (Lawer 2005& Smith 2006). Employees would be able to retain & attract well qualified & professional employees if they would make it a point to after salaries that would be competitive in order to achieve better financial position Hansen, (2002). This would possibly resolve the problem of employees leaving based on low salaries. Employees should also offer attractive benefit packages.

ii. Recognition & Rewards

Recognition & reward for well- done employees were found to have significantly accelerates retention of employees in the organization. Besides, it can contribute to a work force culture of respect & appreciation for employees & work well done , & there by reinforce employee commitment to the

firm, Rotundo (2002) in his study contends that reward systems in his study contends that reward systems should be a weighty domain of innovation for employer. Recognition & rewards include a diverse range of formal & informal financial & non-financial incentives given to individual employees or groups of employees or to an entire staff. They include such things as employee of the month awards, company sponsored sports teams & social events, prizes, clothing & so on. Employees, especially those with esteem & self-actualization drives want to be appreciated & rewarded, not necessarily with money, but by openly acknowledging their achievements & contribution to the attainment of organizational goals & objectives. This corresponds with the findings by Johnson (2007). Which shows that two-thirds of respondents in the research known that lack of appreciation were the major factor in driving them to leave their organizations. Hence, it is important to let your employees know that their work does not go unnoticed since employees are more willing to stay with a company if they feel a sense of pride & success in their work. Besides when employees meet or exceed your expectations. Show your appreciation for a job well done. Agarwal (1998) gave an explanation to the term reward of employees in response to the work as well as performance & something which is desired by the employees. According to Walker (2001), recognition by boss, team members, coworkers & customer enhances loyalty. "Watson Wyatt" a global consulting firm, conducted a survey in USA, in (2002) among 12750 employees at all levels of job in all major industry sectors to know about their attitudes toward their workplace & their employers. It was found in the survey that recognition is important for workers & they want to feel that their work is followed, recognized & appreciated. Silbert (2005) forwarded that reward is important because it has an enduring impression on employees which in turn gives the employees an impression that they are valued in the organization.

iii. Training, professional development & career planning

Training, professional development & career planning are effective ways to enhance employee retention. Training constitutes a visible investment that the company makes in the worker, providing him or her with new skills, & greater competencies & confidence. Training often leads to work that is more intrinsically rewarding. Combined with effective communication about how an employee's efforts at developing skills will lead him or her to more challenging & meaningful positions within the company & training encourages workers to make longer term commitments to their workplace. It permits them to see a future with the company. Many have put in place effective internal promotion

programs that allow even their unskilled & semiskilled work force to move to words positions of greater responsibility & remuneration of greater responsibility & remuneration within the company (Dobbs, 2001). Catherine (2002) indicated that career development. Plan for the employees play a vital role in the retention of employees. Proving these career development opportunities helps restrict employees from leaving the organization & increase in loyalty.

Training & Development & Employee Retention

Messmer (2000) found that one of the important factors in employee retention is investment on employee training & career development. Organization always invests in the form of training & development on those workers from whom they expect to return & give output on its investment. Tomlinson (2002) forwarded the view that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. Garg & Rastogi (2006), explained that in today's competitive environment feedback is very essential for organizations from employees & the more knowledge the employee learn, the more he or she will perform & meet the global challenges of the market place. Handy (2008) has mentioned that proper innovation & assimilation of new knowledge is essential for survival in any work environment. Thus knowledge is the most expensive asset of any firm.

iv. Orientation

good initial orientation to the newly- hired employee can not only help to effectively integrate that person in to the work place but can also help to make the new person feel welcome & provide him to make the new person feel welcome & provide him or her information about how to cope with the demands of the workplace, & any possible problems that may arise. The employee customizes the work environment as seen as possible through induction process & it can help to retain employees to employer Robbins, (2003).

v. Conducive working Environment

If takes on a variety of forms including those directed at the physical work environment (cleanliness, safety, ergonomics, etc.) health practices (supporting healthy lifestyles, fitness, etc.).

Social environment & personal resources (organizational culture a sense of control over ones works employee assistance programs, etc.). Healthy work place initiatives not only improve the health & well-being of individual employees, but contribute to business performance objectives including , employee retention Rehman, (2012). The researcher is forming the conclusion that flexible work schedule will increasingly be an important issue in the efforts to retain an organizations critical employees Dobbs, (2001). Hannay & Northan (2000) argued that future opportunities for the employees also help in retaining employees because these. Opportunities are associated with more pay, additional work responsibilities superior work environment & different, incentives plans, Enhancing open lines of communication between managers & employees can improve the overall quality of working. Relationship many interventions designed to make the work place more hospitable can lead to improved retention Griffith & Home, (2001).

VI. Work Environment & employee Retention

According to Miller, Erickson & Yust (2001), employees get benefited by work environment that provide sense of belonging. Wells & Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy & retain employees by providing them an appropriate level of privacy & sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Ramlall (2003) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage, commitment & provide a suitable work environment.

2.10. MANAGING STAFF RETENTION

It is always important to keep key people in an organization Dobbs, (2001) The best organizations design , implement& leave rage systems that detect warning signals projected by dissatisfying employees & therefore, managers & organizations should try by all means to be a head of their competitors in retaining their employees by learning how to focus on key employee satisfiers & dissatisfies Harkins, (1998). Therefore, it is vibrant for an organization to develop retention plans, including relationship building with the key staff since high employee turnover many have an impact in the organizational situation of high vacancy rate which is to the loss of effective service delivery.

Runny (2006). States that in order to foster staff retention, organizations need to develop environments in which bank professionals want to work Beruk, (2013).

2.11. PROBLEM AREAS AND RESEARCH GAP

Following research gaps were identified after an extensive literature review in the field of employee turnover, especially in the context of non- project organization & more particularly in the Indian context: Most of the studies on employee turnover & retention have been undertaken in the context of business organizations. There is not much research work carried out the organizations. There is not much research work carried out in the context of non-profit organizations. practioners agree that there is a growing problem related to employee turnover & in the non-profit sector & therefore this area merits serious research attention over past decades staff turnover has become a major concern for humanitarian agencies , yet only a few researches have attempted an in- depth study offering detailed consideration of causes & consequences of employee turnover in the humanitarian sector Loquercioet al, (2006). Indicating this as research gap. Furthermore, most of the existing studies on employee turnover & retention in the non-profit sector have been carried out in the western context. The researcher did not come across any Indian study, Barring a few studies discussed in the above section, which comprehend lively investigates the issue of employee turnover & retention in the context of non- profit organization in India- The researcher did not come across any Indian study available that investigates the reasons as to what factors attract employees to join a non-profit organization & what factors become the causes for the same set of employees to leave the organization. Most existing studies in India e.g.- Anjaiah, 2009 Bhatia & Minimal , 2011. Sivaswamy, 2007 on the subject have focused on turnover as an issue for NPOS but they have not captured employee perceptions on factors that cause one to leave an organization. Staff turnover & retention continues to be an area of interest as well as importance in non-profit organizations, In view of the limited compensation. P-A-15(R-L)

CHAPTER THREE

3. METHODOLOGY

3.1. THE RESEARCH METHODOLOGY

Research methodology is the specific science of research that followed to accomplish predetermined research. Hence, all specific method that is used in the course of accomplishing this thesis is presented in this chapter. It includes research methodology, method of data collection & analysis.

Descriptive research method was used as the method of this study to describe characteristics situations of or phenomenon being studied. In every case, descriptive research examines a situation and phenomena *as it is* descriptive studies, primarily concerned with finding out "what is,". In this descriptive research method quantitative & qualitative method was used to collect data through structured questionnaire.

The study is aimed to explore employees' turnover and their retention strategies in some selected Jimma zone youth and sport offices as a result of this researcher was designed in order to collect the data from relevant respondents. The research design for this study was based on social survey. The survey research makes it possible for researchers to collect information about target audience without having to deal with the entire population. Survey also allows a small proportion of the sample to be selected & findings generalized to the larger group. This makes the research less expensive but still efficient. The population of this study consists of all workers in the organization; however this study was limited to only some selected Jimma Zone youth & sport office. The sample frame refers to the individuals or target groups of the whole population to be involved. The sample frames for this research was the whole workers included in the structure of the organization. A total of 90 respondents were used for this study drawn from both junior & senior staff of the organization. Sampling technique was chosen due to financial constraints & as a result of the researcher not being able to hire assistants to help in the collection of data. The researcher was faced with time limitation since this project was to be undertaken within a specific time frame. Therefore using a large sample size meant that this work would not be completed within the specific time frame.

3.2. STUDY AREA / DELIMITATION

Jimma is the largest city in south-western Ethiopia. It is a special zone of the Oromia Region and is surrounded by Jimma Zone. It has a latitude and longitude of 7°40'N 36°50'E. The town was the capital of Kaffa Province until the province was dissolved. Prior to the 2007 census, Jimma was reorganized administratively as a special Zone. Jimma Zone has eighteen (18) districts and has eighteen sport offices. These districts are Agaro, Chorabotor, Dedo, Gera, Gomma, Gumay, Karsa, Limukosa, Limmusaka, Mana, Nonobenja, Omonada, Sakachokorsa, Satama, Shabesombo, Sigo, Sokoru and Tiruafata. Therefore, the researcher had conducted this study on those stated districts. It is obvious that using too large or too small sample size had an influence in the study. The selection of respondents was done using the purposely sampling methods. This sampling method was used to select respondents from the sample frame of the organization. This method was chosen because each worker of the organization had an equal & independent chance of being selected for the study. Care was however taken to avoid double representation of the sample.

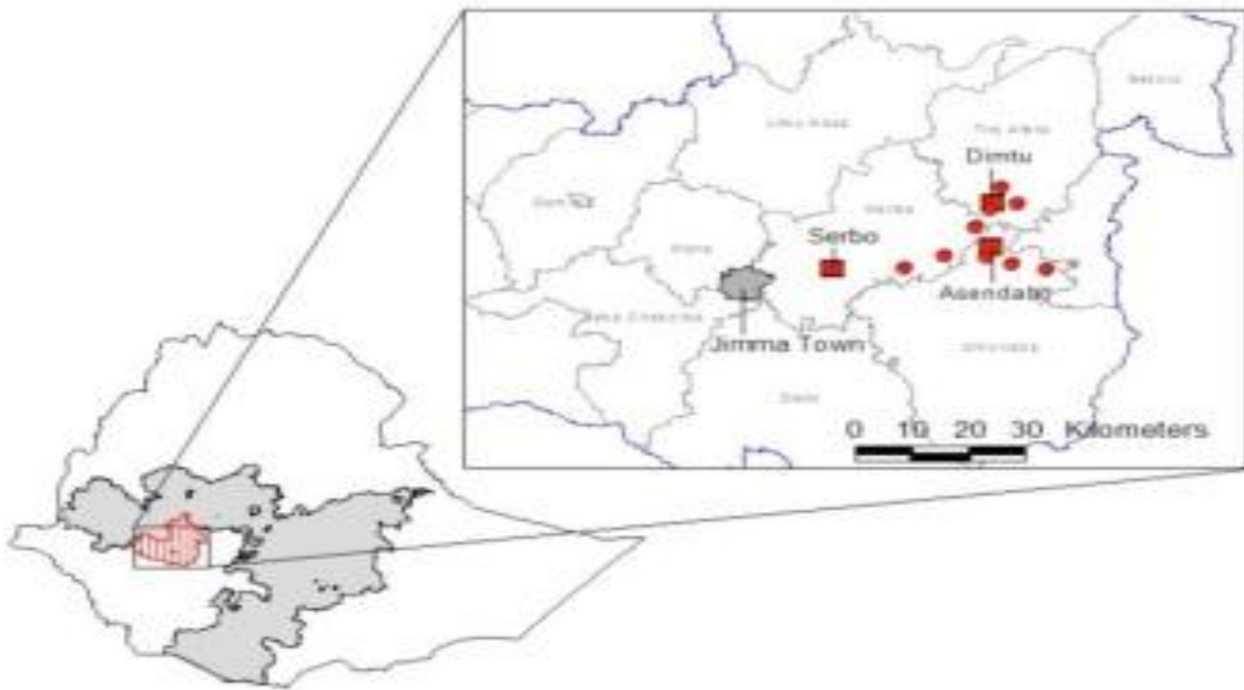


Figure 1: Jimma Zone Districts

3.3. THE STUDY POPULATION

The total populations of the study participants were all 18 Jimma zones youth and sport affairs/ woreda offices. The target population for this study is woreda sport administrators, and employees of these offices.

3.4. SAMPLING TECHNIQUES AND SAMPLE SIZE

For this study two-stage cluster sampling technique & lottery method was been used to select nine woredas in that Agaro, Mana, Dedo, Gomma, Karsa, Ommonada, Gumay, Limuseka and Sokoru were seleted. From these nine woredas 90 sample respondents of employees were selected through census since all the ten members of each woreda employees and managements of youth and sport offices were taken.

