

INFLUENCE OF MANAGEMENT STRATEGIES ON THE HIGH TURNOVER OF THE
EMPLOYEES AT THE CATHOLIC UNIVERSITY OF ST. THOMAS AQUINAS IN ETHIOPIA

BY

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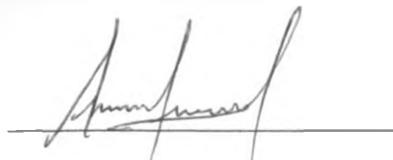
A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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DECLARATION

I declare that this research project is my original work and has not been presented in any other University for an award.

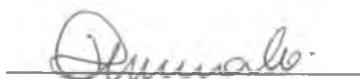


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This research project report has been submitted for examination with my approval as University Supervisor.



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DEDICATION

This research project report is dedicated to my family members: my mother Kebebush Reta, my father, my brothers, my sisters and relatives for who they have been for me.

ACKNOWLEDGEMENT

The task of writing this research project report was made possible by the indispensable assistance of individuals I wish to acknowledge.

I wish to express my sincere gratitude and appreciation to my supervisor Ms. Juliana Munialo whose support, patience and guidance were instrumental towards the completion of this research project report.

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ABBREVIATIONS AND ACRONYMS

CBCE	Catholic Bishops Conference of Ethiopia
CMRS	Catholic Major Religious Superiors
CNEWA	Catholic North Eastern Welfare Association
ECS	Ethiopian Catholic Secretariat
ECUSTA	Ethiopian Catholic University of St. Thomas Aquinas
FDRE	Federal Democratic Republic of Ethiopia
HERQA	Higher Education Relevance and Quality Agency
ICUSTA	International Catholic University of St. Thomas Aquinas
MDO	Masters of the Dominican Order
MOA	Memorandum of Understanding
UNDP	United Nations Development Program
SWOT	Strength, Weakness, Opportunities and Threats

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ABSTRACT

The title of the research is: the influence of the management strategies on the high turnover of employees at the Ethiopian Catholic University of St. Thomas Aquinas. The purpose of the study therefore is to find out to what extent management strategies play a vital role in the high turnover of employees at the University. The specific objectives of the study were to explore: the influence of planning strategies, the influence of directing strategies, the influence of organizing strategies, the influence of controlling strategies on the high turnover of the employees at the University. The study was delimited to the Catholic University in Ethiopia. The study's target population included Board of directors, Managers at different levels, Teachers and Consultants. The study had also a limitation that English language is neither the mother tongue nor the national language in Ethiopia. This therefore was a barrier for the researcher and the respondents. The literature review consulted the view of different writers/authors in relation to the research problem identified, which is, why there is a high turnover of employees at the University. The literature review assessed the historical development of the University and the different strategies in management. The study had a research methodology which included research design, which is descriptive survey. The sample population of five boards of directors, four managers at different levels, five teachers, three consultants, and total seventeen participated in the study was obtained. The research methodology also used sampling procedure, which is purposive sampling. This is to say a non probability sampling technique. The researcher administered questionnaire to all the target population in the data collection procedure. The reliability and validity of the research instrument was assessed. The study is conceptualized by independent variables which include Planning -as setting goals and objectives, Organizing as coordinating organizational resources, Directing as effective communication and Controlling as evaluating. The study was expected to reveal the dependent variable, which is the high turnover of employees, influenced by the management strategies. The reliability and validity of the findings was addressed. Last but not least, as summary of the findings, the study found that the University faced a lot of challenges right from its start. Lack of clear strategies on how to manage the university, and conflict among staff members were some of the problems identified. The study concluded that the management at the university needed to regularly evaluate itself to amend its problems. The study put as a suggestion that there was a need to carry out a research to determine for the University on how to move forward despite the many challenges facing.

CHAPTER ONE

INTRODUCTION

1.1. Back ground to the study

According to Maylor (2003), management is defined as the technical discipline of applying and administering authority over others which is given through the formalized structural arrangement of the organization. Hence, management is a process of achieving the goal of the organization through the manager, who is capable of directing and administering the work to others. Management is a process of changing resources into production. John Pearce defined strategy as manager's large – scale, future-oriented plans for interacting with the competitive environment to achieve organization objectives, (Pearce, 2007). A strategy therefore reflects an organization's awareness of how, when and where it should compete; against whom it should compete; and for what purpose it should compete. Management strategies for this reason as Pearce defined it, is the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives.

According to Pearce, management strategies comprise the following tasks: Formulate the organization's mission, including broad statements about its purpose, philosophy, and goals. Conduct an analysis that reflects the organization's internal conditions and capabilities. Assess the organization's external environment, including both the competitive and the general contextual factors. Analyze the organization's options by matching its resources with the external environment. Identify the most desirable options by evaluating each option in light of the organization's mission. Select a set of long-term objectives and grand strategies that will achieve the most desirable options. Develop annual objectives and short-term strategies that are compatible with the selected set of long-term objectives and grand strategies. Implement the strategies by means of budgeted resources allocations in which the matching of tasks, people, structures, technologies, and reward systems is emphasized. Evaluate the success of the strategies input for future decision making.

Since the 1990s, reducing pervasive poverty and ensuring human development in Ethiopia has been the main vision of the Ethiopian Government (UNDP 2007). This vision is explicitly incorporated in various government development policies, such as Education. The plan of

founding a Catholic University in Ethiopia originated from the State Visit of His Excellency, Prime Minister Meles Zenawi, to the Vatican in April 1997. He articulated his desire to His Holiness Pope John Paul II to set up a Catholic University in his country. Even though Catholics comprise a small minority in the country they still significantly contribute to the field of education, and most of the institutions run by religious bodies rank among the very best in the country (Draft Strategic Plan 2010-2015).

Ethiopia has been one of the African countries that has been undergoing through a long time of civil war. Lack of high quality educational institutions as a result of the civil war, leaves many young Ethiopians to go elsewhere to study. Some are simply left with no other educational option. The government of the Prime Minister therefore gives priorities to the improving and widening educational opportunities as essential, since the country is under severe pain due to "brain drain" with many educated Ethiopians seeking better opportunities abroad, (UNDP 2007)

Establishment of ECUSTA experienced a setback when four of the five members of the original core group (of the religious) left the country. Fortunately, the one that remained, Rev. Fr Rogelio managed to stay and continued with the work of Catholic University Project. Finally, on May 2007, a new group of a meld of religious and lay organized themselves to work towards the pre-accreditation of ECUSTA as (initially) a higher learning institute (Draft Strategic Plan 2010-2015).

Due to policy issues in admission of students and lack of professional personnel to continue the project, the Dominicans handed over the project to new administration with Fr. Tekle Mekonnen as the President. The transition period took several months but finally the handing over was completed in March 2010 (Progress Report of ECUSTA 2010).

Within these years, ECUSTA has experienced a high turnover of employees. The vice-president of ECUSTA was the last to resign from ECUSTA. As Galabawa (2001) stressed, the most distinctive of organizational culture with respect to the social developments of an organization or corporation is its ability to influence the employees of the organization or corporation to work hard, to love their work and to be dedicated in terms of scheduling, effectiveness and efficiency. Are the employees of ECUSTA in a conducive working environment that enables them to continue with their work?

1.2. Statement of the problem

The Ethiopian Catholic University is not only a need and important to the people of Ethiopia, but also is the only Catholic University in the country. One, therefore, can imagine the historical importance of this University, besides its contribution to the academic excellence it gives to the people. Despite of this, however, there is no continuity in the managerial system of the University because of the high turnover of employees. Why is this so? This question can only be answered by carrying out research as to why there is high turnover of the employees at ECUSTA.

