Adama Science and Technology University

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The Challenges of Employee Turnover in the provision of service delivery and organizational effectiveness: the Case of Nejo Town Revenue Authority

By

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Abstract

High turnover may be harmful to a company's productivity, if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Workers resign for many reasons but there are certain general factors, which influence the length of service of workers. The main objective of this study is to investigate the challenges of employee turnover in provision of service deliver and organizational effectiveness the case of Nejo Revenue Authority. This study will contribute by minimizing the gap in the literature and thereby establish the basis by understanding of some aspects of employee turnover in Nejo town revenue authority. The study will provide empirical information to the finance bureau and revenue authority about the challenges of employee turnover in provision of service delivery and organizational effectiveness. The research design used in this study was quantitative approach .Nejo town Revenue authority was the target population for this study. Structured questionnaires were constructed. Data presentation, analysis and interpretation have been applied with the help of descriptive statics: Percentages and frequencies, correlation, and Binary logistic regression analysis. The analysis of the finding clearly shows that the variables: employee turnover, service delivery, and satisfaction in salary found to be significant factors that affect organizational effectiveness. The study identified that salary is the main factor significantly influence organizational effectiveness.

Key words: Employee turnover, Organizational effectiveness, and Service delivery

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Finally, these acknowledgments will not be complete without mentioning Nejo Town Revenue Authority employee who helped me in completing the questionnaires and gave me information when needed.

Declaration

I hereby declare that this Thesis is my original work it has not been presented for a degree in any other university and that all sources of material used for the Thesis have been acknowledged.

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Abbreviations

EAP- Employee Assistance Program

ERA - Ethiopia Road Authority

HR- Human Resource

HRPO- Human Resource Process Owner

IRC – Institute of Research Center

MoFED - Ministry of Finance a and Economic Development

SPSS- Statistical Package for the Social Sciences

CHAPTER ONE

1. Introduction

1.1. Background of the study

Professional employees' turnover is an important and pervasive feature of the labor market (Martin, 2003). Employee turnover affects both workers and the organizations. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Organizations suffer the loss of jobs-specific skills, in performance of organization and incur the costs of hiring and training new work.

Workers resign for many reasons but there are certain general factors, which influence the length of service of workers. Workers may leave after their first morning or day at work, or resign within a few weeks or months of employment. Workers may also leave after a few years' services in order to develop a career, gain wider experiences or simply to seek variety.

High turnover may be harmful to a company's productivity, if skilled workers are often leaving and the worker population contains a high percentage of novice workers (Hutchunson, et al., 1997).Turnover can be voluntary and involuntary. The instance of voluntary turnover is initiated at the choice of the employee while employee has no choice at the instance of involuntary turnover. The employee has no choice in their termination, such as long term sickness, death, moving overseas or employer initiated termination (Martin, 2003).

Typically, the characteristics of employees who engage in involuntary turnover are no different from job strangers (Joseph, et al., 1972). However, voluntary turnover can be predicted, and in turn controlled by the construct of turnover intent. Ruby (2002) classified employee turnover into internal or external. Internal turnover involves employees leaving their current positions and taking new position within the same organization. Both positive (such as increased moral from the change of task and supervisor) and negative (such as project/rational disruption exists, and therefore, it may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical human resource mechanics, such as an internal recruitment policy or formal succession planning.

Nejo Town Revenue Authority faced an acute turnover of employees over the past few years. According to the Human Resource Report (2006) NejoTown Revenue Authority yearly turnover rates on average 65% from 2002-2006E.C. During the last five years of transformation Nejo Revenue Authority Was launched training and has set a strategic commitment for itself to make itself a center of excellence. Nejo Revenue Authority has 103 employees. And yet anecdotal information indicates that the Authority experiencing employee shortage which is seriously limiting its growth.

Turnover could be minimized through considering different preventive measures by the management. These may include providing training to the line managers for an effective supervision before appointing or upgrading them, providing security of jobs with good working environment etc. There may be an offer for re-training the existing managers who have a poor record at keeping their employee happily. Supervising managers could be accountable for employee turnover in their teams. Maximization of opportunities for individual employees such as accommodate individual preferences on working hours, regular appraisals, providing as much job security as possible can help to reduce turnover.

1.2. Statement of the Problem

Nejo town Revenue Authority is faced with a high rate of employee turnover each year and this leads to poor employee performance. When an employee leaves the organization the present employees have to fill the gap until a new employee is appointed. Employee turnover impacts on employee performance because they get disrupted on their daily work performance. Professional and technical employee is more costly to replace and their quitting will result in loss of substantial technical knowledge, (Yang, et al., 2007; 4474).

Nejo Town Revenue Authority spends lot of money on the recruitment and training of new staff members each year due to high turnover rates (Human resource management report of 2006).

There are numerous complaints from the community regarding the performance of employees at the Nejo Town Revenue Authority, for example, there are long queues and long waiting periods for paying taxes and renewing licenses.

Various studies were carried out to understand the major causes of employee’s turnover and retentions mechanisms that organizations should develop. Most of these studies were carried out by developed countries and few developing countries. Some studies indicate that every aspect of organizations is employees because turnover of employee leads to incurring loss.

In Ethiopia, even though few studies like: study conducted on ERA and IRC shows about turnover of employees, there is no empirical studies conducted on public organizations professional employees turnover which were supported by formal and published research. Therefore, the present study is done on MoFED (Ministry of Finance and Economic Development) because of employees turnover is a big issue in the organization. Currently, most young employees are leaving the organization due to unknown reasons. Because of this problem the research aim at conducting research on the challenges of employee turnover in provision of service delivery and organizational effectiveness of Nejo Revenue Authority.

Unfortunately the researcher could not access any research which was conducted in Nejo town revenue authority relating to the challenges of employee turnover in provision of service delivery and organizational effectiveness.

This study will contribute by minimizing the gap in the literature and thereby establish the basis by understanding of some aspects of employee turnover in Nejo town revenue authority

1.3. Objectives of study

1.3.1. General Objective

The main objective of this study is to investigate the challenges of employee turnover in the provision of service delivery and organizational effectiveness.

1.3.2. Specific Objective

- To investigate the major causes of employee turnover in Nejo Town revenue authority.
- To determine the impact of employee turnover on effective service delivery.
- To recommend strategies that can be used to reduce the high level of employee Turnover.

1.4. Research Questions

The following research questions are formulated for the study:

1. What are the causes of employee turnover in Nejo Town Revenue Authority?
2. How does employee turnover impact on effectiveness or service delivery?
3. What strategy can be used to reduce high level of employee turnover?

1.5. Scope of the Study

Employees' turnover is broad in the sense it comprises voluntary and involuntary turnover. This study however addresses only voluntary turnover of the employee. The study also delimit itself on voluntary employee turnover in Nejo revenue Authority, it does not focus on other finance bureaus.

1.6. Limitation of the Study

The limitations of this study includes getting the opportunity to conduct successful interviews with respondents at top level management of the sector due to their busy work schedules and the unwillingness of respondents to divulge information as well as difficulty in finding some respondents.

If the researcher uses other data collection method (interview) more issues have been discussed.
Self-reported information obtained from questionnaires may be inaccurate or incomplete,
Results of descriptive research can change over the period of time.

1.7. Significance of the Study

This study may contribute for the existing knowledge about the challenge of employee turnover and fills the gap of theoretical and empirical evidence in the country.