3.5. DATA SOURCE

Data was collected from primary source. According to Kumekpor (2002) secondary data is information that has been gathered previously for some purpose other than the current research project. The secondary data for this study was sourced from the internet, textbooks ,newsprint, articles in journals & literature of scholars. The primary data are for a specific purpose or for a specific research study. The primary data was collected from respondents from the field of study with the aid of questionnaires.

3.6. INSTRUMENT OF DATA COLLECTION

The instrument used for data collection to conduct this study was self-developed questionnaires. In addition to different participatory approach would be used to ensure the appropriateness of the data.

Modified OCAI (Organization culture Assessment Instrument), like Liker's 5-point scale rate questionnaires' would be developed for relevant respondents. The researcher attempted to distribute the questionnaires to all the selected respondents & collected fully. A structured questionnaire was used for the collection of primary data directly from the respondents. The questionnaire consists of open-ended, dichotomous, multiple choice questions.

3.7. METHOD OF DATA ANALYSIS

A Data analysis is the process of systematically arranging, organizing & analyzing the questionnaire & that have been collected for the intended study. Based on the above fact therefore this study used both quantitative & qualitative analyzing approach through percentage; table, & pie-chart as well as general

description to analyze the result. The collected quantitative & qualitative data were analyzed using frequencies percentages and pie-charts mainly to investigate the socio-demographic characteristics of employees, to identify the reasons for employees' turnover and to devise the strategic mechanism of retaining employees' additionally linear regression will be used to examine the employees' socio-demographic characteristics on their turnover.

3.8. LIMITATIONS OF THE STUDY

Given the explorative nature of the study, some limitations of the data should be stated. The research focused attention on the demographic information, on the impact of motivation on retention of employees. Though the study covered all workers of the organization however, sample to be selected was used from large groups of study population. Due to limited time & resources only 90 respondents were drawn out of 180 workforces. Another problem encountered on the field of study was the timeframe within which respondents completed the questionnaires & returned it to the researcher. Respondents took a longer period to complete the questionnaires as they were most times busy with their own work. Thus leading to a delay in the collection of data.

3.9. ETHICAL CLEARANCE

A letter of ethical clearance will be taken from college of Natural science Office of Research and Postgraduate to inform the objective and nature of the study and then its provided to the Jimma Zone Sport Administrative to obtain Permission and Consent form from the woreda sport office by explaining the purpose and significance of the study for both leader and employee. The ethical considerations that are taken to protect participant's rights in detail asking permission officially, explaining the purpose of the study to the target respondents, collecting data for analysis only from the voluntary participants, undertaking the data collection process without interrupting and ensuring confidentiality were included.

CHAPTER FOUR
4. RESULTS AND DISCUSSIONS

4.1. Socio- Demographic Information

The issue of demographic variables shapes many facets of human lives as been studied by researchers. Indeed demographic characteristics plays significant role in human interaction. The socio-demographic characteristics considered for the study includes that of gender, age, level of education, work experience, monthly income & marital status in the organization. These characteristics have been found to be indicators of person’s attitude towards work in general.

The gender distribution of respondents in this study was relevant due to the immense role that gender stratification plays when it comes to the type of work that both male & female engage in. It is against this background that respondents were asked about their sex.

4.1.1. Gender

Table 1 Gender of the respondents

Gender	Frequency	Valid Percent
Male	62	68.9
Female	28	31.1
Total	90	100.0

The sex of respondents has been described in the above table 4.1. There were more males than females as indicated 62 (68.9%) of them males & 28(31.1%) of females. The findings show that male respondents were largely sampled. This indicates that the male dominates and this can be attributed to the fact that in the Ghanaian society, the male is preferred when it comes to education and so they are in a much better position to secure jobs, Nymekye Faustina PG 4131110, Ghana September, (2012) [p.31-32]

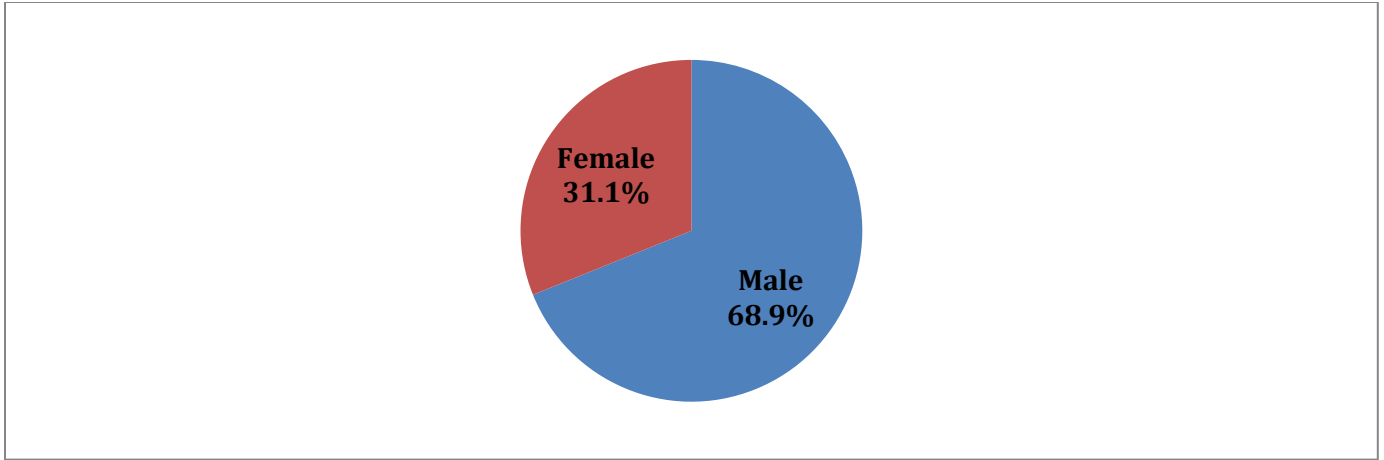


Figure 1 Gender of respondents

4.1.2 Age

To determine the age category of employees, data on the ages of the research participants were analyzed. These findings would be of enormous assistance to those in the forefront of employee retention, as it would help in tailoring strategies to specific age groups so as to achieve retention of employees. To this end, respondents were asked to state their ages.

Table 2 Age of respondents

Age Ranges	Frequency	Percent
<25	28	31.1
25-34	37	41.1
35-44	11	12.2
45-58	14	15.6
Total	90	100.0

Source: survey 2017

It is evident from the above table 4.2 the results show that the majority of respondents 37 (41.1%) fell within the age group of 25-34. This was followed by those in age group of less than 25 (18-25), they constituted 28 (31.1%) of sampled respondents. Those in the age category of 45-58 followed with 14 (15.6%) & age group of 35-44 represented 11 (12.22%) of the total sample. The data shows that the

majority of respondents were young & between the ages of 18-34 that is about 65 (72.22%) as indicated on the above table. According to Ghana living standard survey (1992), about 76% of the adult populations are economically active. This gives meaning to this survey’s finding that the majority of the respondents are within this young adult population. Furthermore, the youthfulness of the population is affirmed by the fact that about 54% of the country’s population is young according to the population & housing census (2000). It therefore means that the employees of the bank cut across all age groups with the majority of them however within the 18-37 years age group. This age group according to Ghana’s demographic characteristics is the active working group. Though, from the above experience of Ghana’s we can categorize our respondents under the active working group; because 65 (72.22%) of them are in between 18-34 years of age. Only 25 (27.77%) of them are fell within 35-58 years

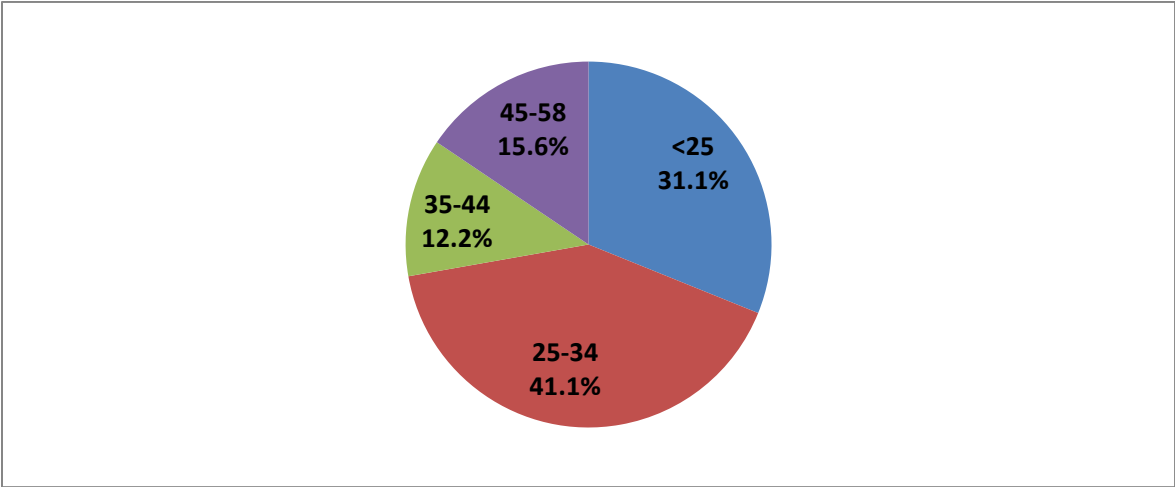


Figure 2 Age of respondents

4.1.3. EDUCATIONAL STATUS

The educational background of respondents gave insight in to the diverse skills of the respondents & how they could analyze and perceive issues at the workplace. The organization employs both skilled & unskilled workers. However, it is important for the unskilled workers to be able to read & write in order to communicate effectively with colleagues & management. Formal education has given rise to shift in the occupational distribution & ranking in the country, as well as a change in the stratification arrangements of the wider society Assimeng, (1999). It has also changed the cognitive structure of many people. It is in the light of this that the study examined the educational background of respondents. This

level of literature enhanced the research, especially during the data collection. This was because most of the respondents could understand the issues that the research was seeking to unravel. The high level of educational achievements of workers in the bank may be due to the fact that the core tasks performed in such organizations in that sector require workers with very high levels of formal education. As observed, most educated people especially from the polytechnic and universities seek for employment in the banking sector because the income levels are high and also due to the social status accorded bankers by the society.

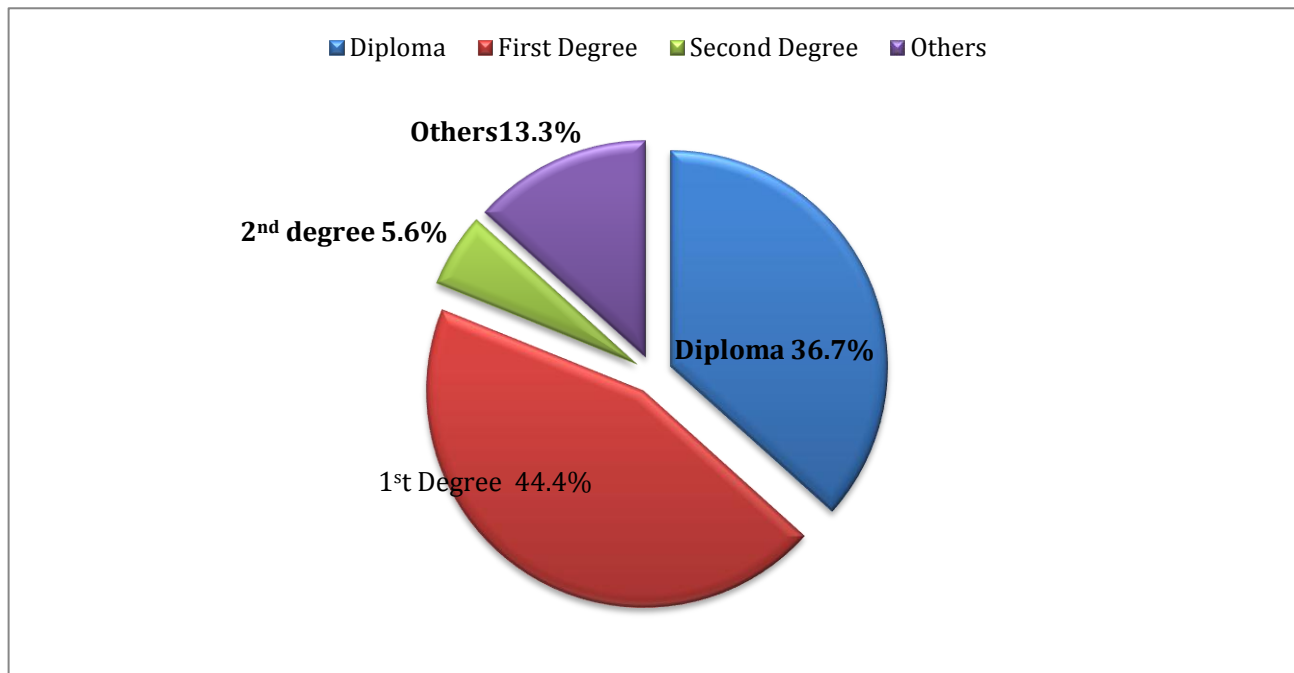
Table 3 Educational status of respondents

Educational status	Frequency	Percent
Diploma	33	36.7
First Degree	40	44.4
Second Degree	5	5.6
Others	12	13.3
Total	90	100.0

Source: survey 2017

The above table 4.3 presents the distribution of respondents by level of education attained. From the above The above table 4.3 presents the distribution of respondents by level of education attained. From the above data it is inferred that the various level of education of all respondents. Of these, 41 (44.4%) first degree, 32 (35.55%) diploma, 12 (13.33%) others and 5 (5.55%) second degree holders respectively. The educational level of the respondents ranged from diploma to second degree and the other standards of educational level also described. The largest numbers of the respondents were ranged first degree and diploma respectively.