1.3. Purpose of the study

The purpose of this study was to investigate the influence of the management strategies on the high turnover of employees at the ECUSTA.

1.4. Objectives of the study

The objective of the study was to investigate:

1. The influence of planning strategies on the high turnover of the employees at ECUSTA.
2. The influence of directing strategies on the high turnover of the employees at ECUSTA.
3. The influence of organizing strategies on the high turnover of employees at ECUSTA.
4. The influence of controlling strategies on the high turnover of employees at ECUSTA.

1.5. Research questions

1. How does Planning strategies influence the high turnover of the employees at ECUSTA?
2. How does Directing strategies influence the high turnover of the employees at ECUSTA?
3. How does Organizing strategies influence the high turnover of the employees at ECUSTA?
4. How does Controlling strategies influence the high turnover of the employees at ECUSTA?

4. How does Controlling strategies influence the high turnover of the employees at ECUSTA?

1.6. Significance of the study

First of all, the study was very significant to me as a student of Project Planning and Management as the finding broadened my knowledge about management system in a higher institute.

As mentioned above, it is only six years since ECUSTA officially began to operate. New as it is, it is still in the process of growing. For this reason the study would have a great contribution for ECUSTA employees and administration to know how to effectively manage it.

The recommendations made after the study discovered what ECUSTA's weaknesses, strength, opportunities and threats are, especially as it compares itself with its competitors.

1.7. Delimitation of the study

The study was delimited to ECUSTA in Ethiopia. Ethiopia is located in the North-Eastern part of Africa. ECUSTA is located in Addis Ababa, the Capital City of Ethiopia, in an area called Laphto Kefle Ketema. The target population included Board of Directors, Managers at different levels, Teachers and Consultants

1.8. Limitation of the study

English Language is neither the mother tongue nor the national language in Ethiopia, it is not therefore broadly used in the country. Therefore both for the researcher and the respondent, there was a language barrier. This would also affect the use of research instruments that needed reading before it is administered. Accessibility of the target population is so scattered that there was need to have a serious follow up. Respondents were unwilling to give the answers objectively due to hesitance to give full information about their institution. The distance travelling from Kenya to Ethiopia, within Ethiopia and from Ethiopia to Kenya was expensive and time consuming, considering that the project was self sponsored.

1.9. Basic assumption of the study

The study was based on the following basic assumption: The sample population of the University; Board of directors, managers at different levels, staff members, and consultants would provide the entire population of the University. It was also assumed that the respondents would give accurate and honest information and that the entire University community would provide the necessary support to the researcher.

1.10. Definition of terms as used in the study

Management Strategies	The strategies employed in managing the establishment of the University.
Jurisdiction	Refers to the Master of the Dominican Order (MDO) who are granted administrative authority over ECUSTA.
Memorandum of Understanding	A document that describes a bilateral or multilateral agreement between parties, such as between the government of Ethiopia and ECUSTA.
Accreditation	Quality assurance process under which services and operations of educational institutions or programs are evaluated by an external body, such as the ministry of Education, to determine if applicable standards are met.
Trans-discipline	Refers to a research study focused on problems that cross the boundary of two or more disciplines.

1.11 Organization of the study

This study has five chapters; chapter one comprises of the background information to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation and limitation, basic assumptions, definition of significance terms and finally the organization of the study.

Chapter two begins with a brief historical development of ECUSTA, then reviews literature related to management strategies, the value of management strategies, motivation of the workforce in management, the role of communication in management, team building in management, leadership and effective management, conceptual framework and the summary.

Chapter three, The research methodology which describes the research design, target population, sample and sampling procedures, research instrument, validity and reliability of instruments, data collection procedures and data analysis is presented..

Chapter four is about the data analysis, presentation and interpretation of the findings that was acquired at ECUSTA. This was presented in various parts such as the general information about the respondents, their gender, age brackets and so on. This chapter also holds the finding of the core issue of the research, which is the affluence of the management strategies on the high turnover of employees at ECUSTA.

Chapter five is a summary of findings, discussions, conclusions and recommendations. Several factors were identified that influenced for the high turnover of employees at ECUSTA.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

According to Mugenda and Mugenda (2003), review of the literature involves systematic identification, location and analysis of documents containing information related to the research problem being investigated. This chapter tries to investigate the factors for the success or failure of the management of organization. After consulting the view of different writers/authors, the chapter begins with the historical development of ECUSTA. Following this, the reader will confirm the concept of management strategies and its different parts such as Planning, Directing, Organizing and Controlling. The reader will also confirm the conceptual framework of the study. And finally conclusion also is covered in this chapter

2.2. Historical development of ECUSTA

The project authorization for establishing the Catholic University was entrusted to the Catholic Bishops Conference of Ethiopia (CBCE). The Jesuits (Male Religious orders), initially undertook the task and presented feasibility studies. However, the project did not take-off due to lack of qualified personnel. Other religious congregations who work in Ethiopia were also requested to lead the project, but were unable for the same reason. The CBCE had to look for other options by requesting several religious congregations including the Dominican Order (the Order hereafter). The Order responded by sending a team headed by Rev. Fr. Roger Hounbedji, a Socius (assistant of the superior) of the Order for Africa. The team visited Ethiopia in 2001 and reported a positive feedback to the Master of the Dominican Order (MDO). The team found it necessary to identify a core group to organize the project (Draft Strategic Plan 2010-2015).

The MDO then sent out invitations to various provinces to make the Ethiopian project part of their mission. The Philippine province expressed to the MDO their willingness to provide personnel for the project. It, however, refused to take a full responsibility for the project as their provincial endeavor. It was then decided that the project be under the immediate jurisdiction of the MDO. The entrusted group carried out a visual assessment of Addis Ababa and its locality

from 23 June - 7 July 2003 to identify the needs and possibilities for the University project and the new community of friars. After careful inspection of the project environment, a memorandum of agreement (MOA) was signed between the Order and the CBCE, represented by His Excellency, Archbishop Abune Berhaneyesus D. Souraphiel on 20 October 2003 at the Convent of St. Sabina in Rome, Italy (Draft Strategic Plan 2010-2015).

The MOA detailed the foundations of the working relationship between the Order and the CBCE for the foundation and operation of the ECUSTA. Then, on 13 September 2005, the FDRE and the CBCE signed an agreement for the establishment of an international-standard Catholic University in Addis Ababa. The agreement was signed by the Minister of Education, Her Excellency, Mrs. Genet Zewdie, and the President of the CBCE, His Excellency, Archbishop Abune Berhaneyesus D. Souraphiel. It was witnessed by the Minister of Foreign Affairs, His Excellency, Mr. Seyoum Mesfin; and Apostolic Nuncio to Ethiopia, His Excellency, Archbishop Ramiro Moliner Ingles. Sixty hectares of land were granted by the government in the south western part of Addis Ababa on a renewable 99 year lease. The large size of the land reflects the government's commitment to the successful launching of ECUSTA. Contacts were initiated with the higher education relevance and quality agency (HERQA) concerning accreditation. In 2006 a proposal was prepared defining the implementation of the proposed project and the running of the university during the initial period. In a meeting of the CBCE on 16 December 2004, the Assembly had approved to put the Catholic University under the patronage of St. Thomas Aquinas, and gave the official name of the university: Catholic University of Ethiopia - St. Thomas Aquinas (CUE-STA). In 2006, the Catholic University was renamed ECUSTA (Ethiopian Catholic University of St. Thomas Aquinas) (Draft Strategic Plan 2010-2015).