The study will provide empirical information to the finance bureau and revenue authority about the challenges of employee turnover in provision of service delivery and organizational effectiveness. The findings from the study will add to the literature on the topic area. This study provides the researcher to gain deep knowledge on the challenge of employee turnover in provision of service delivery and organizational effectiveness.

CHAPTER TWO

2. LITERATUR REVIEW

2.1. Introduction

Employee turnover may cause serious problems in the effectiveness of the organization, if it is not addressed by top management. According Hamermesh (2001:142), employee turnover may affect service rendered by the organization and it may cause delays in meeting customer demand. This section explains employee turnover, Organizational effectiveness, and the impact employee turnover on organizational effectiveness.

2.2. Theoretical review

Psychologist Frederick Herzberg developed his motivation-hygiene theory, also commonly referred to as the Two Factor Theory, in 1959, by interviewing a large number of engineers and accountants in the Pittsburgh area. The theory states that there are specific factors in the work environment that result in job satisfaction. Apart from these there are different sets of factors that cause dissatisfaction.

Herzberg (1959) two factor theory as cited in Bassett Jones and Lloyd (2005) provided a theoretical background for this study. Herzberg argued that employees are motivated by internal values rather than values that are external to the work. In other words, 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 Herzbergas ―hygiene factors which, although does not motivate 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,et al., 2005). Herzberg (1959) as cited in (Bassett-Jones,et al., 2005) 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 neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear,et al., 2001),(Meudell, et al., 1998), (Maertz, et al., 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 implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy

Employee turnover may cause serious problems in the effectiveness of the organization, if it is not addressed by top management. According Hamermesh (2001:142), employee turnover may affect service rendered by the organization and it may cause delays in meeting customer demand. This section explains employee turnover, Organizational effectiveness, and the impact of employee turnover on organizational effectiveness.

2.2.1. Employee Turnover

According to Page (2001:17), employee turnover encompasses personnel moves including layoffs, firings and promotions. While the idea of employee turnover is harrowing for many businesses, the desire for a stable bottom line often trumps relationships with long time employees. In many cases, employee turnover is limited by union representation and employee contracts.

According to Hamermesh (2001:143), every manager, supervisor and business owner has to understand the complexities of employee turnover before making the first personnel decision. An incorrect promotion or firing can lead to lost productivity as well as diminished loyalty from employees. The function of employee turnover is to keep essential personnel in positions best suited to their skills Mullins (2005:63). According to (Booth, et al., 2007:81), employee turnover may entail consolidating positions and creating new jobs that reflect the new challenges facing an organization.

According to McConnel (2004:289), firings and layoffs are used to reduce wages and benefits payments that are diverted elsewhere in the organization. According to (Mathis, et al., 2007:301) employee turnover can be broken down into internal and external types. Internal employee turnover strategies involve promoting current employees, adding new responsibilities to job titles and bringing in entry-level employees due to company growth. External employee turnover implies that employees are leaving the company to seek new jobs, raise families or enter retirement.

2.2.2. Organizational effectiveness

According to Cohen (2000:50), organizational effectiveness is the extent to which an organization, given certain resources and means, achieves its objectives without placing undue strain on its members. According to (Mobley, et al., 2001:493), effectiveness is the ability of an organization to mobilize its centers of power for action-producing and adaptation. Effectiveness of an organization can be seen in terms of survival of the organization.

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. According to Cohen(2000:47), organizational effectiveness captures organizational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as corporate social responsibility.

2.2.3. Impact of Organizational Effectiveness

Park (2003:123) states that organizational effectiveness serves as a gateway to training, development and consulting resources that build organizational capacity, increase individual capabilities and promote a culture of excellence through strong leadership. The division collaborates with institutional stakeholders to strategically and systemically address the organizational mission and goals. Organizational effectiveness represents a desirable attribute in organizations. According to (Mathis, et al., 2007:58), effectiveness could be defined as the degree to which the organization realizes its goals.

(Mathis, et al., 2007:101) state that organizational effectiveness is also dependent on its communicative competence and ethics. The relationship between these two variables is simultaneous.

2.3. The Empirical Evidences

The following are some of the factors affecting organizational effectiveness as described by various authors:

2.3.1. Poor Service Delivery Affects organizational Effectiveness

According to Martin (2003:303), providing levels of service that fall short of customer expectations carries the risk that customers will take their business elsewhere. Dlamini-Zuma (2009:06) states that poor service delivery will cause customers to move to another nearest province for better services which will lead to ineffectiveness. This may lead to closure of the department because there are few people who visit the department to get services. It is well documented that there is a great deal of customer inertia when it comes to changing financial service providers. Mapisa- Nqakula (2007:03) states that customers may well accept service standards that fall short of their expectations in one or two areas if they feel that the rest of the service they receive meets or exceed their requirements.

(Mathis, et al., 2007:16) state that the most important factor to consider is the level (or standard) at which the service is provided. The choice of the level of a particular service is influenced by affordability as well as community needs. Park (2003:123) states that when an organization makes decisions about the level of services, then they should seriously consider the long-term viability of providing a service at that level.

2.3.2. How a Backlog of Infrastructure Affects Organizational Effectiveness

Dlamini-Zuma (2009:06) states that the backlog in infrastructure is immense. Meeting this backlog requires large capital inputs from government, business and uses institutional developments, training and technology development. Most government departments have insufficient resources to operate and maintain infrastructure. The provision of new infrastructure and inadequate maintenance to existing schemes can result in services failing and therefore increasing the backlog. Poor infrastructure, due to lack of maintenance, impacts negatively on the community as residents have to move to other provinces. Some officers operate without telephone extensions. The fax machine is defunct most of the time making it very difficult to relay important information at any given time. Most employees share offices and they are often crowded making it difficult to effectively deliver quality service (Tapcott, 2007:21).In the same way Nejo town revenue authority faces these problem.

2.3.3. Lack of funds affects organizational Effectiveness

The obligation of public organizations to render services is mainly constrained by its limited financial resources (Van Tiem, *et al.,* 2003:155). According to (Kirschenbaum, et al.,2002:317) all levels of the government require finance to carry out their duties. In the same vein, the Nejo Town Revenue Authority, judging by its very nature of heavy workloads and targets, requires large amount of funding in order to meet their daily obligations.(Kreitner, et al., 2007) argue that the ability of the institution to provide certain services to the public is determined to a large extent by the availability of resources.