Figure 3 Educational status of respondents



4.1.4. WORKING EXPERIENCE

This is an important characteristic that helps the organization planners to estimate the labor turnover in the organization & to be in the right frame of mind to plan the man power requirements of the organization at any point in time. It also helps management to upgrade its workers to a higher position. In order to investigate the labor turnover, it was important to explore for how long respondents have been working in the bank. Compared with Ghanaian Bank employees experience, survey, (1992) the longer the number of years the workers had spent with the Bank could be an indication of satisfactory working conditions in addition to other indicators which had probably caused the almost absence of employee turnover among these category of employees. Most of the respondents were new intakes who had spent not more than five years with the organization. Majority of them constituted those who are on contract with the Bank. However it was observed that there was a relatively high degree of retention on the part of those employees who had worked with the bank for several numbers of years. In order to retain a longer term working relationship with its employees, the banks should adopt a diversified

strategy that will motivate not only them but also those who have been with the bank for not long so as to achieve a higher retention rate.

Table 4 Working experience of respondents

Service year	Frequency	Percent
<10	40	44.4
11-20	33	36.7
21-30	12	13.3
>30	5	5.6
Total	90	100.0

Source: survey 2017

Table 4.4 shows that the length of services of employees of an organization as gathered by the researcher. Out of the total number of respondents, 40 (44.4%) had been working in the organization for 0-10 years, 33 (36.7%) for 11-20 years, 12 (13.3%) for 21-30 years and 5 (5.6%) for more than 30 years.

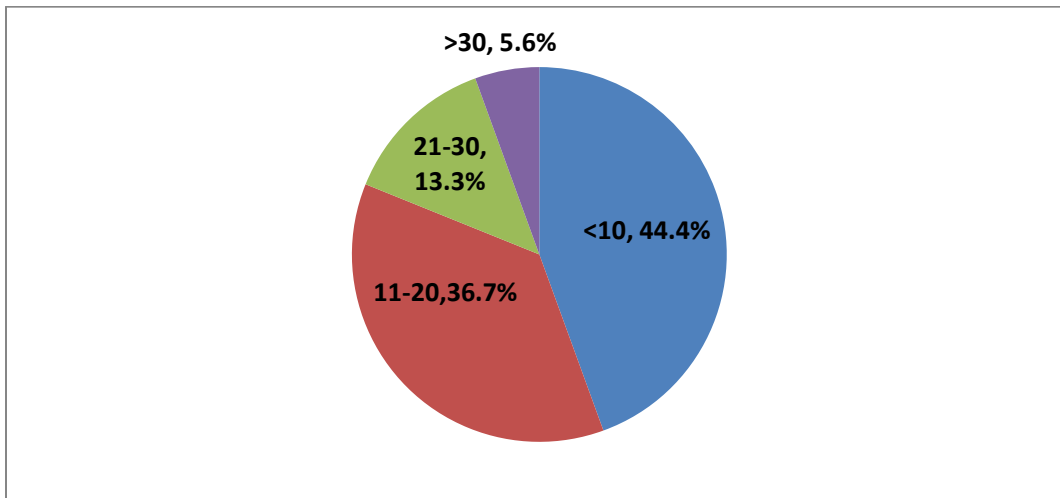


Figure 4 Working experience of respondents

4.1. 5. Monthly Salary

Motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear & Sutherland, 2001; Meudell & Rodham, 1998; Maertz & Griffeth, 2004). However extrinsic factors such

as competitive salary, good interpersonal relationships, friendly working environment, & job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic & extrinsic variables should be considered as an effective retention strategy.

Table 5 Salary scales of respondents

Salary scales	Frequency	Percent
420-1006	2	2.2
1007-2686	22	24.4
2687-3985	27	30.0
3986-6460	32	35.6
>6460	7	7.8
Total	90	100.0

Table 4.5 above reveals that 2 (2.2%), 22 (24.4%), 27 (30%), 32 (35.6%), & 7 (7.8%) of Jimma Zone sport official were getting the salary 420-1006, 1007-2686, 2687-3985, 3986-6460 and more than 6460 respectively, according to Ethiopian salary scale (MoFed, 2015).

The monthly income of the employees and the managements were between 420 and more than 6460birr. The range of monthly income was far from each other. This big difference of salary may lead employees to leave organization and search for better opportunity.

4.1.6 Marital status: An individual who has engaged in marriage has built strong social relation due to different reasons. Based on this is marital status has an influence on retention of employees or not that the Respondents were asked to state their current status?

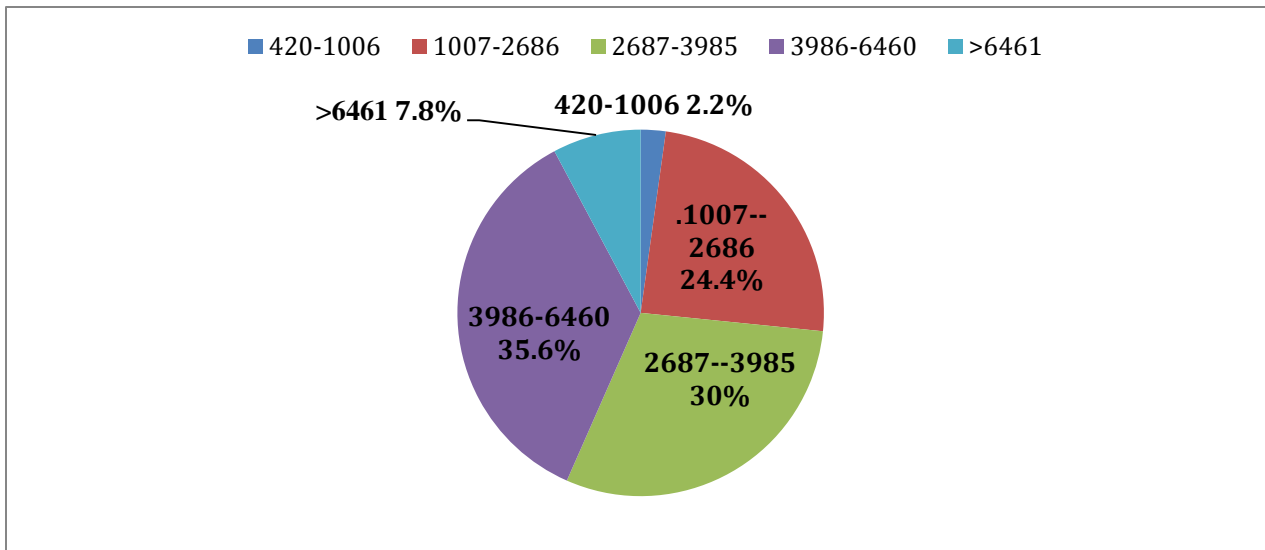


Figure 5 Salary scale of respondents

4.1.6 Marital status

An individual who has engaged in marriage has built strong social relation due to different reasons. Based on this marital status has an influence on retention of employees or not that the respondents were asked to state their current status?

Table 6 Marital status of respondents

Marital status	Frequency	Valid Percent
Married	50	55.6
Single	27	30.0
Widowed	7	7.8
Divorced	6	6.7
Total	90	100.0

source: survey 2017

More than half 50 (55.6%) of the employees and managements were married, the next number of the employees 27 (30%) were single, 7 (7.8%) were widowed and 6 (6.7%) were divorced.

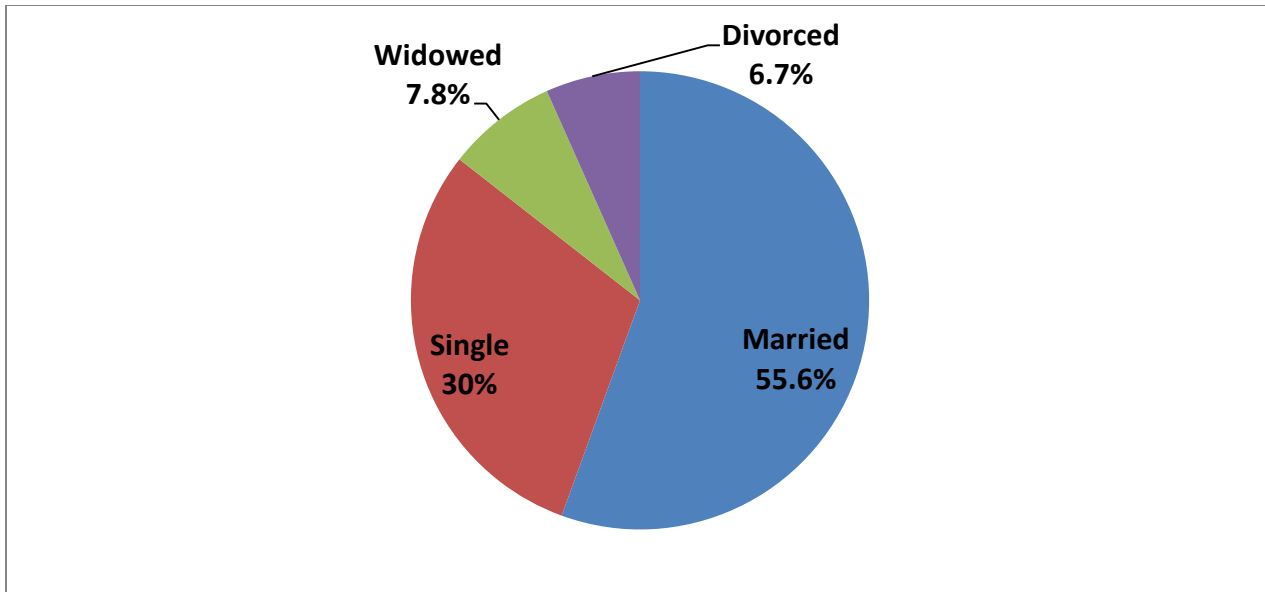


Figure 6 Marital status of respondents

4.1.7 Nature of work

Table 7 Respondents nature of works

S.n	Nature of work	Frequency	Percentages %
1	Technical	54	60
2	Non-technical	36	40
	Total	90	100

Source: survey 2017

The Nature of works of the employees and managements were collected and analyzed in the above table 4.7. The results of the analysis had indicated that 54 (60%) of the nature of work was technical and 36 (40%) of the nature of work was non-technical work. Though, it is better to retain these experienced technical workers to achieve an organizational goals & objectives. Unless, it exposes an employer to additional expense, hiring & training.

4.1.8 Areas of work

Table 8 Analysis on areas of work

No	Departments	Frequency	Percentages %
1	Heads of competitions and training	17	18.88
2	Heads of federations	20	22.22
3	Facilitators of sport expansion	23	25.55
4	Capacity building and reporting	7	7.77
5	Coordinators of gender equity	2	2.22
6	Youth competency, planning and reform program	21	23.33
	Total	90	100

Source: Survey 2017

In the above table 4.8, the current positions of the employees were collected and analyzed. The results of the analysis had indicated that the current positions of the employees and managements were distributed in six positions. The distributions of the current positions of the employees and the managements had shown that 17 (18.88), 20 (22.22%), 23 (25.55%), 7 (7.77%), 2 (2.22%) and 21 (23.33%) were heads of competition and training, heads of federations, facilitators of sport expansion, capacity building and reporting, coordinators of gender equity and youth competence planning and reform program positions respectively

4.1.9 Current position of respondents

Table 9 Analysis on the current positions of respondents

No	Current positions of respondents	Frequency	Percentages %
1	Head of offices	9	10
2	Technical heads of federations	35	38.88
3	Secretaries	9	10
4	Team leaders	6	6.66
5	Office workers	31	34.44
	Total	90	100

Source: Survey 2017

The above table 4.9 on current positions of the employees and managements. The results of the analyzed data were discussed as follows with items of choices side byside. 9 (10%), 35 (38.88%), 9 (10%) , 6 (6.66%) and 31 (34.44%) of the responses of the respondents had indicated that the positions of the employee and managements were head offices , technical head of federations, secretaries, team leaders and office workers respectively.