The name ECUSTA was given by the Dominican missionaries, to make it part of the Dominican Universities in the world, i.e. ICUSTA (International Catholic University of St. Thomas Aquinas) was established with the vision to become a well-reputed international training institution committed to the formation of conscientized, humanistic, innovative, dynamic and nationalistic future leaders participating meaningfully in the construction of social, economic and political transformation of Ethiopia and the world. ECUSTA is also established with its own mission. This is to impart an open, free and pluralistic education to students of outstanding ability regardless of confessional affiliation and to help expand the horizons of knowledge and

human reasons through the rigorous exchange of ideas. It is also to provide education in relevant fields of specialization for the material, intellectual and spiritual development of Ethiopian society while at the same time engaging in research relevant to the needs of the nation. ECUSTA is also established with committing itself to the Christian ideals, the Ethiopian philosophy of education, the molding of the youth through the Ethiopian philosophy of education, school community's exposure to the context of the poor, whose response to the needs of the nation and society borne out of contemplative and critical reflection of their relationship with God, the world and their fellow citizen (CURRICULUM DPT of Social Work, 2010).

ECUSTA's Objectives:

- Offer and provide formal academic training in the discipline catering for the urgent needs of the individuals and the society
- Recruit qualified, proactive and dynamic officials and staff who can competently discharge duties and responsibilities and positively contribute towards the realization of ECUSTA's mission, vision and goals
- Provide students with specialized know-how and innovative capabilities through adoption of multidisciplinary – to – trans disciplinary approach of academic degree programs aimed at graduated competency building to changing environment and social needs
- Involve students in academic, social, competitive and cooperative activities where responsible citizenry, respect for human rights, advancement of well-being of people, values of justice, peace and equality are promoted within the space of democratic culture and discipline
- Provide above minimum standard of study facilities and office equipment in order to promote interactive and student centered learning, and deliver quality instruction
- Develop a democratic space for lifelong learning of staff, students and other target beneficiaries of ECUSTA for self development, career advancement and socioeconomic development most especially in the area of leadership, management, research, publication and creative works and community services
- Promote development of sound professional expertise in an atmosphere of academic freedom

- Maintain decentralized, efficient, effective participatory and transparent, and process-based but result oriented management and governance system of ECUSTA
- Undertake collaborative work with local and international partners, individuals and institutions, in developing or upgrading academic and non-academic programs adopt and maintain system for institutional self-evaluation and quality auditing utilizing objective instruments and measures of evaluation (Draft Strategic Plan 2010-2015).

With the university site granted to ECUSTA, the laying of the cornerstone took place in January 2007. Active steps to launch the first courses targeted to take off in September 2007 ensued. The courses were:

Bachelor of Arts in Education,

Bachelor of Arts in Social Work,

Bachelor of Science in Information Technology,

Bachelor of Arts in Entrepreneurship,

Bachelor of Science in Medical Technology.

While Bachelor of Arts in Social Work takes Four years for students to graduate, Accounting and Finance take three years for students to graduate.

The study is focused on the main campus. Here however is general information about ECUSTA. For planning purposes the University is expected to grow at an annual rate of 10% in the number of students. In the coming academic years (2010-2015), ECUSTA expects to have 200 students at ECUSTA Cathedral campus (Medical Technology, Social Work, and Business Administration), 143 in Wolisso Nursing College (Nursing -93; and Midwifery- 50), and 178 in Zway (94 for IT and 84 for Fashion Design), and Approx. 150 at St. Francis Institute of Philosophy and Theology; totaling approx. 670 students. At the Cathedral Campus for day and evening classes and at other locals in Addis Ababa for evening classes the capacity will be 50 students per class for each of the programs. Large lecture halls will be for common courses and smaller rooms that can hold up to 25 students will be for tutorials (DRAFT STRATEGIC PLAN 2010-2015).

Classes began in rented buildings at St. Francis in Addis Ababa, while funds to cover operational expenses and other related expenditures were offered by Conferenza Episcopale Italiana (CEI). CEI released 1 million Euros for these operations. In their five-year project proposal the Dominicans gave information on the annual budget breakdown reflecting the gradual growth and required infrastructure as the university progresses during the span of five years. What was urgent was the securing of funds for the five years planned activities.

2.3. Planning strategies in management

Strategy is the direction and scope of an organization over the long-term; which achieves advantage for the organization through its configuration of resources to meet a challenging environment, and to fulfill employees expectation (Scholes 2006). Planning is one of the key components of management strategies. The performance of any organization is determined by its ability to plan in its management system. However, in order to successfully maintain an outcome, planning alone is not enough. Implementing what has been planned is very necessary. Successful managers are not just good planners, they also act! Their plans do not just sit on shelves; instead they are put into practice. (Wallace 1999). Putting plan on paper without transforming it into action therefore is worthless.

The person responsible for the success of the planning process should take time to ensure that all the participating managers understand the importance of planning. Before starting a planning process, it is therefore very important that all members of the management team clearly understand the purpose and benefits of producing a good plan. This will enable the management team not only to work as one body for the success of the organization, but also it helps to understand the organization's problems and challenges and find a common solution in order to improve performance. Hence, the team members should understand from the beginning that they will have to put forth a great deal of effort. They should stay focused on what they are striving to produce.

Cleland (2007) suggested that there is need to examine the following points in the planning process.

What must be done? This helps the planner to address the tasks or activities that need to be done. Putting clearly the activities to be done is like a roadmap that enables the management to successfully complete an activity within a specific period.

By whom? This is about allocating a personnel who is responsible for a particular activity. It is also a way of empowering and entrusting people in the decision making of the organization so as to avoid a one person controlled management.

With what? Besides the human resources, financial resources and other material resources are important to allocate in management. The management should in advance organize the necessary resources required in the planning process.

Last but not least the question 'by what date? This is also another important aspect of planning that need to be addressed. Any activity in the management process of plan needs a target completion date. This will help not to waste resources and also enables to complete a planed performance within the budgeted resources and time frame.

Chandra (2009), suggested a Four-Stage planning strategies that is needed in management of any organization. These are: Defining the organization's mission and performance measurements such as, the need to decide what business organization is in, the need to identify major long-term objectives, setting short-term objectives, and identifying performance indicators, how the organization is doing. Identifying impending and impelling forces such as, classifying and analyzing problems, assessing the strength and weakness of the organization. Designing strategies and action programs such as, creating good action programs, assigning responsibility, and arranging for coordination. Orchestrating implementation such as, anticipating difficulties and arranging to overcome them, identifying issues that need to be negotiated, pinpointing high-priority actions, setting up action teams and controls for implementation.

2.4 Organizing in management strategies

Organizing is the process of establishing a structure of working relationship. It involves grouping people into departments according to specific tasks performed and deciding how best to coordinate organizational resources, (Kidombo 2010). In this the management has to determine the need for human and nonhuman resources and align them and use them to accomplish the

organizational mission. Authority, responsibility, and accountability are the “glue” that holds an organization together, (Cleland 2007). Team building is one of the signs of good organizing.

2.5. Team building as organizing strategy

According to Thairu (1999), a ‘team’ is a group of people who work as a unit to carry out an organization’s tasks. The team therefore has a common goal or purpose to accomplish. “Team building” is an organizational effort to improve interactions among people in order to increase productivity. Team building provides skills in improving interpersonal relationships, managing intergroup conflict, and teaches self-control.

Team building enables an organization to make better and faster progress in its work. It develops a “we feeling” among team members. It enables the organization to achieve effective and productive performance. It enables the team to focus on the employee in order to attain continuous quality improvement. Team work promotes participation rather than centralism and authoritarianism, promotes cooperation and treats communities as valuable partners in the development process. Team building instill discipline and accountability, (Bryson 2004).