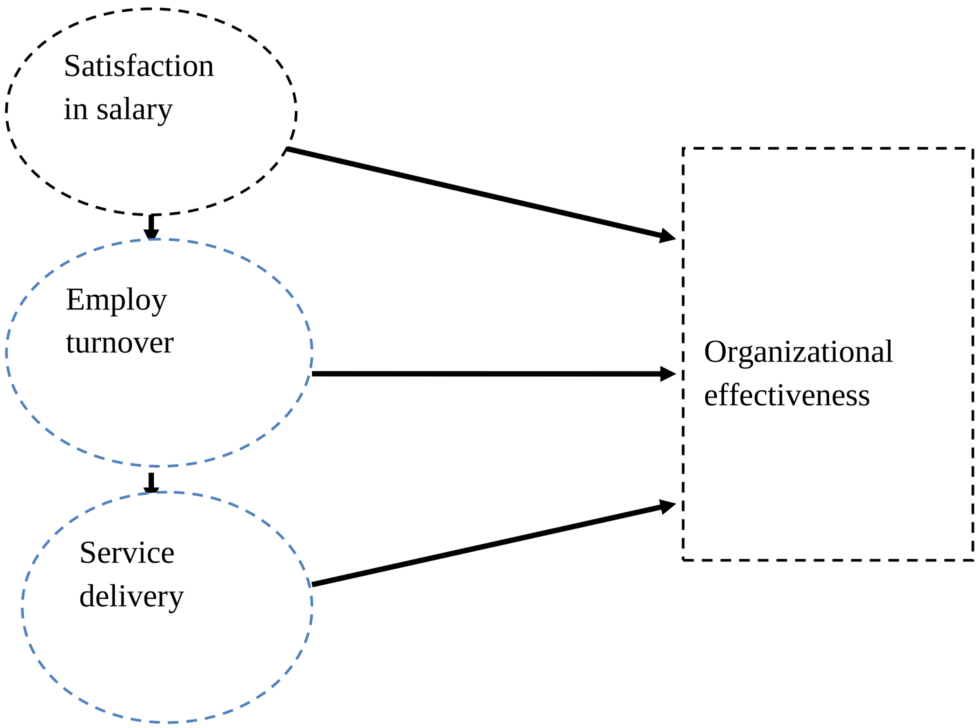
An institution’s resource, thus regulate its internal functioning. Tapcott (2007:23) stress organization must strive, within its financial and administrative capacity, to achieve its objectives and organizational effectiveness.

2.4. Conceptual framework of the study

Based on the overall review of related literatures and theories, the researcher proposed to develop the following model .The following model is proposed using theoretical frame work conducted by different researchers. The model is modified from above theories.

Figure 1 Conceptual Frame work

Independent variables **Dependent variable**



The traditional turnover model. Adapted from (Giffeth, et al., 2000); pp. 463-488

CHAPTER THREE

3. METHODOLOGY

3.1. Research Design

A research design is a logical and systematic plan prepared for directing a research study .It is a program that guided the investigator in the process of collecting data, analyzing and interpreting observations.

This study is quantitative in nature. The purpose of using this approach was to evaluate objective data consisting of numbers with the aim of achieving high levels of reliability in terms of data analysis. In line with the quantitative approach decided upon, a structured questionnaire was also administered to all the target respondents. According to Dane (2000:88), quantitative methods include reviewing a substantial amount of literature in order to provide direction for the research questions.

3.2. Population and Sampling Frame

The intent of the researcher was to conduct a research in offices like education office, revenue authority, finance office, agricultural office and cooperative to identify the reason for employee turnover. But as it is difficult to conduct it in all these offices at one, the researcher decided to choose one among these. And finally Nejo Town Revenue Authority was chosen by using a lottery method. Therefore, the total population was all employees of Nejo town revenue authority. Since there are 103 employees in Nejo revenue authority the CENSUS method was used. The researcher felt that there was no need to select a sample. All employees in Nejo town revenue authority were the target population for the current study. Therefore, the questionnaires were administered to all 103 employees at their office.

3.3. Data Collection Method

Structured Questionnaire is used to obtain the primary data. Questionnaires are data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the research questions. The questionnaires contained closed ended questions covering letter was accompanied to assure respondents of their anonymity. Consent from the Nejo town Revenue Authority is attached to the questionnaire. According to Norval (2006:13), questionnaires have a very limited purpose. The questionnaires are often one-time data gathering methods with a very short life, administered to a limited population.

3.4. Preliminary study

The objective of the preliminary study was to test the instruments and to see whether respondents can easily and willingly respond to the items of the different instruments. Then, to make reading and understanding of items easier, all the questionnaires were translated into Afan Oromo that is from English to Afan Oromo and back to English by two native speakers and English language instructors. One was given the English version to translate into Afan Oromo. The other one was given the Afan Oromo version for backward translation from Afan Oromo into English. The two (English) versions were then compared for equivalence. Examining the translation made by those two individuals, the researcher reconstructed items those failed to provide common understanding.

3.5. Validity of the study

Validity refers to the extent to which it correlates with some criterion external to the instrument itself. Validity is the degree to which an instrument succeeds in measuring what it has set out to measure. The validity of the research questionnaire determines whether the research measures what it is supposed to measure (Saunders, *et al.*, 2009:95). Items developed were provided for 10 human resource specialists from the finance bureau in order to evaluate the validity of the item. Some adjustments were made based on comments provided by specialist using face validity and content validity before administration of the questionnaire to the target respondents

3.6. Reliability of the study

(Burns, et al., 2010:73) state that reliability is a statistical concept and is related to consistency and dependability, that is, consistency in obtaining the same relative answer when measuring phenomena that have not changed.

Reliability can be estimated using Cronbach Alpha Coefficient, Kuder Richardson Formula or Split-Half Reliability Coefficient to check for internal consistency within a single test. Cronbach Alpha can be used for both binary-type and large-scale data and is the most common form of internal consistency reliability coefficient, which is based on the average correlation among items. In this study, the Cronbach's coefficient alpha was employed to check the reliability of items used for each scale separately.

According to Lombard (2010), Coefficients of alpha ≤ 0.90 are nearly always acceptable. ≤ 0.80 are acceptable in most situations, and 0.70 may be appropriate in some explanatory studies for some indices. In this study the coefficient of alpha equals 0.812, then the reliabilities were found to be good.

3.7. Data Analysis

Sarantakos (2000:60) describes data analysis as data that is statistically analyzed in order to determine whether the generated questions have been supported. The questionnaires were collected and counted to ensure that all respondents had answered and completed the questions.

Statistical methods used for this study were descriptive statistics: percentages and frequencies Binary logistic regression and correlation were utilized to analyze and summarizing the data and draw conclusions.

The data was analyzed using SPSS Version 16.0 (Statistical package for Social Sciences) software.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter focuses on the presentation of data collected from the questionnaire which was distributed to the participants. The results are presented in the form of tables and graphs. This study was quantitative in nature and out of 103 questionnaires a high response rate of 95% was obtained. Descriptive statistics was used to analyze data in this chapter. The statistical test was conducted to test the significant relationship between variables.

4.2. Descriptive statistics results

TABLE 1 AGE RESPONSES FOR EACH CATEGORY

Age in years	Gender		Total
	Male	Female	
18 – 25	12.2%	18.4%	30.6%
26 -35	5.1%	7.1%	12.2%
36 -45	15.3%	7.1%	22.4%
46 – 55	13.3%	11.2%	24.5%
56 and above	7.1%	3.1%	10.2%

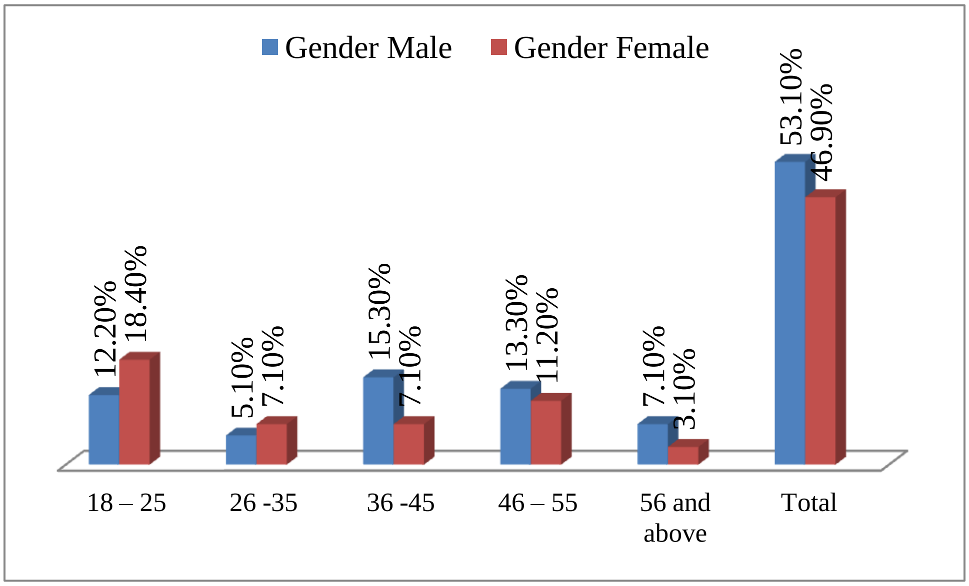
As illustrated in Table 1 above, a total of 30.6% of the respondents who participated in this study were between the ages 18-25 years old, while 12.2% of respondents were between the ages 26-35 years old. A total of 22.4% were respondents between the ages 36-45 years old. Only 24.5% of respondents were between the ages 46-55 years old and the remaining 10.2% of respondents were between ages 56 and above.