4.1.10 Conditions related to facilities and relations with the organization

Table 10 Analysis on conditions related to facilitates and relations with the organization

No	Items	Choices of items	Responses	
			Numbe rs	Percent %
1	Is your working place compatible with adequate facilities?	Yes	47	52.22
		No	43	47.77
		Total	90	100
2	How is your relation with organizations?	Excellent	6	6.66
		Good	39	43.33
		Fair	28	31.11
		Poor	18	20
		Total	90	100
3	How do you feel about opportunities for career advancement?	Excellent	5	5.55
		Good	38	42.22
		Fair	29	32.22
		Poor	18	20
		Total	90	100
4	How often the organizations distribute workloads?	Always	4	4.44
		Very often	26	28.88
		occasionally	48	53.33
		Never	12	13.33
		Total	90	100

Source: survey 2017

The data were collected through four items in the above table focusing on the compatibility and facilities

of the working place, the relations of employees with the organization, feelings of employees about the opportunities of career development and distributions of workloads in the organization. The collected data were analyzed and interpreted in percentages. The results of the analysis had indicated that 47 (52.22%) of the responses had shown the presence of compatibility and facilities of the working place and 43 (47.77) of the responses had indicated the absence of compatibility and facilities of the working place. Employees relation with the organization results had indicated that 6 (6.66%) excellent, 39 (43.33%) good, 28 (31.11%) fair, & 18 (20%) of them responded poor respectively. Whereas opportunities of career advancement result shown that 5 (5.55%) excellent, 38 (42.22%) good, 29 (32.22%) fair & 18 (20%) poor respectively. Finally how often the organization distributed work load to the employees? The data collected shown that 4 (4.44%) always, 26 (28.88%) very often, 48 (53.33%) occasionally & 12 (13.33%) never distributed respectively. This shows that more than half of the respondents approved about the compatibility of working place & availability of adequate facilities.

Table 11 Analysis on reasons of employment in the organizations and training conditions

No	Questions	Choices of items	Frequency	Percentages
1	Why you have chosen to remain in employed in the organization?	Career development	26	28.88
		Challenging work	16	17.77
		Salary	36	40
		Fringe benefits	12	13.33
		Total	90	100
2	What do you think about training and development activities	excellent	9	10
		Good	21	23.33
		fair	37	41.11
		Poor	23	25.55
		Total	90	100
3	Does your organization give suggestions and feedback for employees?	Yes	50	55.55
		No	40	44.44
		Total	90	100

Source: survey 2017

Three items were designed to collect data in the above table 4.11 based on the reason why the employees remain in employed in the organization, the thought of employees about training and development and the suggestions and feedback that given for employees. The collected data were analyzed in percentages and presented in the above table. The result of the analysis had shown that 26 (28.88 %), 16 (17.77%), 36 (40%) and 12 (13.33%) responses had indicated that the reasons why the employees remain in the organization were career development, challenging work, salary and fringe benefits respectively. 9 (10%), 21 (23.33), 37 (41.11%) and 23 (25.55%) of the responses of the respondents had indicated that the thinking of the employees about training and development were fair poor, good, and excellent, respectively. And lastly about giving suggestion & feedback by the organization 50 (55.55%) response of respondents were yes & 40 (44.44%) of them were no respectively.

Table 12 Analysis on the factors that affect retention of employees

No	Questions	Choices of items	Frequency	Percentages
1	What are factors that affect retentions of employees?	Poor payment	36	40
		poor management	25	27.77
		Lack of interest	23	25.55
		Lack of facility	6	6.66
		Total	90	100
2	To what extent turn over seen in the organization?	Always	3	3.33
		Very often	25	27.77
		Occasionally	59	65.55
		Never	3	3.33
		Total	90	100
3	There are appropriate and available resources and equipment's to perform the job.	Strongly disagree	7	7.77
		Disagree	42	46.66
		Neutral	9	10
		Agree	30	33.33
		Strongly agree	2	2.22
		Total	90	100

Source: survey 2017

The results of the analysis had shown that 36 (40%), 6 (6.66%), 23 (25.55%) and 25 (27.77) of the responses of the respondents had indicated that the factors that affect retentions of employees were poor payment, lack of facility, lack of interest and poor management respectively. 3 (3.33%), 25 (27.77%), 59 (65.55%) and 3 (3.33%) of the responses of the respondents had shown that the extent at which the turn over seen in the organization were always, very often, occasionally and never respectively. The last point that had considered in the above are appropriate and available resources and equipment's to perform the job. The responses of the respondents had indicated that 7 (7.77%), 42 (46.66%), 9 (10%), 30 (33.33%) and 2 (2.22%) were strongly disagree, disagree, neutral, agree and strongly agree respectively

4.2. The main Retention Factors

Actually the retention strategies must be broad & varied to addresses the variety of reasons why employees leave their organizations. The value of creating diverse strategies should manifest itself through increased employee satisfaction & sense of belonging to the organization. The result of strategies factor shows that the strategies rated most important to the work force are effective communications, openness & trust supervisory style, career development & recognition.

Table 13 Main retention factors

Valid	Alternatives	Frequenc y	Percent	Valid percent	Cumulative percent
	Strongly Disagree	58	5.8	5.8	5.8
	Disagree	344	34.4	34.4	40.2
	Neutral	235	23.5	23.5	63.8
	Agree	328	32.8	32.8	96.6
	Strongly Agree	34	3.4	3.4	100.0
	Total	999	100.0	100.0	
Missing	System	1	.1		
Total		1000	100.0		

Source: survey 2017

Data were collected & analyzed focusing on the main retention factors .These are the presence of appropriate & available resources, utilization of capability, timely reward & recognitions, consideration of employees’ goals, performance appraisal, care about employees, keeping promise, supervisors discussion with employees, presence of communications, openness & trust and fair treatments and respect of employees. In the above table 4.2 the main retention factors were analyzed & presented based on the response of sample re spondents as follows.

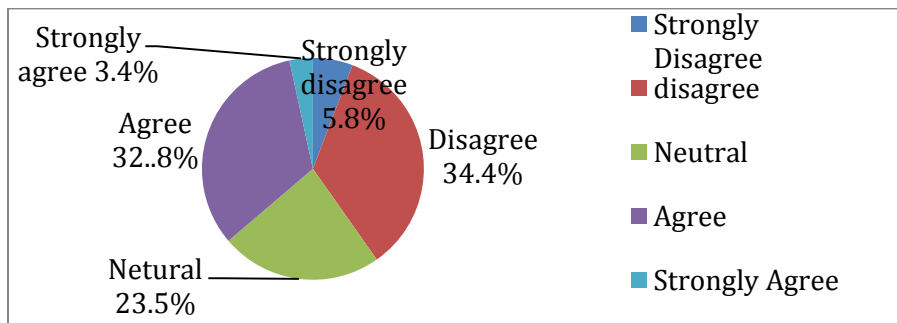


Figure 7 Respondents main retention factors

Data were collected & analyzed focusing on the main retention factors. These are the presence of appropriate & available resources, utilization of capability, timely reward & recognitions, consideration of employees' goals, performance appraisal, care about employees, keeping promise, supervisors discussion with employees, presence of communications, openness & trust and fair treatments and respect of employees. In the above table 4.3 the main retention factors were analyzed & presented based on the response of sample respondents as follows. The result of the analysis indicated that for eleven main retention factors which were given in the form of modified OCAI (Organization culture Assessment Instrument) Likert's 5-point scale rate questionnaires'. The respondents' response shown that 5.8% strongly disagree, 34.4% disagree, 23.5% neutral, 32.8% agree & 3.4% strongly agree respectively. From these it is possible to understand that more number of respondents 34.4% disagree in the presence of retention mechanisms, whereas less number of respondents 32.8% agree in the presence of retention mechanisms. Though the management or an organization have to plan to minimize or avoid the gap between the respondents.

4.3. The main Motivational factors

The EPF (2004) notes the following: "it turns out that a number of organizations have high employee turnover in operations such as customer Contact centers, back-office processing and inventory management positions, health care, communications, banking and insurance are more prone to these high turnover characteristics than other industries. The reasons are multi-fold, but in general, the environment in which these organizations perform forces them into this employee. A number of factors have been articulated in order to explain the reason employees leave one organization for another, or in some cases, leave the country. Abassi and Hollman (2000); Hewitt's associates (2006); Sherman et al. (2006) highlights some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interest in work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Herzberg (1959) shows that factors theory as cited in Bassett-jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work worlds; motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators.

These intrinsic variables include achievement, recognition, the work itself responsibility, advancement and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors

largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene factors which although does not motivates employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfies are company policies, salary, co-worker relationships and supervisory styles Bassett-Jones and Lloyd, 2005). Herzberg argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction, instead, it would result in a natural state motivation would only occur as a result of the use of intrinsic factors. However, Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998, Meertz and Griffith, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The variables to influence employee retention, rather, a combination of both intrinsic and extrinsic should be considered as an effective retention strategy. Based on a review of the literature, many studies have investigated employees’ intentions to exist, for example Eskildsen and Nussler (2000) in their research suggested that employers are struggling to be talented employees in order to maintain a successful business. In the same bases, Mark Parrott) 2000), Anderson and Sullivan (1993) and Rust and Zahorik (1993) believe that, there is a straight line linking employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retention of both customers and employees. The literature of employee retention clearly explain that satisfied employee who are happy with their jobs are more devotion to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer 2000; Denton 2000) employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al..1978).

Table: 4.3.1. Analysis on Motivational Factors

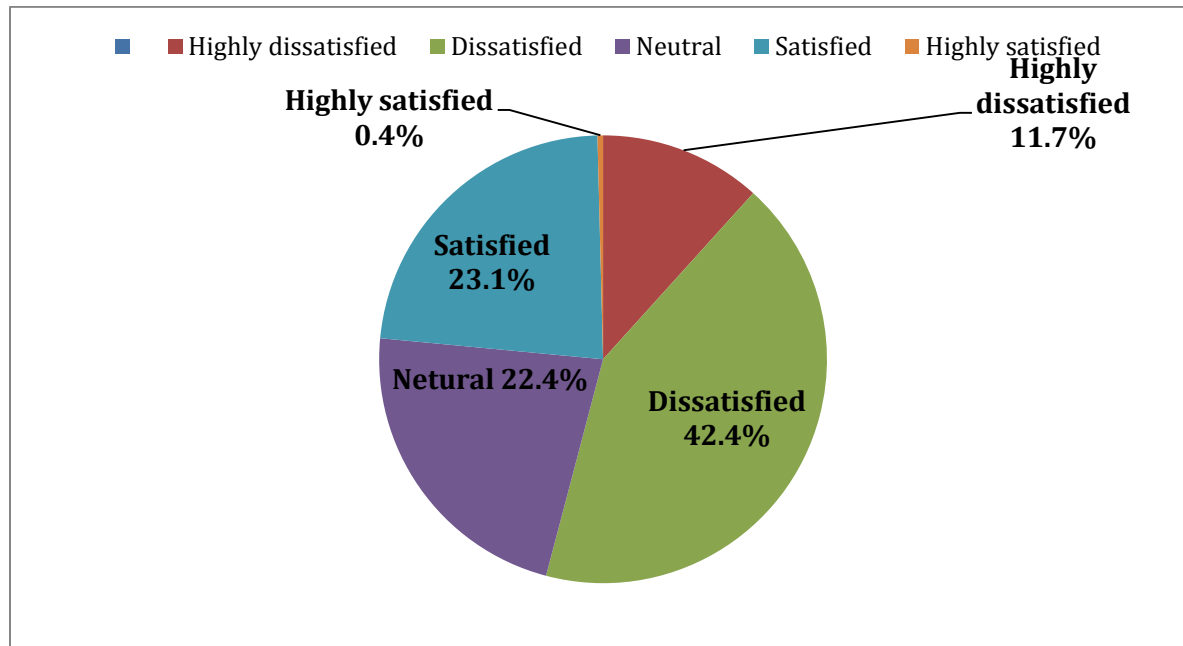
Table 14 Respondents motivational factors

	Motivational Factors	Frequency	Percent	Valid percent	Cumulative percent
	Highly dissatisfied	85	8.5	11.7	11.7
	Dissatisfied	308	30.8	42.4	54.1
	Neutral	163	16.3	22.4	76.5
	Satisfied	168	16.8	23.1	99.6
	Highly satisfied	3	3	0.4	100.0
	Total	727	72.7	100.0	
Missing	System	273	27.3		
Total		1000	100.0		

Source: survey 2017

Analysis on the motivational factors like salary, compensation & benefits, respects toward employees, presence of flexibility, job security, support & guidance, optimistic about promotion opportunities, and training & development opportunities. Data were collected & analyzed in percentages in the above table 4.3.1. The results of the analysis were presented as follows. The responses of respondents indicated that 11.7% highly dissatisfied, 42.4% dissatisfied, 22.4% neutral, 23.1% satisfied and 0.4% highly satisfied respectively. Near to half of the respondents response shown that 42.4% dissatisfied by the motivation of an organization. But less number of respondent’s response i.e. 23.1% shown satisfied. Though dissatisfaction of employees may leads to leave them an organization. This in turn results in reducing productivity, competency and hinder achieving organizational goals & objectives.