Being a response to concerns about poor quality products and services and for people’s welfare, team building nurtures a positive environment in which employees are appraised and compensated appropriately, (Thairu 1999). In order to function as a team in an organization, the management should make sure that there is team work in the organization. The team work is the foundation for the team building.

Thairu (1999) argued that “team work” is one of the strongest work patterns or practices in African communities. For example, the Girati system among some Kenyan community, which over several decades became the national Harambee movement in Kenya, encourages people to work together in harmony toward a common goal. Teamwork is based on the recognition that no one individual can function in isolation and meet all his or her needs successfully. In other words, team work is a combination of different people with different talents and skills that work together to benefit all members in the team.

In order to achieve team building or team work however, a team leadership and roles is important to have first. For this reason, roles should be clearly defined, allocated, and accepted by the members. The roles, whether expected, perceived or enacted, must be played so that the team can achieve its goals. Roles however need to be defined and allocated in order to minimize conflict and maximize performance. The team leader's role is to organize, coordinate, and influence team members so that a common goal emerges without undue conflict. Team working organizations get their teams together through meetings, conferences, briefings, and training sessions. Teams decentralize power because they encourage the sharing of responsibilities. Members discipline one another, continually measuring and appraising each other's performance, (Thairu, 1999).

2.6 Directing in management strategy

Directing is the process of communicating what has been planned by leading and motivating the efforts of people towards attainment of goals, (Kidomboto 2010). Directing therefore is a process of allocating jobs to be done through effective communication and effective leadership that motivates the human resource for good performance.

2.7 The role of communication in directing

A manager's work in organization is mainly communicating about the mission, goals and objectives of the organization. The manager communicates with those inside and outside the organization, with friends and foes, yet his or her central role is to administer the organization not only for its survival but also for success in its operation (Thairu,1999). As one can understand from Thairu's point of view, effective communication enables the management to run the organization in a successful way. Hence lack of good communication will cause failure in the organization.

According to Thairu, communication aims at, conveying the vision, mission, and objectives of the organization. Transmit ideas, thoughts and information and to be understood. Inform about the organization with respect to plans, labor issues, operations, reports, competitions, budgets, management changes, and so on. Stimulate feedback on issues that affect other people and must be dealt with effectively. Mobilize people for the organizations role in the development process. Lead, guide, advice, inform, instruct, motivate, teach, train, caution, or discipline. Educate

relevantly to prepare the audience to be in charge of their environment; teach life and coping skills. Encourages creativity and innovation. Entertain through social bulletins, invitations to social functions, sports events, and concerts.

As one can understand from the above points highlighted, communication in management has a vital role in satisfying the organization's needs. It is a means of coordinating organizational functions. It gives members of organization direction and purpose. Communication therefore is central particularly in the human resource management.

Communication links organizations to the external environment. It connects the organization with the existing and potential customers, thus enabling the organization to identify and understand their needs. Through communication an organization becomes aware of and acquires the resources it needs for technical development. Similarly, an organization identifies and acquires new skills needed for its operations because it is able to tap training available from other organizations. Appropriate and timely information is obtained for correct decision making with regard to planning and establishing standards, organizing, leading, and controlling (Thairu 1999).

In relation to communication, Mullins (2007) suggested, the following nine points as need for the manager to know:

Feedback: Learn how to give constructive feedback; provide those who report to you with feedback on a regular basis about how they are doing.

Influence: Effective managers can persuade others to accomplish the organizational goals; just telling someone what to do doesn't work - even if they report to you. The most successful managers are able to influence others to move in the direction they need them to go.

Interpersonal understanding: Managers must understand those around them; not just their staff, but their managers and the other department heads/employees. The ability to understand how others think and what's important to them helps to ensure success in accomplishing your goals.

Motivate: Learn how to motivate those around you - what's important to your staff? Not everyone is motivated by the same things and a good manager understands their staff and what motivates them to come to work each day and do a good job.

Team leadership: Team leadership requires ensuring the team - whether your own staff or others - understand the mission, goals and objectives before them. A strong team leader builds effective teams that can accomplish the goals of the organisation and enables the team to move toward a common goal.

Planning: The ability to effectively plan projects is important for any manager. This requires sharing the vision with others, getting them on board, creating plans to implement the vision, and ensuring timelines are met and budgets are managed.

Problem solving: Effective managers know how to understand a situation completely - they plan, they don't react. Understanding the root cause of a situation is necessary in order to effectively solve the problem issue.

Communication - written and verbal: Strong communication skills is required of everyone, and especially of managers. The ability to effectively and efficiently communicate changes, plans, next steps, the direction of the organization, etc. is required to ensure that staff understands where they need to head and how to get there. Effective communication builds trust.

Organizational awareness: It's important to understand how things happen within the organization and how things get done. What are the informal paths involved in meeting goals. What is the culture of the organization? How do departments work with each other? This "insider knowledge" about the organization is key to the effectiveness of the manager and ensures the ability to get things accomplished. (Mullins, 2007)

2.8 Motivating the workforce in directing

Ndongko (1999) asked a question, "Why do some employees perform excellently while others perform poorly? What can be done to ensure that maximum performance is achieved by each and every employee in an organization? Theresa (1999), in her reply to this question, she said, "the answer should begin with managers' understanding and respect of employees as the human resources of the organization, such that there would be a recognition that employees are the most important asset in the organization." Employees need to contribute to the achievement of the goals and objectives of the organization. Employees will perform at their best if they are

recognized, provided the freedom to contribute and opportunity to grow, and receive fair compensation (Ndongko 1999). Managers therefore should give a special concern how to deal with human resource in order to maximize performance by employees in an organization. Motivating the work force therefore is one of the importance that managers need to implement. Motivation in this case means, the inducement of a person or a group of people each with his or her own distinctive needs and personality to work toward the achievement of organizational goals and objectives, while at the same time working to achieve his or her own personal goals and objectives, (Theresa 1999). One of the examples we can take in this case is the issue of salary. Salaries can be paid to workers to induce them to work toward the goal of the organization while at the same time satisfying their own needs.

Besides salary that is mentioned above, other factors such as working conditions where working facilities like transportation system, technological accessibilities, human relations such as with authority and within the workers themselves, working environment, such as, ability to minimize conflict or ability of managing conflict and promotion possibilities are extremely important. This implies, as Theresa said, that motivation, which is the essence of human behavior, is highly individualistic. To motivate employees to perform at their best, the manager must know what the needs of the employees are and meet them as best as he can. To do this, he must be able to understand and predict employee responses to performing their tasks, despite the uniqueness of human beings (Megginson et al. 1983).

The top management therefore has the duty and responsibility to use the motivation system for the purpose of not only to encourage those already employed to perform at their best and encourage them to remain in the organization, but also attracts other potential employees to join the organization. According to Leith (2004), a 'motive' is an internal drive or stimulus that directs behavior toward satisfying a need or a predetermined goal. The prospect of being promoted, for example, is what drives most employees to put forth their maximum effort, thereby helping the organization to achieve its objectives (Leith 2004).

The fact that human needs are so broad and vast, even difficult for the management to fulfill them, the following Maslow's Hierarchy of Needs is very important for the management to consider, because as Maslow said, behaviors of human beings are motivated by needs. Individual

needs can be classified into five broad categories. These five categories operate in a hierarchical manner, flowing from lowest order to highest order needs. According to Maslow, as one can see from the figure below, human needs grow from low order to high order needs. This is to say that, the physiological need such as wages and salaries that enables them to pay for their basic needs, such as food, shelter and clothing, is the basic need that human beings want to fulfill for their living. After fulfilling the physiological needs, they go for safety needs such as insurance, medical, housing, transport and job security. Social needs is that follows. This is about sharing social facilities such as cafeterias, sports club etc. Esteem needs then follows which is more about one's status, responsibilities. The highest according to the hierarchy is the self fulfillment needs which is about the need for realizing ones potentialities, continued self-development and feelings of accomplishment.