TABLE 2 LENGTH OF SERVICE OF RESPONDENTS

Services in years	Ages in years					Total
	18 – 25	26 -35	36-45	46-55	56 and above	
1 -5	16.3%	2.0%	2.0%	2.0%	0.0%	22.4%
6 -10	6.1%	5.1%	10.2%	5.1%	1.0%	27.6%
11 -15	5.1%	2.0%	7.1%	9.2%	3.1%	26.5%
16 -20	3.1%	3.1%	2.0%	8.2%	. 5.1%	321.4%
21 and above	0.0%	0.0%	1.0%	0.0%	1.0%	2.0%
Total	30.6%	12.2%	22.4%	24.5%	10.2%	100.0%

As illustrated in Table 2 above, a total of 22.4% of the respondents participated in this study were between 1-5 years of service, while 27.6% of the respondents were between 6-10 years of service. A total of 26.5% of the respondents were between 11-15 years of service. While, 21.4% of the respondents were between 16-20 years of service and the remaining 2% of the respondents were 21 years and above.

FIGURE 2 GENDER OF RESPONDENTS



The above figure shows that from the total of 98 respondents 53.10% were male employees and 46.90% of respondents were female employees.

TABLE 3 EDUCATIONAL LEVELS OF RESPONDENTS

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Other	4	4.08%	4.08	4.08
Diploma	61	62.24%	62.24	64.32
first degree	33	33.67%	33.67	98.08
Second degree	1	1.02%	1.02	100.0
Total	98	100.0%	100.0	

As it can be observed from table 3 above, most of the respondents were diploma holders (62.25%).First degree holders were 33.67%, whereas the percentage of second degree holders (0%) which is insignificant relatively. Therefore from this result we can conclude that most of the respondents were diploma holder.

FIGURE 3 NO OPPORTUNITIES FOR CARRIER ADVANCEMENT

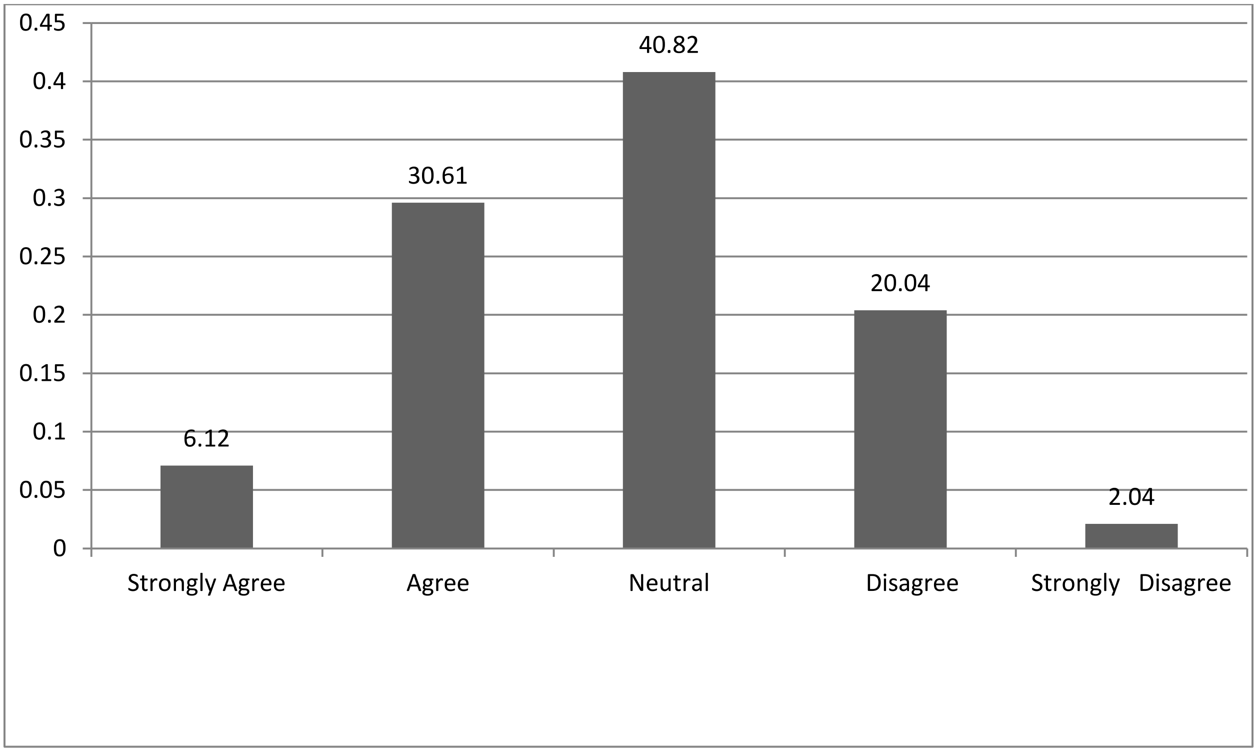


Figure 3 illustrates that a total of 30.61% of the respondents agreed that there was no opportunity for career advancement, 6.12% of the respondents strongly agree that there was no opportunity for career advancement, 40.82% of the respondents were neutral. While 20.04% of the respondents disagreedand2.04%of the respondents strongly disagree with the idea. According to Ichniowski (2004:03) another tool for employee retention is employee training. Training may help employee to become more competent and to enjoy their work even better. By providing employee with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career progression. Employee may become confident and motivated and they may not rely too much on supervision (Ichniowski, et al., 2004:3).

TABLE 4 SATISFACTION WITH WORKING CONDITION

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	16.32%	16.32	16.32
Agree	32	32.65%	32.65	48.97
Neutral	20	20.41%	20.41	69.32
Strongly Disagree	24	24.5%	24.5	93.88
Disagree	6	6.12%	6.12	100
Total	98	100%	100	

Table 4 highlights that the sum of strongly agree and agree respondents 48.97%were not satisfied with working conditions and 20.41% of the respondents were neutral. A total of 30.17%(sum of disagree and strongly disagreed) were satisfied with their working condition.. (Grobler, *et al.,* 2002:216) state that steps should be taken to identify and eliminate workplace hazards and to train and educate workers in job safety and health.(Crow , et al.,2007:36) state that when the work environment is not conducive to the employee's wellbeing and expectations it can contribute to job dissatisfaction and employee turnover. If employees are happy with the current working conditions they will enjoy coming to work every day, but if the working conditions are not conducive they will leave the organization.