Figure 8 The Main Motivational Factors



4.4. Environment that Breeds Turnover of Employees

4.4.1 Analysis on Environment that turnover of employees

Table 15 Leadership style and employee satisfaction

No	Questions	Choices of items	Frequency	Percentages
1	What is the style supervision adopted in the organization?	Totalitarian	11	12.22
		Authoritarian	51	56.66
		Democratic	28	31.11
		Total	90	100
2	Are you satisfied by the supervisory style adopted in the organization?	Yes	30	33.33
		No	60	66.66
		Total	90	100

Source: survey 2017

The results of the analysis were discussed as follows with items choices side by side. 11 (12.22%), 51 (56.66%) and 28 (31.11%) of the responses of the respondents had shown that the styles of leadership

of supervisors that adopted in the organization were totalitarian, authoritarian and democratic respectively. 60 (66.66%) of the responses of the respondents had indicated that employees did not satisfy in the styles of leadership that adopted in the Organization. However, 30 (33.33%) of the responses of the respondents had shown as the employees were satisfied in the leadership styles of the organization

4.4.2. Analysis on Employees Dissatisfaction reasons

Table 16 Employees dissatisfaction reasons

	Reasons suggested by the respondents.	Frequency	Percentages	Rank
1	Supervisors system is: biased, lack fairness, lack continuity and support.	46	51.11	1 ^s
2	To enhance working capacity they guided by plan	21	23.33	2 nd
3	Supervisor lacks adequate knowledge & ability	6	6.66	3 rd
4	I satisfied since they respect employees & had good relations	5	5.55	4 th
5	Supervisors are pessimist /negative thinkers	3	3.33	5 th
6	They do not give appropriate answer for the questions asked	3	3.33	5 th
7	Didn't create awareness, no feedback, lacks success	2	2.22	7 th
8	To enhance working capacity they guided by plan	2	2.22	7 th
9	Supervisor is optimist and performance based.	1	1.11	9 th
10	Supervisor doesn't support & become problem solver	1	1.11	9 th
	Total	90	100	

Source: survey 2017⁹th

Data were collected and analyzed in percentages in the above table 4.4.2, on the reasons why the employees dissatisfied and satisfied in the styles of supervisors that were adopted in the organization. Six points were focused on the reasons that had got the employees dissatisfied. 6 (6.66%), 1 (1.11%), 3 (3.33%), 3 (3.33%), 46 (51.11%) and 2 (2.22%) of the responses of the respondents had indicated that the reasons that had made the employees dissatisfied were a supervisor lacks adequate knowledge and ability. Supervisor does not support and become problem solver, Supervisors are pessimist; they do not give appropriate answer for the questions. On the other hand supervisors system is: biased, lack fairness, lack continuity and support and did not create awareness, no feedback, lack success respectively.

However, insignificant numbers 2 (2.22%), 1 (1.11%), 5 (5.55%) and 21 (23.33%) of the responses of the respondents had shown that the reason why employees had satisfied was: supervisor is optimist and performance based, they respect employees and had good relations and they treated with fairness and follow up respectively. The analysis that made on the open-ended questions had indicated that the strategic mechanisms that suggested by the sample respondents had shown that the management have to plan to fulfill the available facility, improve the leadership quality of managements, respecting the employees, make the working environment conducive and attractive, revise the organizational structures and listening the employees suggestion and make the employees to sense themselves as part of the organization and inspire the employees as not sensing to leave the organization.

Data were collected and analyzed in percentages in the table 4.4.3 below on the attitude of managements towards workers. The results of the analysis were discussed as follows with choices of items side by side. 3 (3.33%), 13 (14.44%), 32 (35.55%) 18 (20%) and 24 (26.66%) of the responses of the respondents had shown that the attitude of management towards employees were excellent, very good, good, satisfactory and poor respectively. On the other hand whether the respondents recommended the organization to their friends or not and if they leave, would they like to return back to an organization were asked to identify their opinion. As it was shown on the table below, the results of the analysis had indicated that 56 (62.22%) response of the respondents was yes and 34 (37.77%) of them no and for returning back the respondents response shown that 28 (31.11%) were yes & 62 (68.88%) no respectively.

Table: 4.4.3 Analysis on the attitude of management towards employees:

Table 17 Attitude of managers towards their employees.

S.N	Questions	Choices of items	Frequency	Percentages
1	How is the attitude of management toward employees?	Excellent	3	3.33
		Very good	13	14.44
		Good	32	35.55
		Satisfactory	18	20
		Poor	24	26.66
		Total	90	100
2	Would you recommend the organization to your friend?	Yes	56	62.22%
		No	34	37.77%
		Total	90	100
3	If you leave, would you like to return to the organization?	Yes	28	31.11%
		No	62	68.88%
		Total	90	100

4.5. Regression Analysis interpretation

The first table of interest is the Model Summary table. This table provides the R , R^2 , adjusted R^2 , and the standard error of the estimate, which can be used to determine how well a regression model fits the data:

Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 ^a	.194	.126	1.001

a. Predictors: (Constant), Motivational factor, marital status, educational status, work experience, gender, monthly salary, age

The "R" column represents the value of R , the *multiple correlation coefficients*. R can be considered to be one measure of the quality of the prediction of the dependent variable; in this case, employee retention. A value of 0.441, in this case, indicates a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables (technically, it is the proportion of variation accounted for by the regression model above and beyond the mean model). You can see from the value of 0.194 that our independent variables explain 19.4% of the variability of our dependent variable, employee retention. However, you also need to be able to interpret "Adjusted R Square" (*adj. R²*) to accurately report your data. We explain the reasons for this, as well as the output, in our enhanced multiple regression guide.

Statistical significance

The F -ratio in the **ANOVA** table (see below) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(7, 83) = 2.861, p < .0005$ (i.e., the regression model is a good fit of the data).

ANOVA^a

Model	Sum Squares	df	Mean Square	F	Sig.
1 Regression	20.055	7	2.865	2.861	.010 ^b
Residual	83.131	83	1.002		
Total	103.187	90			

a. Dependent Variable: Main retention factors

b. Predictors: (Constant), Motivational factor, marital status, educational status, work experience, gender, monthly salary, age

Estimated model coefficients

The general form of the equation to predict employee retention from age, gender, educational status, work experience, monthly salary, marital status and motivational factors is:

$$\text{Predicted employee retention} = 2.432 + (0.001 \times \text{age}) - (0.556 \times \text{Gender}) + (0.80 \times \text{educational status}) - (0.453 \times \text{working experience}) + (0.331 \times \text{monthly salary}) + (0.142 \times \text{marital status}) + (0.19 \times \text{motivational factors})$$

This a. Dependent Variable: Main retention factors is obtained from the Coefficients table, as shown below:

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.432	.749		3.247	.002
	Age	.001	.144	.001	.004	.996
	Gender	-.556	.253	-.241	-2.197	.031
	educational status	.080	.084	.094	.946	.347
	work experience	-.453	.174	-.369	-2.600	.011
	monthly salary	.331	.142	.303	2.334	.022
	marital status	.142	.121	.117	1.173	.244
	Motivational factor	.190	.124	.152	1.525	.131

Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

Consider the effect of age in this example. The unstandardized coefficient, B_1 , for age is equal to 0.001 (see **Coefficients** table). This means that for each one year increase in age, there is an increase in employee retention by 0.001year. In general the multiple regressions were run to predict employee retention from age, gender, educational status, work experience, monthly salary, marital status and motivational factors. These variables statistically significantly predicted employee retention, $F(7, 83) = 2.861$, $p < .0005$, $R^2 = .194$. All four variables added statistically significantly to the prediction, $p < .05$.

4.6. DISCUSSION OF FINDINGS

Most of the respondents are male with 68.9% of the total & the dominant age group is fall in category of 25-34 years with 41.1% of the total followed by less than ten years with 44.4%. Most of the respondents fall in monthly income category of 3986-6460 with 35.6% of the total.

Previously conducted study in employee turnover found that factors that are affecting employee's stability are both from external & internal.

Favourable government policy, which encourages professionals to organize themselves & working their own business, better salary at external market, are external factors that are contributing for higher turnover, while lack of good treatment for workers, problem on arrangement of logistic on workers, lack of recognition & encouragement they are getting for their better performances & poor communication are internal factors.

Almost all the factors & findings of employees turnover in both studies are similar, however the only difference is that mine is taken the employee turnover factors as a whole in one category, while the previous researcher clasified these factors in to two. Namely internal & external.

Where as socio-demographic characterstics of respondents in both studies are similar, the only difference is seen in figure, or percentage difference.

On the other hand the previous researcher implemented BPR (business profession re-engineering) program in 2006 EFY (especially for youth) the rate of turnover were declined. This is might be because of benefit packages & salary improvements implemented with BPR and might have positive effect in reducing employee's turnover.

But in my case no principle was implemented to reduce the rate of turnover of employees rather than conducting this study as a benchmark.

It was realized that there was an over representation of males than females at the organization. The male female ratio was found not to be proportional and this can explain the fact that most developing countries are gender bias favoring more male in the educational sector than their female counterparts, Nyamekye Faustina, Field work, (2012).

This explains that the few females employed in the organization. The organization employs more middle level manpower resources & technical workers than other categories. Few people with secondary education are employed, while majority of those employed attained tertiary education with degree and diploma respectively and other relevant professional institutions gain employment in the organization more than others who do not acquire specific professions. The heart of this study has been to discover the impact of motivation on the retention of employees. Assimeng, (1999).

The result of motivational factors shows that the salary & fringe benefits, job security, relationship with co-workers, degree of respect & fair treatment from supervisors were rated as most important to the workforce in the organization followed by promotional opportunities & training and development. It therefore means that these items needed to be improved in the organization improving these benefits will improve workforce satisfaction and retentions and thus ensure meeting organizational goals and objectives. Other objectives of this study are to explore the retention strategies which are a priority for the employees of the organization. The literature emphasis that retention strategies must be broad & varied to address the variety of reasons why employees leave their organizations Bureau of labor statistics, (2004), Abassi & Hollman (2000),Hewitts Associates (2006), Sherman et al. (2000). The value of creating diverse strategies should manifest itself through increased employee satisfaction and an increased sense of belonging to the organization. The result of strategies factors shows that the three strategies rated most important to the work force are effective communication, openness & trust supervisory style, career development and recognition.

The study also looked at the relationship between management & workers. This is because people act and react to particular situations based on the kind of perceptions that they have at any particular time. Management-worker relations are therefore determined by the manner in which management is accepted by workers and this is to a large extent depends on the managerial style that is adopted. Maslow as cited in Robbins, (2005),([www.reliable surveys .com](http://www.reliable-surveys.com)).

From the study the attitude of management towards workers is good. This has much to tell on the jobs satisfactions, performance of the organization and welfare of workers. This is enhanced by the style of supervision adopted by supervisors which in this case is democratic. This goes to prove that modern managerial trend favoursshing responsibility with employees and this helps poster enthusiasm in the

workers. This therefore explains why majority of supervisors use democratic style. Results of the study conducted at the organization attributed the high turnover rate amongst employees mostly to poor remuneration, poor working conditions & job insecurity. Employees' intention to remain and be committed to an organization can be explained within the context of Abraham Maslow's hierarchy of needs theory. According to Maslow as cited in Robbins (2005), people are motivated to satisfy five need levels & these include physiological, safety, social esteem & self-actualization needs.

At the bottom of the hierarchy are the physiological needs that represent basic issues of survival and include things like food, clothing & shelter. Others include safety & social needs. These needs can be satisfied through adequate salaries, job security & social affiliations. If these needs are not adequately satisfied, then the individual embarks on the process of searching for alternative employment. The inability of the organization under study to satisfy the lower level needs of its employees through provision of competitive remuneration, good working conditions and job security will account for high rate of turnover amongst the organization's non managerial employees. The use of money as a motivator has generated a lot of debate from researchers. For example, Kinnear & Sutherland (2001) assert that managers should not be deceived that money no longer matters in retaining employees any longer, Kinnear & Sutherland (2001) further literature shows the importance of money in attracting, motivating & retaining quality employees in the organization and further concluded that skilled employees are achievement oriented & want their achievements rewarded with money. Locke (1980) cited in Tietjen & Myers (1998) reviewed four methods of motivating employees toward improved performance as money, goal setting participation in decision making & job redesign. Locke (1968) again found that money was overwhelmingly the most important motivator. Robbins (1983) as cited in Meudell & Rodham (1998) suggested that money can be considered to act as both a "score card" which enables employees to assess the value the organization places on them in comparison to others, and as a medium of exchange in that an individual can purchase whatever he/she needs.