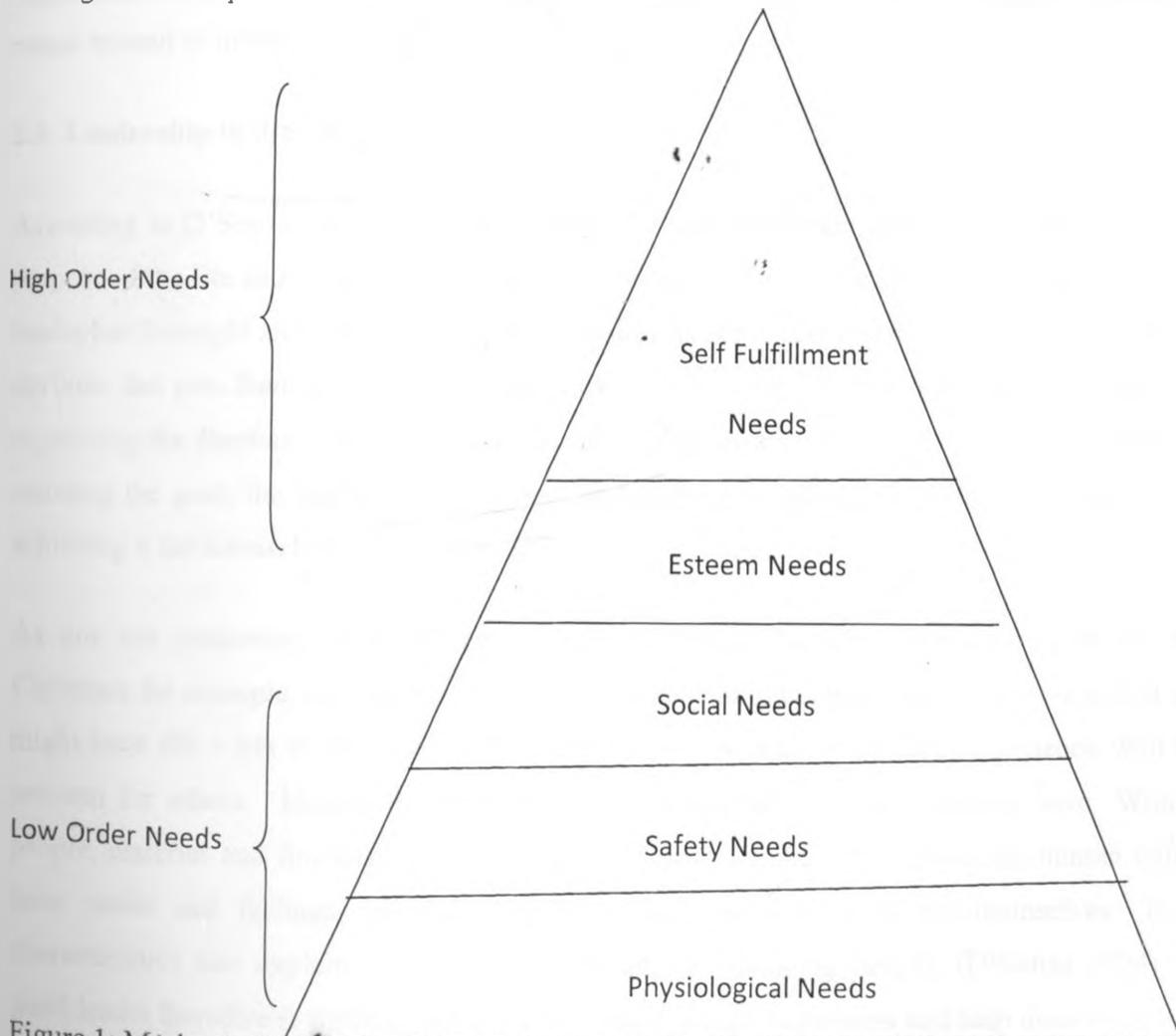


Figure 1: Maslow's Hierarchy of Needs. Robinson (2007)

According to Negandhi (1985), workers especially in Africa, like those of other countries, want not only wages and job security but also opportunities for advancement, fair treatment, better working conditions, and benefits. They prefer participative leadership and greater involvement in decision making. However, as Schutz (2000) argued, almost all managers in African organizations emphasize bureaucratic practices, with total reliance on rules and regulations that workers obey without questioning or offering constructive criticisms. These bureaucratic practices usually create a very cold and impersonal organizational climate, most often none conducive to achievement of organizational goals. Workers in such organizations behave like robots. The impersonal and legalistic environment alienates workers from both their jobs and the organization. As a result of this, employees tend to see their interests as distinct from that of the organization. Consequently, their behavior is often directed towards meeting their personal needs instead of those of the organization.

2.9. Leadership in directing

According to D'Souza (2006), a leader is one who sees the bigger picture and understands the purpose of the life and work of the group or organization. To lead i.e., go before, implies that the leader has foresight and a sense of direction. And as Robert Greenleaf said, a mark of leaders, an attribute that puts them in a position to show the way for others, is that they are better than most at pointing the direction. As long as one is leading, one always has a goal. By clearly stating and restating the goal, the leader gives certainty and purpose to others who may have difficulty in achieving it for themselves, (Greenleaf, 1977).

As one can understand from the above text, leadership therefore focuses on purpose. For Christians for example, our leader is Jesus Christ who said in his purpose, "I have come that you might have life – life in all its fullness" (John 10:10). A leader therefore is someone who has concern for others. Human beings are the most important resources leaders have. Without people, material and financial resources are worthless. Unlike other resources, human beings have needs and feelings, likes and dislikes, and they can think for themselves. Those characteristics also explain why we have difficulty in managing people, (D'Souza 2006). A good leader therefore is someone who is able to treat people as persons and help them meet their needs as they contribute to the achievement of organizational goals. With this, there will be

personal growth alongside with the objective of the organization. A leader is someone who is able to manage his/her organization with some personal qualities such as, who is sensitive to people/events, open minded, good communicator, ambitious, willing to work hard, who has sound judgment, dynamic/enthusiastic, well organized, etc. Without good leadership the organization's performance could be at risk, because, leadership is one of the most important factors affecting organizational performance. For the manager, leadership means focusing on the activity through which the goals and objectives of the organization are accomplished. As D'Souza said, "Because the leader has a significant impact on the attitudes, behavior, and performance of colleagues and subordinates, leadership has been the main focus of attention and study of behavioral scientists." The fact that one of the main concern of management leadership is how to achieve the task, however, this is possible only if the leadership also is able to build the team and also able to develop and motivate the individuals in the organization.

The key factor for team building and team work and successful performance lies upon the effective leadership. Effective leadership starts with the chief executive's and his top team's vision, capitalizing on market or service opportunities, continues through a strategy that will give the organization competitive or other advantage, and leads to business or service success, Oakland, (2000). Besides this, effective leadership and management is someone who is able to do the right things at the right time. According to Oakland, the following five points are requirements for effective leadership:

Developing and Publishing clear documented corporate beliefs and purpose- a mission statement. In this, what Oakland mean is that executives should express values and beliefs through a clear vision of what they want their company to be and its purpose- what they specifically want to achieve in line with the basic beliefs. Together, they define what the company or organization is all about.