Working conditions include the organization of the work such as: working hours, work schedules, work shifts, overtime, daily and weekly rest periods, emergency work, weekend work and holidays to mention just a few (Nel, *et al.,* 2004:344). According to (Crow, et al.,2007:34), job satisfaction and conditions of work has revealed the need for balance in work schedules to ensure that employees have adequate time for both work and private life in a concept known as work life balance. If the shifts are not well organized and coordinated, they can result in overworking some employees leading to low morale and dissatisfaction.

TABLE 5 EMPLOY INVOLVEMENTS IN DECISION MAKING

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	6.12%	6.12	6.12
Agree	38	38.78%	38.78	44.9
Neutral	26	26.53%	26.53	71.43
Strongly Disagree	22	22.45%	22.45	93.88
Disagree	6	6.12%	6.12	100
Total	98	100%	100	

Table 5 illustrates that a total of 44.9% of the respondents agreed that staff members were not involved in decision making, while 26.53% of the respondents were neutral and the remaining 28.57% of the respondents disagreed. Gaylor (2001:123) states that if employees do not know what is going on with the company, they are more likely to conjure up their own scenarios. Involvement is key to employee Satisfaction and employee retention. Gaylor (2001:123) states that there is a need to create horizontal lines of communications so that members of different departments can collaborate when needed to make decisions.

TABLE 6 LACKS OF EMPLOYEE ASSISTANCE PROGRAMS

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	6.12%	6.12	6.12
Agree	28	28.57%	28.57	34.69
Neutral	40	40.82%	40.82	75.51
Strongly Disagree	20	20.40%	20.4	95.91
Disagree	4	4.09%	4.09	100
Total	98	100%	100	

Table 6 highlights that a total of 34.69% of the respondents agreed that there was a lack of employee assistance program, while 40.82% of the respondents were neutral. The remaining 24.49% of the respondents disagreed. According to (Ivancevich, et al.,2004:85), an employee tends to leave the organization if there are no employee assistance programs (EAP) that are in place to help employees in the organization. Employee assistance program can be counseling or training of affected employees.

TABLE 7 INPUTS NOT APPRECIATED

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	8.16%	8.16	8.16
Agree	26	26.54%	26.54	34.70
Neutral	30	30.61%	30.61	65.31
Strongly Disagree	32	32.65%	32.65	97.96
Disagree	2	2.04%	2.04	100
Total	98	100%	100	

Table 7 illustrates that a total of 34.70% of the respondents agreed that the employee’s input was not appreciated in the organization, while 30.61% of the respondents were neutral and the remaining 34.69% of the respondents disagreed. According to Crow and Hartman (2007:31), money and benefits may attract people to the front door, but something else has to be done to keep them from going out the back. According to Gardner (2009:107), people have a basic human need to feel appreciated and proud of their work. Recognition and incentive programs help to meet these needs. A successful reward and recognition programs does not have to be complicated or expensive to be effective (Gardner, 2009:108).

TABLE 8 WORK BURDON

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	8.16%	8.16	8.16
Agree	22	22.45%	22.45	30.61
Neutral	28	28.58%	28.58	59.19
strongly Disagree	30	30.61%	30.61	89.8
Disagree	10	10.20%	10.2	100
Total	98	100%	100	

Table 8 highlights that a total of 30.61% of the respondents agreed that work boredom were the cause of employee turnover and 28.58% of the respondents were neutral. The remaining 40.81% of the respondents disagreed. (Ivancevich, et al., 2004:343) state that work that is boring and lacks challenges may lead to job dissatisfaction. When new employees start to work for an organization, they have expectations and it becomes a problem if those expectations are not met. Such expectations include being offered an opportunity to apply their skills and abilities, while also receiving the same treatment and respect as similar employees and enjoying good working relationship (Ivancevich, et al., 2004:343).

TABLE 9 WASTAGE OF RESOURCES WHEN NEW EMPLOYEE SETTLES IN

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly Agree	4	4.09%	4.09	4.09
Agree	34	34.69%	34.69	38.78
Neutral	24	24.49%	24.49	63.27
Strongly Disagree	30	30.61%	30.61	93.88
Disagree	6	6.12%	6.12	100
Total	98	100%	100	

Table 9 demonstrates that a total of 38.78% of the respondents agreed that high employee turnover causes too much wastage of resources when new employee settles in, while 24.49% of the respondents were neutral. The remaining 36.73% of the respondents disagreed.(Rothwell ,et al.,2006:244), state that new employee members make too many mistakes as they are settling in the organization. (Johnson, et al., 2006:153) state that new employees cause a great deal of wastage. Moreover, organizations experience wasted time owing to inexperienced replacement staff. Management and other staff spend valuable time not doing their job but trying to train and orientate the replacement employee. (Kreitner, et al., 2007:98) state that if an employee is not familiar with the organization, errors may occur while learning to use equipment.

TABLE 10 REDUCTIONS IN WORK PRODUCTIVITY

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	6.12%	6.12	6.12
Agree	40	40.82%	40.82	46.94
Neutral	28	28.57%	28.57	75.51
Strongly Disagree	20	20.40%	20.4	95.91
Disagree	4	4.09%	4.09	100
Total	98	100%	100	

Table 10 shows that a total of 46.94% of the respondents agreed that high employee turnover causes reduction in work productivity, while 28.57% of the respondents were neutral. The remaining 24.49% of the respondents disagreed. According to (Neo, *et al.*, 2006:289), organizations that do not retain a loyal base of employees then they constantly place an inexperienced group of non-cohesive units in the front lines of the organization. Ensuring the good employee stays with the organization will help them compete effectively within an organization. In addition, when an organization loses a valuable employee, there is a negative impact on innovation, consistency in providing service to guests may be jeopardized, and major delays in the delivery of services to customers may occur.

A decline in the standard of service provided to customers could also adversely affect the satisfaction of internal and external customers and consequently, the profitability of the organization (Neves, 2009:226).