In a comparative analysis, organizational practitioners observe that in organizations experiencing turnover, compensation was the most common reason given for leaving. However, in organizations with low turnover, compensation was not the reason for staying- instead, most employees stayed because of intrinsic reasons such as job satisfaction & good relationships with their managers & other employees (www.reliablesurveys.com). This suggests that the cause of dissatisfaction is not the same thing that

determines satisfaction on the job. This assertion is consistent with both Herzberg's and Maslow's theories of motivation, which propose that compensation & other financial benefits satisfy only lower level needs, but motivation & satisfaction result from higher needs being met.

Amar (2004) argues that money has not remained as good as motivator as it was in the past. The efficiency of money as a motivator of skilled employees is quite low. Hays (1999) advises that if managers reward performance with only money, they will be losing the substance of retention because there are other more powerful ways of motivating quality employees & these include freedom & flexibility in the organization. It can be argued that the use of money as a motivator in the skilled labor environment would depend on how it is deployed. For employees to be effectively motivated therefore, the bulk of rewards that organizations offer their employees be expanded to include non-financial incentives. These incentives should include issues such as work/life benefits, training & development opportunities, promotion & autonomy. In contemporary organizations, if managers reward performance with only money, in many ways, they lose the retention war, because there are other more powerful motivators of talent, such as freedom, & flexibility in the organization. Concurring with this assertion, Dess et al. (2008) state that money cannot be ignored, but it should not be the primary mechanism to attract & retain talent because employees who come for money will leave for money. The controversy surrounding the use of money as a strong retention factor will persist for a long time to come as most labor union agitations, for example were motivated by pay rise. Job insecurity was also found to be a contributory factor to the high rate of turnover at the organization. There was uncertainty surrounding job-security as the organization, like many factors in the country, could not guarantee continuous employment of its employees due to prevailing uncertain economic conditions which places economic survival of business organizations on the balance.

Empirical study by Samuel & Chipunza (2009) found a strong evidence of association between job security & employee retention. This is more so in underdeveloped & developing economies where job security presents an important factors in employment decision making of individuals. Employees place great importance on their jobs, because it provides them with the source of income with which socio-economic stability & psychological well-being are achieved. However, regardless of the importance attached to job security, existing literature provides a contrary view. Some literature argues that job

security at present has a different valence to different generations of employees. Supporting this assertion, Amar (2004) posits that job security is not a retention antecedent for the new organization of skilled employees. Their expectations in the organizations do not include long-term employment. They see job security as a positive feedback of their labor market worth & therefore look for a daily proof that their work matters. In this way, skilled employees create for themselves a sense of security every day, meaning that, if they are doing a good job, they are secure, if not with their present employees, then with another one. Notwithstanding the position of these authors; job security will continue to be a crucial motivation & retention driver; particularly among workers in under developed & developing economies like Ghana with high incidence of poverty. Advancing the justification for studying intention to quit rather than actual turnover further, Lambert & Hogan (2009) submit: “More attention should be given to the direct & indirect influences of variables on intention to quit as opposed to the actual act of turnover. If the employees’ intention to quit is better understood, the employer could possibly initiate changes to affect this intention. However, once an employee has quit, there is little the employer can do except assume the expense of hiring & training another employees”. Lambert & Hogan’s submission is consistent with existing literature (Van Breukelen, Van Der visit & Steensma, 2004). Vandenberg, (1999) who found intention to quit being the best predictor of voluntary turnover among employees. It is therefore imperative for the organization to initiate strategies that will not only stem the rate of turnover, but most importantly, devise a mechanism for understanding the concept of intention to leave which precedes actual turnover.

CHAPTER FIVE

5.1. SUMMARY , CONCLUSION & RECOMENDATIONS

It was realized that there was an over representation of males than females at the organization. The male female ratio was found not to be proportional and this can explain the fact that most developing countries are gender bias favoring more male in the educational sector than their female counterparts.

This explains that the few females employed in the organization. The organization employs more middle level manpower resources & technical workers than other categories. Few people with secondary education are employed, while majority of those employed attained tertiary education with degree and diploma respectively and other relevant professional institutions gain employment in the organization more than others who do not acquire specific professions.

The heart of this study has been to discover the impact of motivation on the retention of employees. The literature shows that retention factors are critical and should be well addressed by any organization in order to meet its goals & objectives. The result of motivational factors shows that the salary & fringe benefits, job security, relationship with co-workers, degree of respect & fair treatment from supervisors were rated as most important to the workforce in the organization followed by promotional opportunities & training and development. It therefore means that these items needed to be improved in the organization improving these benefits will improve workforce satisfaction and retentions and thus ensure meeting organizational goals and objectives. Other objectives of this study are to explore the retention strategies which are a priority for the employees of the organization. The literature emphasis that retention strategies must be broad & varied to address the variety of reasons why employees leave their organizations. The value of creating diverse strategies should manifest itself through increased employee satisfaction and an increased sense of belonging to the organization. The result of strategies factors shows that the three strategies rated most important to the work force are effective communication, openness & trust supervisory style, career development and recognition.

The study also looked at the relationship between management & workers. This is because people act and react to particular situations based on the kind of perceptions that they have at any particular time.

Management-worker relations are therefore determined by the manner in which management is accepted by workers and this is to a large extent depends on the managerial style that is adopted. From the study the attitude of management towards workers is good. This has much to tell on the jobs satisfactions, performance of the organization and welfare of workers. This is enhanced by the style of supervision adopted by supervisors which in this case is democratic. This goes to prove that modern managerial trend favours sharing responsibility with employees and this helps foster enthusiasm in the workers. This therefore explains why majority of supervision use democratic style.

5.2. Conclusions

The first research question asked was to know the socio-demographic characteristics of employees. The finding of this study had indicated that characteristics of the employees identified in sex, age, educational level, working experiences and marital status in that males and females were involved, between below 25 ages and 58 range of age groups of employees were included, diploma, first degree, second degree holders and other levels education of employees were involved, employees whose working experiences ranged between 0-10 and more than 30 years were involved and single, married, widowed and divorce marital status of employees were involved in this study in which the Socio demographic characteristics of the employees and managements of Jimma zone youth and sport offices were reflected.

The findings of this study had shown that reasons for the employees turn over in the youth and sports of the selected woredas were poor payment, lack of facility, poor management, absences of appropriate and available resources and equipment's to perform the job and absences of timely reward and recognitions for employees.

The strategic mechanism of retaining employees were management have to plan to fulfill the available facility, improve the leadership quality of managements, respecting the employees, make the working environment conducive and attractive, revise the organizational structures and listening the employees suggestion and make the employees to sense themselves as part of the organization and inspire the employees as not sensing to leave the organization by looking the advantages in the other areas.

The motivational factors that dissatisfied the employees were poor payment of salary, compensation offered by the organization and benefits and respects toward employees.

The significant numbers percent's had indicated that employees were highly dissatisfied and satisfied in job security, support and guidance, lack flexibility in the organization, training and development opportunities, and promotion opportunities. Therefore, the finding of this study had shown that the level job satisfaction of employees in the organization was low.

The finding of this study had shown that the organizational Commitments that had shown by the management were not as expected.

5.3. Recommendation

It is important to implement practicable strategies at least to reduce observed problems. Though individual differences were respected for each employee, more general & logically functional treatment is important. Thus, for this specific case the following points were presented. Working on human resource retaining, developing, evaluating both internal & external factors that are affecting the organization will be important.

Efforts started by the organization to reduce the turnover as well as using the existing professionals should continue. Hence special attention should be given to human resource development & staff benefits, through revising benefit packages with external market.

- It is better if an organization establishes incentive mechanism to encourage employees according to the weight job enrichment, job enlargement.
- It is better if the organization participates employees in decision making & accepting their constructive views in solving the problem & leading the organization.
- proper treatment of employees will increase responsibility & enhanced pay, fair promotion. Therefore, the management of the organization should properly treat the employees.
- Giving recognition for significant accomplishment, chance of advancement & giving opportunity to grow & career development has to be taken in to consideration.
- There should be proper relationship with management/ supervisor or peers, to make the environment conducive & workable.
- Management should provide medical care & treatment, transport & telephone services.
- Employer should found recreational places for their employees in an organization.
- Managements should revise their salary structure, and they should assign professional employees in an organization.
- Managements should communicate their employees effectively.

Based on the major findings from the research, the following recommendations are made for consideration. These recommendations, if implemented, will help equip both workers and management of the corporation with skills & knowledge to improve upon the retention of employees in the organization. In the first place, since most of the workers see their salary & fringe benefits to be nothing to write home about management should put in place structures that will bring about an improvement in the salaries of workers. This can be done by linking an increment in salary to higher productivity. Also other fringe benefits like free medical care, transportation, canteen services, provision of office equipment & tools to work with should be provided.

Furthermore, it is suggested that management should encourage their employees to take courses such as distance learning correspondence courses and study leave with pay. This will help improve job satisfaction & for that matter higher productivity & succession will be realized.

It is also recommended the workers should be given an opportunity to participate in the decision making process. This is because participatory process can contribute significantly to improve productivity & quality service. This can also lead to improvement in employment security because workers gain greater involvement in the very issues that are of critical importance to the workers. This can be done through the channel of communication between workers and management or supervisors. Good structure should be put in place for grievances and disputes to be addressed easily.

This can be achieved through the organization of frequent durbars between management and the workers at both departmental and interdepartmental levels.

These durbars should be organized as platforms for workers not only to identify problems & offer solutions, but also to contribute their ideas that may be relevant to the operation of the corporation through discussion & sharing of ideas.

Furthermore, the medium of communication should be spelt out clearly for workers to identify whom to report an issue to, and there should be an effective dissemination of information in the corporation. This will help discourage rumour mongering among workers of the corporation.

The managements of the youth and sport offices of the selected woredas should consider the Socio-demographic characteristics of employees in their employees' management systems. To reduce the employees turn over in the selected woredas of Jimma zone the management should consider the salary, compensations offered and the benefits that will be given for the employees to motivate them.

The managements of the selected woredas of youth and sport offices of the Jimma zone should assess the satisfaction level of employees and manage it properly.

REFERENCES

- Abassi & Hollman 2000, Hewitt's associates (2006); Sherman et al. (2006), A number of factors have been articulated in order to explain the reason employees leave one organization for another, or in some cases, leave the country.
- ABELSON, M.A. : Examination of Avoidable and Unavoidable Turnover, *Journal of Applied Psychology*, 1987, 72: 382-386.
- Act 1956, in 2003, 1994, Thesis on ONGC (Oil & Natural Gas Corporation), (23), Ghana.
- Acton et al. , Taking employee retention very seriously companies /HR personnel have come up with various retention schemes like " bell curve method" means provide venefits & incentives to employees those who fall within 'critical people' to the organization, (2003).
- Adele O. Connell, *Managing Employee Retention*".
- Al-Aameri (2000) Found that satisfied employees tend to be more productive, creative & committed.
- Anjaiah, 2009, Bhati&Manimala, 2011, Sivaswamy, 2007, turn over as an issue for NPOs
- Armstrong, M., 2006. *Strategic Human Resource Management* :(3rd edition) A Guide to Action: London and Philadelphia.
- Arnold & Feldman (1982); Woturuba & Tyagi (1991); Brodie (1995) Have found & concluded that age, job satisfaction, tenure, job image, met expectations; organizational commitment are consistently related to turnover; intentions & the actual turnover.
- Ashford et al., (1989) Job satisfaction is closely linked to that individual's behavior in the work place.
- Assimeng, (1999) The impact of motivation on the retention of employees.
- Baker,2006 Employee retention is a process in which the employees are encouraged to retain with the organizationfor the maximum period of time or until the completion of the defined project.
- Barrows.C (1990). "Employee turnover; implications for hotel managers", FIU Hosp. Rev. Pp. 24-31.*

Bassett-jones and Liloyd, 2005, The dissatisfies are company policies,salary, co-worker relationships and supervisory styles.

BerukWalleleegn, Assessment of professional employees' turnover causes at youth & sport offices (at bank of Abyssinia)

Blau G, Boal K (1989). "Using job involvement and organizational commitment interactively to predict turnover", J. Manage. 15(1): 115-127.

Brooke pp., Russell DW, Price JL (1988), "Discuss validation of measures of job satisfaction, job involvement & organizational commitment", J. Appl. Psychol. 73 (2): 139-145.

Brunetto & Farr-Wharton 2002, lack of support from management can sometimes serve as a reason for employee retention , supervisor should support his subordinates in a way so that each one of them is a success.

Bureau of labor statistics, 2004, environments producing such employee patterns can be seen extensively in fields such as healthcare, retail and factory work.

Cal fee, R.C, & Valencia, R.R.(1991).Managing employee retention. "keeping good people' by roger E. Herman

Carney (1998), Believes that the key to employee retention is quite simple: communicate, communicate & communicate.