Develop clear and effective strategies and supporting plans for achieving the mission: In this, Oakland is saying that the achievement of the company or service vision and mission requires the development of business or service strategies, including the strategies positioning in the 'market place'. Plans can then be developed for implementing the strategies.

Identify the critical success factors and critical processes: In this, the key core process should be identified for the mission to be achieved.

Review the management structure: In this, an establishment of an effective management structure needs to be done. Directors, managers and other employees can be fully effective only if an effective structure based on process management exists. The review of the management structure should also include the establishment of a process improvement team structure throughout the organization.

Empowerment – encouraging effective employee participation: In this, to have an effective leadership, it is necessary for management to get very close to the employees. They must develop effective communications-up, down and across the organization- and take action on what is communicated; and they should encourage good communications between all suppliers and customers, (Oakland, 2000).

2.10 Controlling in management strategies

Controlling is the process of evaluating how well an organization is achieving its goals and objectives, and how to maintain and improve performance, (Kidombo 2010). In this, results have to be assessed by standards the organization set as its measuring or judging. “Standard” in this case is to say an established level of quality or quantity used to guide performance, (Waiguchu 1999). The manager monitors, evaluates and controls the effectiveness and efficiency in the utilization of organizational resources.

2.11 Setting of standards and measuring results in controlling

In this process, the management has the task of establishing cost, schedule and technical performance standards for the organization. It is also the duty of the management preparing plans for the means to evaluate the progress. This is to say that how the organization’s target is achieved in relation to SMART. How specific, how measurable, how attainable, how realistic, and within what time frame? In order to achieve this, the management team needs consultation experts and employees, because the best-performing enterprises are almost always those who set their targets in close consultation with others. The best-performing management teams are not those who set their targets by themselves nor those whose targets were set by higher authorities

alone, but those who involve several levels in setting targets; themselves, their colleagues, immediate bosses, and higher executives. The more people are involved in setting targets, the more they are committed to achieving them,(Waiguchu, 1999)

It is also useful for the team to compare its present performance with that of similar organizations in the country, region, and other countries. Such comparisons help the management team improve its self-image, identity, and destiny. It helps the team visualize where it is right now and where it wants to be in the future. This also helps the team to discover what problems the organization is facing. Once the team discover where the problem is that keeps the organization from meeting its goal, the team should find the best solution to solve the problem. One of the ways dealing with issue is using 'SWOT analysis. It stands for Strengths, Weaknesses, Opportunities and Threats. Strengths and weaknesses are internal to an organization, while opportunities and threats come from the organization's environment. An enterprise's strengths and weaknesses usually reside in its resources - financial, human, and material. An opportunity is anything that could strengthen a firm, while a threat is anything that could harm or even destroy it, (Waiguchu, 1999)

As a result of implementing the above nine tasks, the organization would likely to enhance its ability of preventing problems. Group based strategic decisions are likely to be drawn from the best available alternatives. The strategic management process results in better decisions because group interaction generates a greater variety of strategies and forecasts based on the specialized perspectives of group members to improve the screening of options. The involvement of employees in strategy formulation improves their understanding of the productivity-reward relationship in every plan and, thus, heightens their motivation. Gaps and overlaps in activities among individuals and groups are reduced as participation in strategy formulation clarifies differences in roles. Resistance to change is reduced. Though the participants in strategy formulation may be no more pleased with their own decisions than they would be with authoritarian decisions, their greater awareness of the parameters that limit the available options makes them more likely to accept those decisions, (Pearce 2007).

2.12 Conceptual frame work

The conceptual frame work in figure 2 shows the relationship between the independent variable and dependent variables. The independent variables include Planning, Directing, Organizing and Controlling. The dependent variable, which is the high turnover, is the outcome of lack of good management strategies at ECUSTA.

Independent Variables

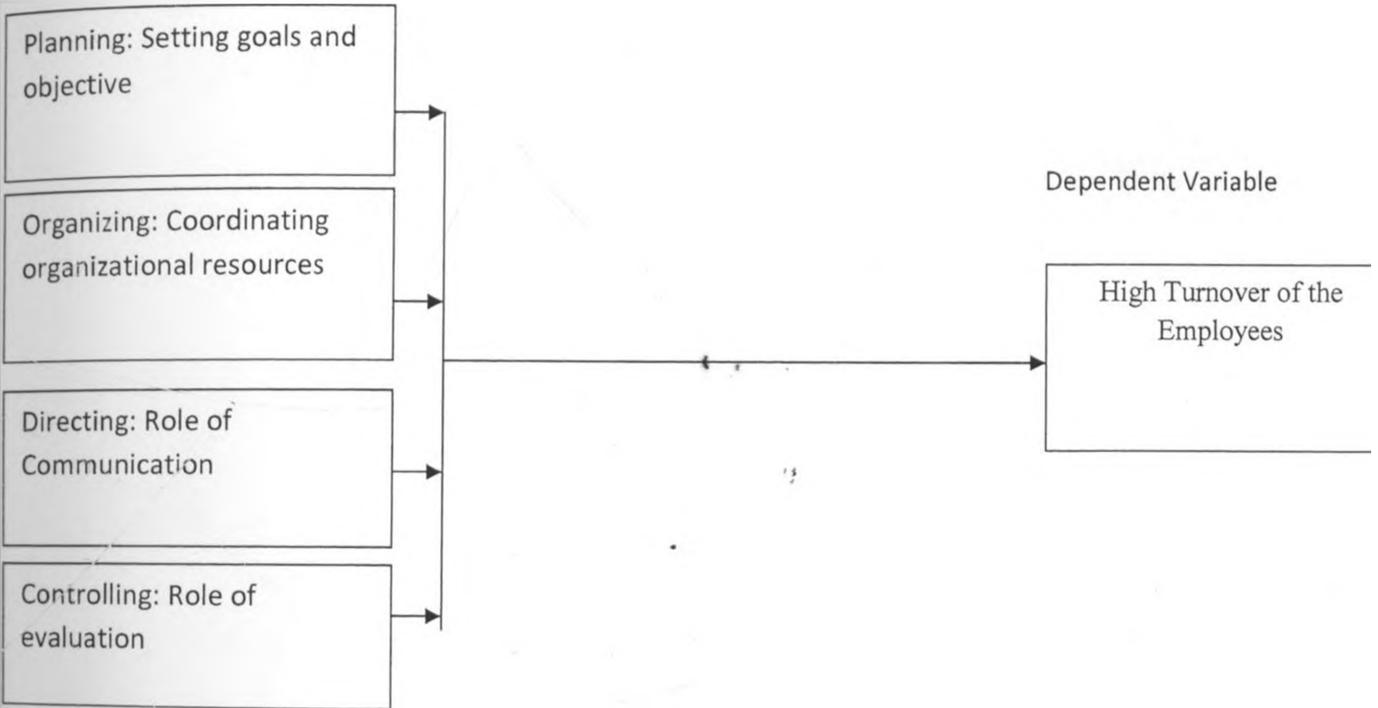


Figure 2 Conceptual Framework.

The dependent variable, which is the high turnover of employees, is determined by on how the independent variables; planning, organizing, directing and controlling, are managed at ECUSTA.

2.13 Summary

As one reads the literature review, he/she understands that managing an organization is a challenging process of management. The literature review tried to show that a manager needs to have careful and systematic strategies of leading the organization. A manager needs to set strategies that enable him or her to answer what must be done, by whom and with what

resources. The manager needs to have a strategy such as planning, organizing, directing and controlling in his/her managing the organization for successful achievement. In the conceptual framework, the independent variables are the management strategies that include planning, organizing, directing and controlling.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlined the research methodology that was used in the research. These included research design, target population, sample size and sampling procedure, validity and the reliability of the instruments, methods of data collection and data analysis.