FIGURE 4 REDUCTION IN QUALITY OF PRODUCT PRODUCED

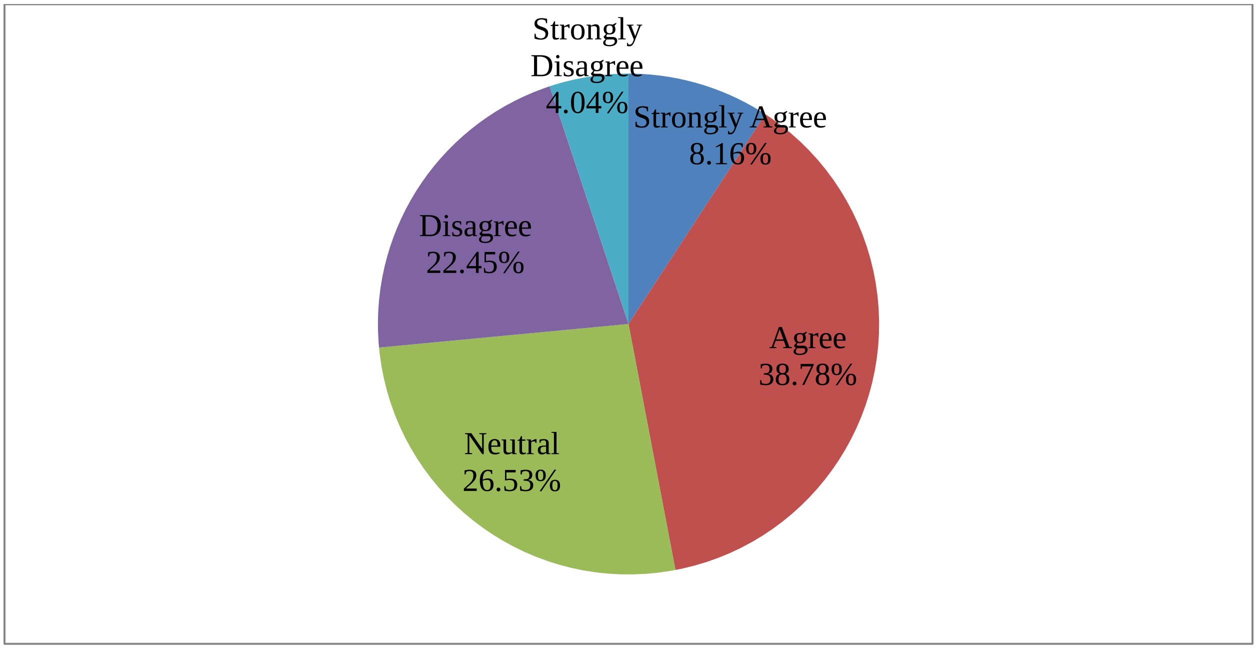


Figure 4 highlights that a total of 38.78% of the respondents agreed that high employee turnover causes reduction in the quality of product produced and 8.16% of the respondents strongly disagree, while 26.53% of the participants were neutral. The remaining 22.45% of the respondents disagreed and 4.04%of the participants strongly disagree. According to Taylor (2007:56), the quality of service in the organization decreases as a result of employee shortage. According to Taylor (2007:90), customer’s evaluation of service quality is affected not only by the end service received, but also by the service delivery process itself, which includes waiting time. (Allen, *et al.*2007:42) state that it is a straight forward case that dissatisfied employees cannot give their best performance as their mind is on the things that make them dissatisfied and they feel their effort is not appreciated. Such employees produce not only poor quality work but also less amount of work to the detriment of the organization and clients (Allen, *et al.*, 2007:45).

TABLE 11 EMPLOYEE NOT MEETING DEADLINES

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	8.16%	8.16	8.16
Agree	32	32.65%	32.65	40.81
Neutral	30	30.62%	30.62	71.43
Strongly Disagree	24	24.49%	24.49	95.92
Disagree	4	4%	4.08	100
Total	98	100%	100	

Table 11 shows that a total of 40.81% of the respondents agreed that employee turnover causes employees not to meet their deadlines, while 30.62% of the respondents were neutral. The remaining 28.57% of the respondents disagreed. According to Taylor (2007:62), employees were not meeting deadlines because there was a lack of manpower due to employee turnover. There might be delay in terms of response while waiting for the replacement employee to arrive. Again there might be some delays while assigning and aligning replacement employee. Gaylor (2001:126) states that lack of resources and too much workload in the organization can contribute to employees not being able to meet their deadlines in the organization.

FIGURE 5 DECLINE IN SERVICE DELIVERY

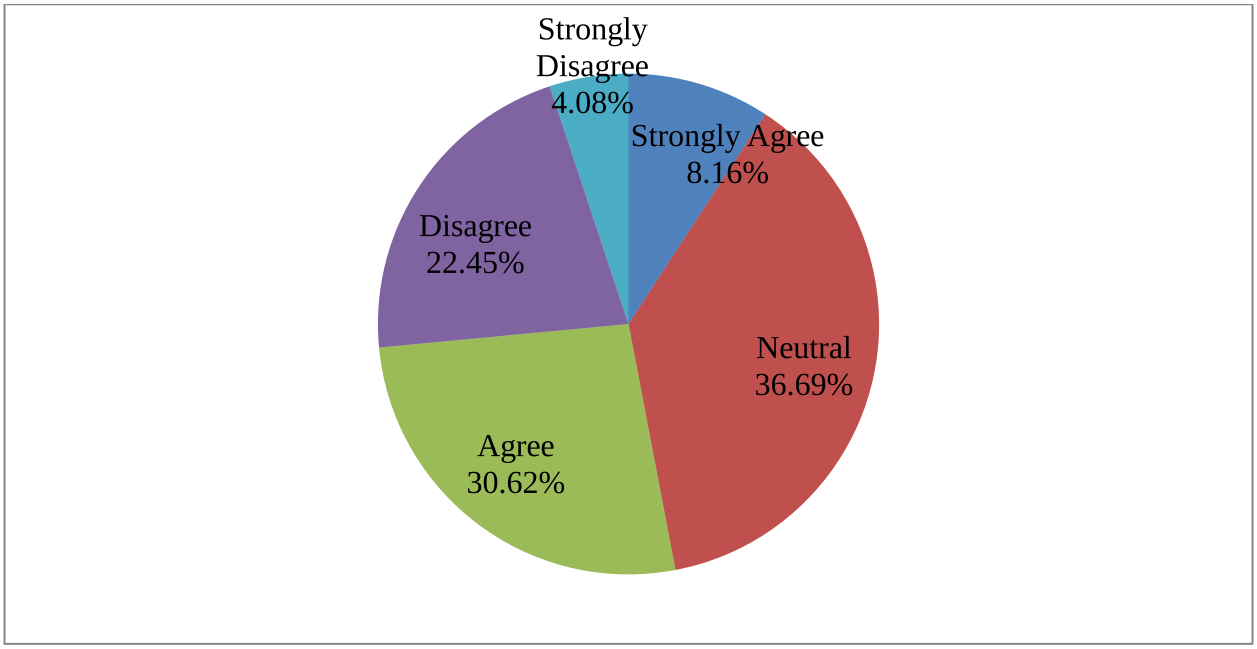


Figure 5 highlights that a total of 30.62% of the respondents agreed that high employee turnover causes a decline in service delivery and 8.16% of the respondents strongly agree with the idea. While 36.69% of the respondents were neutral. The remaining 22.45% of the respondents disagreed and 4.08% of the respondents strongly disagree.(Seccombe ,et al., 2005:103) state that even if the present employee will try to work harder they cannot produce too many goods if there is a shortage of employee in a particular department. According to Mnisi (2007:76), recruiting and selecting the right employee for service provision is very important.

TABLE 12 DISRUPTIONS TO SERVICE DELIVERY

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	16.33%	16.33	6.1
Agree	29	29.6%	29.6	35.7
Neutral	25	25.5%	25.5	61.2
Strongly Disagree	23	23.47%	23.47	94.9
Disagree	5	5.1%	5.1	100
Total	98	100%	100	

Table 12 highlights that a total of 45.94% (16.33%+29.6%) of the respondents agreed that employee turnover causes a disruption in service delivery, while 25.5% of the respondents were neutral. The remaining 28.48% of the respondents disagreed. According to Hopkins (2005:25), employee's disruptions while performing their work have a negative impact on the service delivery. If there are employees who are not at work, the service provided will be reduced compared to when all employees are at work. According to Raliphada (2007:92), employees in the organization are working hard to balance their work but the quality in the service delivery is not easy to avoid if there are still staff members who are not on duty.