CARSTEN, J.M. and Spector P.E. : Unemployment, Job satisfaction, and Employee Turnover: A Meta-Analytic Test the Machesney Model. Journal of Applied Psychology, 1987, 72: 374-381.

Carsten & Spector (1987) Found a negative correlation between job satisfaction & turnover.

Catherine M Gustafson (2002). "Staff turnover: Retention". International j. contemp. Hosp. manages. 14 (3): 106-110.

Catherine, (2002) To retain workers, employers must know motivating & quitting factors of their employees.

Chaminade, 2007, Retention is a voluntary move by an organization to create an environment which engages employees for a long term.

Chellaturi, 2005, Effectiveness of organizational goal should be affected by internal & external factors.

CLARK-RAYNER, P. and HARCOURT, M.: The Determinants of Employee Turnover Behavior: New Evidence from a New Zealand Bank, *Research and practice in Human Resource Management*, 2000, 8: 61-71.

Costen, W., & Salazar, J. (2011). The impact of training & development on employee job satisfaction, loyalty & intent to stay in the lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 10 (3), 273-284.

Couger D.J (1988). "Motivators vs. Demotivators in the IS environment", *J. Syst. Manage.* 39 (6): 36-41.

David Loquercio (2006): Turnover & retention: General summary prepared; for people in Aid

Davidow & Uttal, 1989, attracting existed employees costs less than acquiring new talents as organizations know their employees & what they want.

Davis et al., (1985) Stated that job satisfaction is a combination of positive & negative feelings.

Davy et al., (1991) Found that insecurity among employees leads to job dissatisfaction.

DeMicco F.J, Giridharan J (1987). "Managing employee turnover in the hospitality industry", *FIU Hosp. Rev.* Pp. 26-32.

Denton (2000) has clearly stated that employees who are happy & satisfied with their jobs are more dedicated to wards their work & always put their effort to improve their organizational customer's satisfaction.

Denvir A, Mc Mahon F (1992). "Labour turnover in London hotels and the cost effectiveness of preventative measures", *Int. J. Hosp. Manage.* 11(2) : 143-154.

Dess GD, Shaw JD (2001). "Voluntary turnover, social capital, and organizational performance", *Acad. Manage. Rev.* 26(3):pp. 446-456.

Dyke TV, Strick S (1990). "Recruitment, selection and retention of managers in the hotel and restaurant industry", *FIU Hosp. Rev.* pp. 1-9.

EPF, 2004, high employee turnover in operations such as customer contact centers, back-office processing & inventory management positions.

EPF,2004, The commonalities in this environments include, low to moderate employee compensation, lack of up ward mobility, high turnover due to hiring characteristics and competitive job markets, complex training process, and a wide range of customer issues to be leaned.

Eskildensen, 2000, Hammer, 2000, the adage, good help is hard to find, is even truer these days than ever before because the job market is becomingly light.

Eskildsen & Nussler (2000) suggested that employers are struggling to be talented employees in order to maintain a success ful business.

Feldman Arnold (1983) " Job satisfaction will be defined as the amount of over all positive affect or feelings that individuals have towards their jobs".

Fitzenz, 1990, Retention driven factors which ought to be managed congruently: organizational culture, strategy, pay & benefits philosophy, & career development system.

Fitzenz, (1990), Hosts of factors for relating employees: such as compensation, reward & recognition promotion & opportunity for growth, participation in decision making, work life balance, work environment, traing & development, leadership, job security, culture & organ izational justice.

Garden AM (1989). "Correlates of turnover propensity of software professionals in small high tech companies", *R&D Manage.* 19(4): 325-334.

Gardner et al. (2004) pay is considered as a motivator.

Griffeth, R.W. and P. W. Hom, 2001. *Retaining Valued Employees*, Sage, Thousand Oaks, CA.

Gurpreet Randhawa (2007) Concluded in her study that a significant correlation between job satisfaction & turnover intentions; suggesting there by that higher the job satisfaction, lower is the individual's intention to quit the job.

Hackman, JR, Oldham GR (1975). "Development of the job diagnostic survey" J. Appl. Psychol. 60: 159-170.

Hammer 2000, Marini ; 2000; Denton 2000; The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devotion in doing a good job & vigorous to improve their organizational customers satisfaction.

Hana U., and Lucie L., 2011. Journal of Competitiveness |Issue 3/2011.

Harrington et al., (2001) Found intentions to leave job & observed that emotional exhaustion, lower levels of intrinsic job satisfaction & dissatisfaction with salary & promotional opportunities were the main predictors.

Herzberg(1959) Two factors theory as cited in Bassett- Jones and Liloyd 2005 argued that employees are motivated by internal values rather than external to the work worlds;

Hewitt, 2004, Participation in decision making:

Hogan JJ (1992). "Turnover and what to do about it", The Cornell HRA Quarterly. 33(1): 40-45.

Hollman, 2000, Hewitt's Associates, 2006, Sherman et al. 2006, the reason of employees quitting.....

[https://en.wikipedia.org/wiki/Turnover_\(employment\)](https://en.wikipedia.org/wiki/Turnover_(employment))

Jim Harris Joan Brannick 'Finding and Keeping Great People A thesis submitted to St. Mary's University college school of graduate studies in partial fulfillment of the requirements for the Degree of Master of Business Administration. A.A, Ethiopia

Jewell & Segall(1990) & Locke (1976) have clearly stated that satisfied people with their jobs, tend to stay in them longer.

John Sutherland (2000). "Job-to-job turnover and job to-non-employment movement" Personnel Rev. 31(6): 710-721.

Johnson J, Griffeth RW, Griffin M (2000). "Factors discrimination functional and dysfunctional sales force turnover", J. Bus. Ind. Mark. 15 (6): 399-415.

Kanungo R (1982). "Measurement of job and work involvement", J. Appl. Psychol. 67: 341-349.

Keller T, Dansereau F (1995). "Leadership and empowerment: a social exchange perspective". Hum. Rel. 48 (2): 127-146.

Kinnear & Sutherland 2001, Meudell & Rodham, 1998, Meertz & Griffith 2004, Empirical studies have, have however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables for retention.

LEE, T. & MITCHELL, T: Control Turnover by Understanding its Causes Handbook of principles of organizational Behavior. Malden, MA: Blackwell publishers Ltd, 2000, p. 90-104.

Locke E (1976). "The nature and causes of job satisfaction", in Dunnette. MD (Eds). Handbook of Industrial and organizational psychology, Rand McNally, Chicago, IL, pp. 1297-1349.

Loquercio et al., 2006, Research Gap

Loquercio, et al, 2006. Understanding and Addressing Staffs Turnover in Humanitarian Agencies.

Lynn (1997) Employers must engage the employee early on an atmosphere of fairness & openness must be created by clearly laying out company policies. He indicates that it is important to communicate the values of the organization to its employees in order to increase their level of concentration, participation & motivation.

Lynn notes that communication must be a two way street to be effective employees.

Locke head & Stephens (2004) Benefits & salary packages are the main reasons why employees chose to stay with their employers.

Locke (1976) Defined job satisfaction as " a pleasure or positive emotional resulting from the appraisal of one's job experience'.

Lane et al., (2010) & Vidal et al., (2007) Found that job satisfaction is a complex phenomenon which is influenced by factors like salary, working environment, autonomy, communication & organizational commitment.

Mark Parrott (2000), Anderson & Sullivan (1993) and Rust & Zahorik (1993) believe that there is a straight line linking employee satisfaction & customer satisfaction.

Marx (1997) Believes that you must take time during the hiring process to make wise decisions, reduce the chance of making hiring mistakes.

Maertz, C.P, Jr. ,& Campion, M.A.(1998), 25 years of voluntary turn over

Meaghan Stovel, Nick Bontis(2002), Voluntary turnover: Knowledge management-friend or foe? J. intellect. Cap. 3(3): 303-322.

Messmer (2000), The vital link is a strong coaching program.

Miller, Erickson & Yust, 2001, Wells & Thelon, 2002, Ramlall, 2003, Work Environment that includes efficient managers, supportive co-workers , challenging work, involvement in decision making, clarity of work,, responsibilities & recognition, lack of such environment pushes employees to look for new opportunities.

Milkovich & Newman (2004) stated that among all types of reward, monetary pay is considered as one of the most important & significant factor of retention.

Mobley et. ai., 1978, Employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate.

MOBLEY, W.H.: Intermediate linkages in the relationship between job satisfactions and employee turnover. Journal of Applied Psychology, 1977, 62: 238.

Monczka, Zhao & Kay 2009, Four basic factors that play a vital role in increasing employee retention include salary & providing recognition, benefits & opportunities for individual growth.

Murray (1999) Stated job satisfaction has direct effect on level of absenteeism, commitment, performance & productivity.

Nadeemetal (2011) To retain employees, the organization must review their career plan & recognize those plans according to the market,

Noah (2008), Employees involvement in decision-making helps in creating a sense of belongingness among the employees,

Olomu & Adamolekun, 2005; Henman, Schwab, Fossum & Dyer (2000) Retention involves compensation, environment, growth, support, relation.

Ongori (2007) Besides today employees are the most valuable assets in any company.

Phillips DJ (1990). The price tag on turnover”, pers. J. pp. 58-61.

Porter LW, Steers RM (1973). Organizational work and personal factors in employee turnover and absenteeism. Psychol. Bull., 80: 151-176.

Porter LW, Steers RM, Mowday RT, Boulian PV (1974). “Organizational commitment, job satisfaction, and turnover among psychiatric technicians”, J. Appl. Psychol. 59: 603-609.

Price, J.L (1977).The study of turnover, first edition, Iowa state university press, IA pp. 10-25.

Rain, Lane & Steiner (1991) States that job satisfaction is correlated to life satisfaction which means that people who are satisfied with life will tend to be satisfied with the job & people who satisfied with job will tend to satisfied with their life.

Ramupr (2009) Flexibility in benefits & packages can enhance retention as it creates responsiveness to the specific needs & circumstances of individual employees.

Reichheld, 1995, Employee retention also attains benefits such as customer's satisfaction, better service, lower costs, lower price sensitivity, positive word of mouth, higher market share, higher productivity & higher efficiency.

Reichheld (1996) There are three criteria that have impact up on how hard employees are working.

Rothwell 2000, Allison 1993, Clark & Lyness 1991, Pergamit & Veum 1989, Growth & development are the integral parts of every individual's career if an employee cannot for see his path of career devvelopment there are chances of leaving an organization.

Samuel & Chipunza, 2009, the main purpose of retention is to prevent the loss of competent.

SHAW, J., DELERY,J., JENKINS, G. and GUPTA, N.: An organization-level Analysis of Voluntary and Involuntary Turnover. Business School Research Series, January 2001, ISBN.

Sherman JD (1986).“The relationship between factors in the work environment and turnover propensities among engineering and technical support personnel”, IEEE Transactions on Engineering Management, 33: 72-78.

Spector (1997) & Hirschfield (2000) indicate the different aspects of job satisfaction could be splt according to Herzberg's two dimensions.

Sokoya (2000) Found that income or compensation is the most valuabe determinant of job satisfaction.

Solomon A. (2007). Skilled Manpower Turnover and Its Management: The Cause of Ethiopian Roads Authority.

Surline, T., 1999.Staff Retention Strategies. Credit Union Executive Journal.28-31.

Suzanne Dibble, “Keeping Your Valuable Employees”, Sep 1978.

Taylor & Consenza (1997) strenthen reduce the chance of making hiring mistakes.

Teixeira, R., Koufteros, X. and Peng X.D., 2012. Organizational Structure, Integration, and manufacturing Performance: A Conceptual Model and Propositions, *Journal of Operations and Supply Chain Management* 5 (1), pp 69-81.

Tor Guinmaraes JE Owen (1997). "Assessing employee turnover intentions before and after TOM" *International J. Qual. Reliability manages.* 14 (1): 46-63. Trevor C (2001). "Interactions among actual ease –of-movement determinants and job satisfaction in prediction of voluntary turnover", *Acad. Manage J.* 44 (6): 621-638.

Wasmuth WJ, Davis SW (1983). "Managing employee turnover: Why employees leave", *The Cornell HRA Quarterly*, pp. 11-18.

Watson Wyatt's, 2006, strategic rewards study, none of the employers surveyed believe health care coverage is a key reason why top performing employees leave.

William & Werther, 1996, explain reward as what employees receive in exchange for their contributions to the organization.

Williams LJ, Hazer JT (1986). "Antecedents and consequences of satisfaction and commitment in turnover models: a reanalysis using latent variable structural equation methods", *J Appl. Psychol.* 71 (2): 219-231.

Woods, R. (2006). Turnover, Discipline, and Exits. In P . Woods (Eds). *Managing Hospitality Human Resources* (4th. Ed.) (pp.431). Lansing, MI. American Hotel and Lodging Educational Institute.

Yang, J.T., Wan, C.S., & Fu, Y.J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of hospitality Management.* 31. 837-848.