3.2 Research design

The study was conducted using descriptive survey design to investigate factors that influence the management strategies on the high turnover of the employees at ECUSTA. To investigate factors that influence the directing, organizing and controlling on the high turnover of the employees at ECUSTA. This design was used to assess attitudes and opinions about events, individuals or procedures. In this regard it enabled the researcher to obtain opinions about factors that influence the management strategies that cause high turnover of employees at ECUSTA. Kerlinger (1973) recommended survey design as the best method to be used for collecting systematic factual data for decision making and efficient method of descriptive information regarding characteristics of population and the current practice and conditions. Since the larger population and the sample population have no big difference, studying a representative sample and generalizing the results to cover a larger population that has the same characteristics like the sample was sufficient enough, Kerlinger (1973).

3.3 Target population

Mugenda and Mugenda (2003), defined target population as that population to which the researcher wanted to generalize the result of the study. The target population in this study was all the board of directors, all the managers at different levels, all the teachers and all the consultants. According to the draft strategic plan 2010-2015 of ECUSTA, there are 5 members of board of directors, there are 4 managers at different levels. There are 5 teachers and 3 consultants, (Strategic Plan 2010-2015 ECUSTA).

3.4 Sample size and sampling procedures

A sample is a smaller group obtained from the accessible population from which data is collected while sampling is the process of selecting a number of individual for a study in such a way that the individual selected represent the larger group from which they are selected (Mugenda and Mugenda, 2003). The sample size obtained all the population that is mentioned in the target population. The sampling procedure therefore used was purposive sampling, which is a non probability sampling technique.

Table 3. 1 Sample Size of the target population

Target population	Sample Size
Board of Directors	5
Managers at different levels	4
Teachers	5
Consultants	3
Total: 17	

3.5 Research instruments

A research instrument is what the researcher used to collect the information. It helped the researcher keep track of what he observed and how to report it, (Kothari 2004). The researcher used two research instruments. These were, Questionnaires and Interview guide.

3.5.1 Questionnaire for board of directors

The purpose of the questionnaire was to investigate how the board of directors was running the day to day affairs of the University. On how they empowered employees in the performance and decision making in the University, what future plans and strategies they had, and how they dealt with challenges, such as the turnover of staff members. And also how much they exercised their power for a proper purpose, and how much they considered the interest of employees of the University. This questionnaire was administered to 5 boards of directors.

3.5.2 Questionnaire for management at different levels

The purpose of this questionnaire was to find out how managers at different levels managed ECUSTA. The questionnaire was also to find out whether ECUSTA acquired good managers who were good planners, good decision makers, who have good leadership skills and who have good communication skills. To find out if managers gave special attention to human resources in order to maximize performance by employees. This questionnaire was administered to 4 managers.

3.5.3 Questionnaire for teachers

The purpose of this questionnaire was to find out if teachers perform effectively as a result of good management strategies. The questionnaire was also to find out if good performance was achieved by each and every employee at ECUSTA due to conducive working environment. It was to find out to what extent managers understood and respected employees as the human resources of ECUSTA. The questionnaire was also to find out how much employees contributed to the achievement of the goals and objectives of ECUSTA. This questionnaire was administered to 5 teachers.

3.5.4 Questionnaire for consultants

The purpose of this questionnaire was to find out how consultants were guiding the management strategies at ECUSTA. It was also to find out if consultants gained positive changes at ECUSTA, whether they played a vital role in fixing the causes for the turnover that ECUSTA has been experiencing. It was to find out if consultants were playing a vital role in improving the performance of ECUSTA's operational management. The questionnaire assessed the role of consultants on aspects that affect ECUSTA's performance and amend losses such as high turnover of employees. This questionnaire was administered to 3 consultants.

3.6 Validity and reliability of the research instruments

3.6.1 The validity of the research instrument

Kothari (2010) defined validity as the accuracy and meaningfulness of inferences, which are based on research results. Validity was assessed depending on the purpose, population and environment characteristics in which measurement takes place (Macmillan and Schumaker 2001). According to Mcmillan and Schumacher (2001), it is highly recommended that researchers conduct a pilot test of their questionnaire and their instruments before using them in studies. It was therefore necessary to locate a sample of subjects with characteristics similar to those that were used in the study. For the purpose of this study, piloting was carried out in institutions such as Woliso campus. After the analysis of the pilot study, items which needed amendments were accordingly effective. Also irrelevant and baseless items were discarded and replaced with more useful and logical ones. Instrument validity was also ensured through the expert advice of supervisor.

3.6.2 Reliability of the Research Instrument

Reliability is the measure of the degree to which research instrument yield consistence results or data after repeated trials (Mugenda and Mugenda 2003). In support of this, pre-testing helped in enhancing the reliability of the instrument as being a consistent measure of the concept that was studied. They further propose that a pre-test sample could be between one percent and ten percent of the study sample depending on its size. In this study reliability of the instrument was established by the test-retest technique where the questionnaire was administered twice to the same group of subject during the pilot study. Time lapse between the first and the second test was two weeks.

3.7 Data collection procedures

The researcher obtained an official letter from the Dean, School of Continuing and Distance Education, that allowed him proceed with the research at ECUSTA.

The researcher already had a go ahead reply from the president of ECUSTA with a comment hoping that the outcome of the research would help the University to improve itself. The

researcher therefore had set aside one full month to do the research at ECUSTA- Ethiopia. The researcher administered questionnaire to Board of directors, managers at different levels, teachers and consultants.

3.8 Data analysis techniques

According to Bryman and Cramer (1997) data analysis seeks to fulfill research objectives and provide answers to the research questions. The choice of analysis procedure depended on how well the techniques were suited to the study objectives and scale of measurement of the variable in question. This study applied quantitative approach to process, analyze and interpret the data. Tables were used and the findings were reported in percentages.

3.9. Operationalization of the variables

The operationalization framework in table 3.2 indicates how objectives were manifested in the study. In addition, it included measurements of data collected and analyzed

Table 3.2 Operationalization of the Variables:

Objective	Variable	Indicator(s)	Measurements(s)	Scale	Data Collection method	Data Analysis
To investigate the influence of Planning on the high turnover of employees at ECUSTA	<u>Independent variable</u> Planning strategies	Poor planning	Lack of progress	Nominal	Questionnaire	Descriptive and inferential statistic
To investigate the influence of Directing strategies at ECUSTA	<u>Independent variable</u> Directing strategies	Poor directing	High turnover of skilled, & Experienced employees	Ordinal	Questionnaire	Descriptive and inferential statistic
To investigate the influence of Organizing strategies at ECUSTA.	<u>Independent variable</u> Organizing strategies	Poor organizing	Lack of team work	Nominal, ordinal	Questionnaire, observation	Descriptive and inferential statistic
To investigate the influence of controlling strategies at ECUSTA	<u>Independent Variable</u> Controlling strategies	Poor controlling	Lack of interest and motive working at ECUSTA	Nominal & Ordinal scales	Questionnaire & Observ. Meth.	Descriptive and Inferential statistic

3.10 Summary

This chapter detailed the research methodology of the study and able to cover research design was used, target population, sampling techniques applying methods of data collection, research validity and reliability, operational definition of variables and lastly looks at data analysis procedure.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter presents the results obtained from the study. The chapter is organized under different sections. The first section deals with questionnaire return rate. This follows by sections such as, general information about respondents such as their gender, age category, level of academic qualification, etc., The purpose of having a Catholic University in Ethiopia, whether ECUSTA is achieving its purpose or not, the reason for the high turnover of employees at ECUSTA, to what extent the working condition is conducive towards attainment of goals, ECUSTA's lack of strategy and its consequence, Government policy and its impact on ECUSTA's progress, what methods of assessment and evaluation ECUSTA uses to know itself and its achievement and failures. Does ECUSTA have strategies? If it has, to what extent are they helpful to achieve goals and objectives. The challenges ECUSTA facing in managing itself, especially, managing its human and financial resources. Risk of confiscation ECUSTA's 60 hectare of land, ECUSTA's management and a threat facing is addressed, and finally a summary of the data analysis is given.