TABLE 13 LOSSES OF CUSTOMERS

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	6.1%	6.1	6.1
Agree	30	30.6%	30.6	36.7
Neutral	18	18.4%	18.4	55.1
Strongly Disagree	34	34.7%	34.7	89.8
Disagree	10	10.2%	10.2	100
Total	98	100%	100	

Table 13 illustrates that a total of 36.7% of the respondents agreed that poor service provided results in loss of customers, while 18.4% of the respondents were neutral. The remaining 44.9% of the respondents disagreed. Duchessi (2002:111), states that one of the reasons for consumer frustration is waiting for efficient service. Locke (2009:05) states that a program to measure customer satisfaction should be a permanent ongoing process that satisfies what customers want.

TABLE 14 EMPLOYEE'S WORK RELATIONSHIP

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	14.3%	14.3	14.3
Agree	30	30.6%	30.6	44.9
Neutral	30	30.6%	30.6	75.5
Strongly Disagree	18	18.4%	18.4	93.9
Disagree	6	6.1%	6.1	100
Total	98	100%	100	

Table 14 above highlights that a total of 44.9% of respondents agreed that working relationship between employees must be improved, while 30.6% of respondents were neutral. The remaining 24.5% of respondents disagreed that working relationship must be improved between employees. (Smit, et al., 2003:232) state that sometimes workers absent themselves just to avoid being in contact with a particular individual because they are angry at each other or fearful of each other. (Dalton, et al., 2001:810) state that unhealthy competition and lack of team spirit among the employees themselves may cause lowered group cohesiveness leading to employee turnover.

TABLE 15 EMPLOYEE RECOGNITION ON GOAL ACHIEVEMENT

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	10	10.2%	10.2	10.2
Agree	40	40.8%	40.8	51
Neutral	28	28.6%	28.6	79.6
Strongly Disagree	16	16.3%	16.3	95.9
Disagree	4	4.1%	4.1	100
Total	98	100%	100	

Table 15 above illustrates that a total of 51% of respondents agreed that employees must be recognized when they achieve goals, while 28.6% of respondents were neutral. The remaining 20.4% of respondents disagreed that employees must be recognized when they achieve their goals. (Smit, et al., 2003:230) state that after achieving their goals, employees like to be recognized by the organization. Recognition can be in the form of praising an employee or can be placed on a notice board in the organization as employee of the month. Recognition motivates employees to feel that they are the part of the organization at large Luthans,(2002:431).

TABLE16 EMPLOYEE MUST BE PAID WELL (REASONABLE SALARY)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	16.3%	16.3	16.3
Agree	38	38.8%	38.8	55.1
Neutral	22	22.4%	22.4	77.5
Strongly Disagree	18	18.4%	18.4	95.9
Disagree	4	4.1%	4.1	100
Total	98	100%	100	

Table 16 above highlights that a total of 55.1% of respondents agreed that employees must be paid well, while 22.4% of respondents were neutral. The remaining 22.5% of respondents disagreed.(Herzberg, *et al.*, 2002:171) state that factors like work environment, pay and company policies are factors that eliminate dissatisfaction. While pay is not the only reason for satisfaction or dissatisfaction, it should be noted that employees' perception of the level of reward they receive in return for their contribution is extremely important to the success of the organization. According to McConnell (2004:283), if employees' needs are fulfilled, then this increases their commitment to employee performance

TABLE 17 CORRELATIONS

		Satisfaction in salary	Employee turnover	Organizational effectiveness
Satisfaction in salary	Correlation	1	-.800**	.377**
	Sig. (2-tailed)		.000	.008
	N	98	98	98
Employee turnover	Correlation	-.800**	1	-0.471**
	Sig. (2-tailed)	.000		.001
	N	98	98	98
Organizational effectiveness	Correlation	.377**	-0.471**	1
	Sig. (2-tailed)	.0	.001	
	N	98	98	98

**. Correlation is significant at the 0.01 level (2-tailed).

- As it can be observed in table 17 above (r = -0.471 with p-value = 0.001, n=98) even if the value of sig(r) is negative, there is significant relationship between employee turnover and organizational effectiveness.). There is significant economic impact when an organization loses any of its valuable employees, especially given the knowledge that is lost with employ departure (Booth, et al., 2007:297)
- Table 17 above shows there is strong relationship between satisfaction in salary and Organizational effectiveness .Because (r = 0.337 with p-value = 0.008, n=98)
- Table17 above also indicates, there is significant relationship between satisfaction in salary and employee turnover. Because (r = -0.8 with p-value = 0, n=98)

TABLE 18 DESCRIPTIVE STATISTICS OF EMPLOYEE TURNOVER

			Predicted		
			Employee turnover		Percentage Correct
	Observed		No	Yes	
Step 0	Employee turnover	No	0	76	.0
		Yes	0	22	100.0
	Valid				59.2

a. Constant is included in the model.

b. The cut value is .500

From the table 18 one can observe that (76) 77.55% the respondents were not satisfied with their salary but (22) 22.45% of them satisfied with their salary. The majority of Nejo town revenue authority employees were not satisfied with their salary. From this table one can conclude that salary is the primary cause of employee turnover.

TABLE 19 HOSMER AND LEMESHOW TEST

Step	Chi-square	Sig.
1	2.212	.974

One way to assess the model is by the Hosmer-Lemesho criteria. This test divides the data into several groups based on values, then computes a chi-square from observed and expected frequencies of subjects falling in the two categories of the binary response variable within these groups. Large chi-square values (and correspondingly small p-values) indicate a lack of fit for the model. . In the table 19 above we see that the Hosmer-Lemeshow chi-square test for the employee turnover model yields chi-square = 2.212 with p-value of 0.974 thus suggesting a model with good predictive value

TABLE 20 BINARY LOGISTIC REGRESSION ANALYSIS

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1[a]	Satisfied salary	-6.897	2.034	11.496	1	.001	.001
	Work burden	-.203	.533	.145	1	.703	.816
	Working condition	-1.338	.608	4.844	1	.028	.262
	Constant	9.090	3.575	6.466	1	.011	8.864E3

Variable(s) entered on step 1: independent variables (Satisfied salary, Work burden, Working condition).

Variables entered on step 1

1. Independent variables: salary satisfaction, work burden, working condition
2. Dependent variable: organizational effectiveness

Table 20 logistic regression is result of organizational effectiveness on salary satisfaction, work burden and working condition.

The significance of each variable is measured using a Wald statistic. Using p=0.05 as a cutoff criterion for not including variables in the equation, it can be seen that salary satisfaction (p=0.001) with odd ratio (exp (β)) 0.001 having believe organizational effectiveness to reduce Work burden (p= 0.703) with (exp (β)) 0.816 do not appear to be important predictor variables. Working condition (p= 0.028) with (exp(β)) 0.262 appear to be important predictor variable .

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDING, CONCLUSTION AND RECOMMENDATION

5.1. Summary of major findings

This chapter focuses on the conclusion and recommendation of the study. Nejo Revenue Authority is one of the offices which affected by poor service delivery for many years. The main aim of this study was to investigate the challenge of employee turnover in provision of service delivery and organizational effectiveness.

It is noted that employee turnover has a negative impact on the organizational productivity. The conclusions are drawn in line with the study objectives and in an attempt to answer the study's main research questions, regarding strategies that can be used to reduce employee turnover. The recommendations from this study will be made available to the top management. The research design was quantitative in nature where structured questionnaires were used for the collection of data. The SPSS software version 16 was used to analyze data and tables and figurs were used to present the results. A pre-coded closed ended questionnaire was administered to the target population. Only employees of the Nejo Revenue Authority staffs participated in this study. The personal method of data collection was used to administer the questionnaires to all 103 respondents in the Nejo Revenue Authority and a high response rate of 95% was obtained.