Yared D. (2007). *Staff Turnover in International Non-Governmental Organizations (NGOs): A Case Study of International Rescue Committee (IRC)*.

Zhao & Zhou (2008) Hop Pock (1935) was of the view that job satisfaction is any combination of psychological, physiological & environmental circumstances.

Zineldin, 2000, lowers price sensitivity....

Zineldin, 2000, Retention is defined as "an obligation to continue to do business or exchange with a particular company on an going basis".

Websites

www.businesswires.com

www.goolebooks.com

www.managewise.com

www.multichannel.com

[Www. Reliable surveys.com](http://Www.Reliablesurveys.com)

APPENDIX: A

Questionnaire to be filled by an employee of youth & sport office

Jimma University College of Natural Science Department of Sport Science Management

Research Title: THE STUDY ON EMPLOYEES TURNOVER & THEIR RETENTION STRATEGIES IN SOME SELECTED JIMMA ZONE YOUTH & SPORT OFFICES

The finding of this study will be presented to the University in the realm of thesis. The data will be confidentially & used for statistical purposes only & identify sources of information will not be disclosed. I would therefore be very grateful I f you could spare some time to respond to this questionnaire.

Direction: Indicate your answer by putting a ick () mark in the give box & also write on the space provided.

Part one: Personal Details-

1. No need of writing your Name _____
2. Age Below 25 25- 34 35-44 45-58
3. Gender Male Female
4. Education Diploma 1st degree 2nd degree rd degree Other
5. Period of service 0- 10 years 11- 20 years 21- 30 years above 30 years
6. Monthly income 420-1006 1007-2686 687-3985 986-6460 6460
7. Marital status Single Married widowed/widower Divorced
8. Nature of work Technical Non –Technical
9. Current position _____
10. Department _____
11. Is your workplace comfortable with adequate facilities? Yes No
12. How is your relation with the organization?
 Excellent Good Fair Poor
13. How do you feel about opportunities for career advancement in your organization?
 Excellent Good Fair Poor

14. How often the organization distributes work load equally among the employees?

Always Very often occasionally never

15. Why have you chosen to remain employed with the organization?

Career advancement challenging work salary Benefits

16. What do you think about training & development activities provided by your organization?

Excellent Good Fair Poor

17. Does your organization welcome suggestion & feedback from employees?

Yes No

18. What are factors that affect retention of employees?

Poor payment Lack of facility Lack of Interest Poor management

19. To what extent turnover of employees seen in an organization?

Always Very often occasionally never

Please read the following statements and rate them according to your agreement.

Part two. The Main retention factors:

1. Being the lowest and 5 being the highest rating.

No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Appropriate resources & equipment's are available to perform the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I am efficiently utilized with my capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Timely rewards & recognitions are given to the employees for their achievements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Employee goals are considered by the management					
5	Performance appraisal system of the company is biased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Top management takes personal care about employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Management always keeps it promise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Supervisors discuss with employees about their development plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9	Management communicates effectively with employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	There is an environment of openness & trust in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Employees in the organization are treated with fairness & respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part three. The Motivational factors:

No	Statements	Highly Dissatisfies	Dissatisfied	Neutral	Satisfied	Highly satisfied
		1	2	3	4	5
1	Salary provided by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Compensation and benefits offered by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Organizational respect toward employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Flexibility in the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Job security in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Support & guidance from my supervisors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Optimistic about promotion opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Training & development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part four. Environment that breeds turnover:

22. How is the attitude of management towards workers?

Excellent. Very good Good satisfactory Poor

23. What is the system or style of supervision adopted in your organization?

. Totalitarian Authoritarian Democratic

24. Are you satisfied with the supervisory style adopted by your supervisor/ manager? .
Yes no

25. If your answer yes / no for the above question, please explain your answer.

26. Would you recommend the organization to your friend?

Yes No

27. If you leave, would you like to return to the organization? Yes NO

28. What are your suggestions to make the organization a better place to work?

ጅማ ዩኒቨርሲቲ የተፈጥሮ ሣይንስ ኮሌጅ ስፖርት ሣይንስ ትምህርት ክፍል በወጣቶችና ስፖርት ቢሮ ሠራተኞች የሚሞላ መጠይቅ፡

የሁለተኛ ድግሪ ተመራቂ ተማሪ የመመረቂያ ርዕስ፡- በጅማ ዞን ውስጥ ከሚገኙት ወረዳዎች መካከል በተመረጡት ወጣቶችና
ስፖርት ቢሮ ሠራተኞች ሥራ መልቀቅና የማቆያ ስልት/ዘዴ፡

የዚህ መጠይቅ ዋና ዓላማ፡ይህ ከላይ በተገለጠው ርዕስ የሁለተኛ ድግሪ ማሟያ የምረቃ ፅሁፍ የምርምር ውጤት ለዩኒቨርሲቲው በገለጻ መልክ የሚቀርብ ይሆናል፡፡የሚሰበሰበው ጭብጥ የመረጃ አሀዛዊ ጥናት ለማጠናከርና የመረጃ ምንጩን ለመግለፅ ብቻ ነው፡፡ስለዚህ ውድ ጊዜያቸውን ሰውታችሁ ለመጠይቁ ምላሽ በመስጠት ለተባበራችሁኝ ሁሉ ምስጋና አቀርባለሁ፡፡

✓ መመሪያ ምላሻችሁን በተሰጠው ባዶ ሳጥን ውስጥ () ምልክት በማድረግ አሳዩ በተጨማሪ የርሶን ምላሽ ለምሹ ጥያቄዎች በተሰጠው ባዶ ሥፍራ ይጻፉ፡፡

ክፍል 1 ፡ ስለራስዎ የግል ሁኔታ /ባህሪ ይግለፁ

1. ስም መጻፍ አያስፈልግም
2. ዕድሜ ከ25 በታች 25-34 35-44 45-58
3. ሆስፒታል ወንድ ሴት
4. የትምህርት ሁኔታ ድኘት 1ኛ ድግሪ 2ኛ ድግሪ 3ኛ ድግሪ ሌላ
5. የአገልግሎት ጊዜ ከ0-10 ከ11-20 ከ21-30 31 በላይ
6. ወርሃዊ ገቢ ከ420-1006 ከ1007-2686 ከ2687-3985 ከ3986-6460
6460 በላይ
7. የጋብቻ ሁኔታ ያገባ ያላገባ ሚስቱ የሞተችበት/ባሏ የሞተባት
8. የሥራ ሁኔታ / ተፈጥሮ የሙያ ሙያዊ ያልሆነ
9. ያህኑ የስራ ደረጃ -----
10. የሥራ ክፍል / መደብ -----
11. የሥራ ቦታ ምቹና በቂ አደራጃጀት አለው? አዎ የለም
12. ከቢሮው ጋር ያለው ግንኙነት እንደት ነው?
እጅግ በጣም ጥሩ ጥሩ መጠነኛ ደካማ/ ዝቅያለ
13. ባለህብት ቢሮ የሥራ ዕድገት (ማዕረግ) አሰጣጥ ምን ይመስላል / ዕድሉ አለ?
እጅግ በጣም ጥሩ ጥሩ መጠነኛ ደካማ/ ዝቅያለ
14. ቢሮ ሥራን ለሠራተኞቹ የሚያካፍልበት መንገድ ምን ያህል ሚዛናዊ ነው?
ሁል ጊዜ ብዙ ጊዜ አልፎ -አልፎ የለም
15. ጸባይ ሥራተኝነት ለመቀጠል የምትመርጠው ለምድን ነው ?

ለሥራ ዕድገት/ማዕረግ በሥራ ለመፈተን ሊደሞዝ /ክፍያ ለሌላጥቅም

16. በቢሮው ስለሚሰጠው ስልጠናና እድገት ምንሀሳብ አለህ ?

እጅግበጣምጥሩ ጥሩ ደህና /መጠነኛ ደካማ

17. ቢሮው ለሠራተኞች ያለው አቀባበልና ግብረ መልስ መልካም ነው?

አዎ የለም/አያደርግም

18. ሠራተኛው በቢሮ እንዳይቆይ የሚያደርጉ ምክንያቶች የትኞች ናቸው?

ዝቅያለ ክፍያ አስፈላጊ መገልጊያ እጦት የፍላጎት ማጣት ደካማአመራር

19. በቢሮው የሚታየው የሠራተኛ ፍልሰት ምን ያህል ነው?

ሁልጊዜ ብዙንጊዜ አልፎ- አልፎ የለም

20. ከዚህ የሚከተሉትን ዐ/ነገሮች ካነበቡ በኋላ በተሰማሙት መጠን/ደረጃ ዋጋ ይሰጡ:: የሚከተለውን መመዘኛ ተጠቀሙ::

1 ለዝቅተኛ መጠን እና 5 ለከፍተኛ ደረጃ /መጠን ይሰጥ:

2 ክፍል 2. የማቆያ ምክንያቶች:-

ቁ	ዐረፈተነገሮች	አጥብቄአልሰማማም	አልሰማማም	ገለልተኛ	እስማማለሁ	አጥብቄእስማማለሁ
		1	2	3	4	5
1	ሥራውን ለመሥራት የሚያገለግል ተገቢ ገንዘብ ወይም ንብረት እና መሳሪያ ይገኛል::	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	በችሎታዬ በብቃት ተጠቅማለሁ::	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	የሥራ ክንውን ክፍተኛ ውጤት ሽልማትና እውቅና ለሠራተኛ በሰዓቱ ይሰጣል::	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4	የሠራተኛው ዓላማ/ ግብ የሚመዘነው በአመራሩ ነው።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	የኩባንያው (ቢሮው) አፈጻጸም ምዘና ስርዓት አድልዎ ነው።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	ከፍተኛው አመራሩ ለሠራተኛው ጥበቃ ያደርጋል።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	አመራሩ ሁል ጊዜ ቃሉን ያከብራል። (አመራሩ ሁል ጊዜ ቃል የገባቸውን ይፈጽማል።)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	ሱፐርቫይዘሮቹ ስለልማት እቅዳቸው ከሠራተኞቹ ጋር ይወያያሉ።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	አመራሩ ከሠራተኛው ጤናማ ግንኙነት ያደርጋል (አለው)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	ቢሮው ግልጠኝነትና መተማመን የሰፈነበት ምቹ አካባቢ ነው።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	የቢሮው ሠራተኞች ሚዛናዊና አክብሮት (ጨዋ) መስተንግዶ ይደርግላቸዋል።	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ክፍል 3. የማበረታቻ ምክንያቶች፤

ቁ	ዐረፈተኛዎች	በፍጽም አልረካሁም	አልረካሁም	ገለልተኛ	ረክቻለሁ	እርካታዬ ከፍተኛ ነው
		1	2	3	4	5
1	ቢሮዬ የሚከፍለው ደምዘ፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	ቢሮዬ ካሳና ጥቅማጥቅሞች ይሰጣል፡ :	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	ቢሮዬ ለሠራተኞቹ የሚሰጠው ክብር፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	ቢሮዬ ከሁኔታዎች ጋር ቶሎ ይዛመዳል፡፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	የቢሮዬ የስራ ደህንነት፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	ከሱፐርቫይዘሩ የሚሰጠው ድጋፍና መመሪያ፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	ለሠራተኛው እድገት ያለው ቅን አስተሳሰብና (አዎንታዊ ምልክታ፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	የስልጠናና እድገት ምቹ ጊዜ አለ፡፡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ክፍል 4. የስራ አካባቢው ምን ያህል ሳቢና ምቹ ነው?

22. አመራሩ ሠራተኛውን የሚቀርብበት ሁኔታ ምን ይመስላል?

እጅግ በጣም ጥሩ በጣም ጥሩ ጥሩ አጥጋቢ ነው ደካማ ነው

23. የሱፐርቫይዘሩ ቁጥጥር ስርዐትና ዘዴ እንደት ነው ?

አምባገነናዊ ነው ፈላጭ - ቆራጭነት የሰፈነበት ዲሞክራሲያዊ እኩልነት የሰፈነበት

24. በሱፐርቫይዘሩ የቁጥጥር ስርዐት ረክተህል (ረክተሽል)?

አዎ የለም (አልረካሁም)

25. ለ24ኛጥያቄምላሽህአዎ(አይደለም) ከሆነአባክዎምላሽንያብራሩ።

26. ሀ. ስለቢሮዉ ለጓደኛችህ ጥሩ ነገር ታወራለህ ? ለ. (አንተ ቢሮዉን ለጓደኛህ ትመኛለህ)? አዎ ለም

27. ቢሮዉን ከለቀቅክ በታላ እንደገና ለመመለስ ትፈልጋለህ? አዎ የለም

28. ቢሮዉን የተሻለ ሥራ ቦታ ለማድረግ ይጠቅማል የምትለውን የሚትይውን አስተያየት ብታክልበት (ብታይበት)

ስለትብብርዎ እናመሰናግለን!