Major Findings

- ✓ Highly negative relationship between employee turnover and organizational effectiveness.
- ✓ Salary satisfaction has a positive relationship with service delivery.
- ✓ Service delivery has a positive relationship with organizational effectiveness
- ✓ There is strong relationship between satisfaction in salary and organizational effectiveness.
- ✓ There is significant relationship between satisfaction in salary and employee turnover.

- ✓ Employee turnover has significant contribution for absent in organizational effectiveness. That means, as employee turnover increases it leads to absent in organizational effectiveness. As employee turnover decreases organizational effectiveness increases.

5.2. Conclusion

This study focused on the impact of employee turnover on organizational effectiveness and service delivry the case of Nejo Revenue Authority. Employee turnover may be caused by lack of opportunities for career development, remuneration and working condition. Employee turnover if not taken into consideration will damage the image of the organization, where customers will lose trust in the organization. Moreover, productivity of the organization will also decrease, while employees will be de-motivated to work for a company with high employee turnover rate. This study therefore makes recommendations arising from the empirical analysis, to reduce employee turnover in the Nejo Revenue Authority.

According to(Ivancevich, et al.,2004), personal interest and background may be the cause of employee turnover. Awareness programs to employees about the retention strategies in the Nejo Revenue Authority play an important role in employee turnover reduction. Although employee turnover has cost effects in organization, it also results in lots of customer complaints about the service that is not up to standard. According to Kleiman (2003:60), front line staff is often the ones who set the image of the company. It is therefore very important to ensure that front line staff members are empowered to deal with customer requests efficiently, since the ability or inability of the front line staff to respond to these requests reflects on service delivery offered by Nejo Revenue Authority. The recommendation made is generalized to the Nejo Revenue Authority as it was an in house investigation.

5.3. Recommendations

Arising from the empirical analysis of results, the following recommendations are made for the Nejo Revenue Authority:

- Top management should create opportunities for career advancement in the organization. Creation of opportunities for career advancement may help employee to become more competent and to enjoy their work even better.

- Top management should give due recognition to its internal employees when there are new positions within the organization. Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs (Mathis, et al., and 2007:116).
- Top management should improve working conditions within the organization. The working environment should be conducive for employee's health and safety in the department. To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity. When the adverse effects of the physical work environment are not attended to by management, employees may lose interest in the work and might leave the organization (Del Val, et al.,2003:151).
- Top management should involve employees in the decision making process. Top management should involve employees in any issue that will affect them in the organization. Employee involvement may be through meeting with their representatives.
- Top management should also appreciate employee's input in the organization when they meet organizational goals. Appreciation can be through announcement or writing a letter of recommendation and placing it in the notice board or provide some incentives.
- Top management should reduce work burden to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become bored by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organization (Erasmus, *et al*., 2003:41).
- Top management should provide induction and orientation to new employees in order to reduce to much wastage of resources. Providing training to new employees will help in the reduction of wastage of resources while the new staff member settles in.
- Top management should reduce employee turnover in order to improve organizational productivity by retaining the best employees. Thus, quality of service delivery will be improved in Nejo Town Revenue Authority.
- Top management should improve service delivery within the organization. Martin (2003:99) asserts that employee turnover may have devastating effects on service rendered

by the organization and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints.

- Top management should provide benefits that will attract the best employees to remain in the organization in order to improve service delivery.
- Top management should ensure that a reasonable salary is paid to employees in the organization. According to (Grobler, *et al.,* 2002:382) compensation refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package
- Top management should establish the absenteeism patterns in organization over a period of time (e.g. three months) (Nel, *et al.,* 2004:548). It was noted that employee turnover starts with regular employee absenteeism and thereafter staff turnover.
- Top management should make efforts to have weekly sessions where the unit meets as a team to share information, experiences and concerns.
- Top management should recruit more employees to close the gap left by previous Employees in order to reduce work stress to present employees and to reduce over
- Top management should encourage team work within the organization to improve organizational effectiveness. Top management should provide training to new staff members in order to reduce wastage of resources when new employee settles in and at the same time to improve quality of service provided by department.

5.4. Direction for Further Research

A quantitative approach was employed in this research and questionnaires were used to collect data from the respondents. In this study, the majority of respondents had different opinions on employee turnover and there is also a need to conduct further research which can focus on employee retention strategies. Further research could be done in this field of study using qualitative methods. Qualitative methods could allow the researcher to use interviews to collect rich data from the respondents. Other scholars could also investigate their research with other offices of Oromia to make a comparative analysis.

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List of Annexure

A: Permission Letter to Conduct Research

COVERING LETTER Annexure TO RESPONDENTS

QUESTIONNAIRE COMPLETION: Nejo Town Revenue Authority Employee

In fulfillment of the Masters degree in Business Administration, I am carrying out a research Thesis at Adama Science and Technology University. The study is entitled: The challenge of employee turnover on provision of service delivery and organizational effectiveness at Nejo Town Revenue Authority. The purpose of this study is to help expand the body of knowledge and to determine how employee turnover impact on organizational effectiveness. To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide will not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study.

Your participation will be highly appreciated.

Regards

Aberash Gunja

Annexure B: Questionnaire to Respondents

Questionnaire to respondents

1. Please tick one of the correct answers with an (X).

2. Answer all questions

Section A: : Demographic factors

1. **Age**

	Year	Option
1.1	18-25 years	1
1.2	26-35 years	2
1.3	36-45 years	3
1.4	46-55 years	4
1.5	56 and above	

2. **Gender**

	Gender	Options
2.1	Male	1
2.2	Female	2

3. Experiences

	Year	Options
3.1	1-5 years	1
3.2	6-10 years	2
3.3	11-15 years	3
3.4	16-20 years	4
3.5	21 and above	5

4. Educational level of Respondents

	Qualification	Options
4.1	Second degree	1
4.2	Degree	2
4.3	Diploma	3
4.4	Others	4

Section B: Questions

STRONGLY AGREE= SA

AGREE = A

NEUTRAL = N

DISAGREE = D

STRONGLY DISAGREE = SD

1. Are you satisfied with your salary?

    0. No   1. Yes

2. Please indicate your response regarding causes of employee turnover.

No	ITEM	SA	A	N	D	SD
		1	2	3	4	5
2.1	In my organization there is no Opportunity for career advancement.					
2.2	I’m not satisfied with working conditions.					
2.3	Staff members are not involved in decision making.					
2.4	There is a lack of employee assistance programs.					
2.5	My input is not appreciated					
2.6	Work Burdon is the causes of employee turnover.					

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3. Please indicate your response regarding the impact of employee turnover on service delivery or effectiveness.

No	ITEM	SA	A	N	D	SD
		1	2	3	4	5
3.1	High employee turnover causes too much wastage of resources when new employee settles in.					
3.2	High employee turnover causes reduction in work productivity.					
3.3	High employee turnover causes reduction in the interest of employee.					
3.4	High employee turnover cause employee not to meet their deadlines.					
3.5	Employee turnover causes a decline in services provision.					
3.6	Employee turnover disrupts service delivery.					
3.7	Service provided results in loss of customers.					

4 Please indicate your response regarding ways that can be used to reduce employee turnover

No	ITEMS	SA	A	N	D	SD
		1	2	3	4	5
4.1	Work relationship between employees must be improved.					
4.2	Employees must be recognized when they achieve goals.					
4.3	Employee must be paid well (reasonable salary).					

Thank you for your co-operation.