4.2 Questionnaire Return Rate

Questionnaire was administered to all the staff members at ECUSTA picking all the target population. A total of 17 staff members responded to the questionnaire instrument out of 17 who constituted the sample size. This was a 100% return rate. Such a return rate can be attributed to the fact that the researcher used captive audience method in the administration of the instrument. This indicates that there was high return rate of the questionnaire.

4.3 General Information

The general information that is considered in this study is about the respondents. These are teachers, managers, consultants and board of directors. The general information collected was on gender, age bracket, highest level of academic qualification, professional qualification, the working period at ECUSTA, enjoyment while working at ECUSTA.

4.3.1 Distribution of the respondents by gender

Table 4.1 presents data on distribution of respondents by gender. This data was obtained from teachers, managers, consultants and board of directors.

Table 4.1 Gender of the Respondents

<u>Gender</u>	<u>Frequency</u>	<u>Percentage</u>
Male	14	82.4
Female	3	17.6
Total 100%		

As we can understand from the table above, 82.4% are male while only 17.6% are female. This is due to the reason that the Catholic Church of its doctrinal nature especially of clergies have to be male.

4.3.2 Age bracket of the respondents

The respondents were asked to indicate their age brackets. The table 4.2 therefore presents data on the age brackets of the respondents.

Table 4.2 Age Bracket of the Respondents

<u>Age bracket</u>	<u>Frequency</u>	<u>Percentage</u>
31-40	6	35.3
41-50	5	29.4
Over 51	6	35.3
Total: 100		

Six out of all the respondents as we can see in table 4.2 are between the ages 31-40, which hold 35.3%. Five out of all the respondents are between the ages 41-50 which holds 29.4%. The other six out of the respondents are between 51 and above which holds 35.3%.

4.3.3 The highest level of academic qualifications

All the respondents were asked to give their highest level of academic qualification. Table 4.3 below therefore is about the teachers', managers', consultants' and board of directors' highest level of academic qualifications.

Table 4.3 The Highest Level of the Academic Qualification

Level of Academic Qualification	Frequency	Percentage
Doctoral	4	23.5
Masters degree	12	70.6
Bachelors degree	1	5.9
		Total: 100

ECUSTA, as we can see from table 4.3 has maintained highly educated staff members. Except one all of them are doctors and masters degree holders. 23.5% of the respondents are doctors, while 70.6% are masters degree holders. Only one person, who constitute 5.9% of the respondents hold Bachelors degree.

4.3.4 The level of professional qualification in management at ECUSTA

All the respondents were asked to give their level of professional qualification in management. Table 4.4 therefore gives the level of professional qualification in management of the respondents.

Table 4.4 Level of Professional Qualification In Management

Professional Qualification in Management	Frequency	Percentage
Doctorate in management	-----	
Master in Management	6	35.3
Bachelors' in Management	-----	
Other	11	64.7

Total: 100

As table 4.4 indicated only 35.3% of the respondents have qualification in management. 64.7% respondents are with qualifications different from management.

4.3.5 Respondent's years of working at ECUSTA

The respondents were asked to give the period of time they work at ECUSTA. Table 4.5 therefore is about the respondents' years of working at ECUSTA.

Table 4.5 Years of Working at ECUSTA

Years of Working	Frequency	Percentage
1-5 Years	10	58.8
6-10 Years	7	41.2
11-15 Years	-----	
16-20 Years	-----	

Total: 100

As table 4.5 indicated 58.8% of the respondents worked 1-5 years at ECUSTA. This signifies that they either replaced those employees who left ECUSTA, or most of them are teachers who began to teach in recent years. 41.2% are those who worked 6-10 years at ECUSTA.

4.3.6 Whether people enjoy working at ECUSTA or not

Respondents were asked if they enjoy working at ECUSTA. Table 4.6 therefore gives whether the respondents enjoy working at ECUSTA or not.

Table 4.6 Do People Enjoy Working at ECUSTA;

Enjoying Working at ECUSTA?	Frequency	Percentage
Yes	15	88.2
No	2	11.8
Total: 100		

As table 4.6 indicated 88.2% of the respondents enjoy working at ECUSTA, while only 11.8 do not.

4.4 Purpose of having a Catholic University in Ethiopia

Only managers were asked what the purpose of having a Catholic University in Ethiopia can be. Table 4.7 therefore describes the purpose of having a Catholic University in Ethiopia as the respondents see it.

Table 4.7 Questionnaires for the managers: What is the Purpose of Having a Catholic University in Ethiopia?

Purpose of Having Catholic University in Ethiopia	Frequency	Percentage
To give quality education	3	75
To respond to people's need	1	25
Total: 100		

As we can see in table 4.7, ECUSTA has a clear vision and mission to provide quality education and responding to people's need in Ethiopia. 25% of the respondents replied that the purpose of

ECUSTA is in order to respond to people's need, while 75% of the respondents acknowledge ECUSTA's aim of giving quality education.

4.4.1 If ECUSTA is achieving its purpose

Board of directors, managers and consultants were asked if ECUSTA is achieving its purpose so far. Table 4.8 therefore is about the respondents' reply whether ECUSTA has achieved its purpose or not so far.

Table 4.8 Questionnaire for Board of Directors, Managers and Consultants: Is ECUSTA achieving its Purpose?

Achieving its Purpose	Frequency	Percentage
Yes	2	16.7
No	10	83.3
		Total: 100

Table 4.8 clearly shows us that ECUSTA has not yet achieved its purpose, which is suppose to provide quality education and reply to people's need. It is only 16.7% out of the respondents who believed that ECUSTA has achieved its purpose, while 83.3% believe that ECUSTA is far from achieving its purpose.

4.4.2 Whether respondents are happy with ECUSTA's progress so far

The teachers, managers, consultants and board of directors were asked if they are happy with ECUSTA's progress so far. Table 4.9 therefore is about the respondents' reply whether they are happy or not

Table 4.9 Questionnaire for Board of Directors, Managers, Teachers and Consultants: Are you happy with ECUSTA's progress so far?

Happy with ECUSTA's progress?	Frequency	percentage
Yes	6	35.3
No	11	64.7
Total: 100		

As we can see from table 4.9, 64.7% are not happy with ECUSTA's progress, while 35.3% are happy with the progress.

4.4.3 Challenges ECUSTA facing

Table 4.10 is a response from board of directors, managers and teachers about the challenges they are facing at ECUSTA.

Table 4.10 Challenges ECUSTA facing in its operational system

Challenges ECUSTA facing	Frequency	Percentage
Lack of Funds	5	35.7
Lack of enough students	7	50
Government Policy	2	14.3
Total: 100		

Table 4.10 indicated that 50% of the respondents replied that the main challenge ECUSTA facing is lack of student enrollment. 35.7% said that ECUSTA's main challenge is lack of enough funds, while only 14.3% said that ECUSTA's main challenge is government policy.

4.4.4 Solutions for the challenge ECUSTA is facing

Table 4.11 is about the feeling of the respondents what the solution can be for the challenges that ECUSTA is facing. It is a response from each of the board of directors, teachers, managers and consultants.

Table 4.11 Solutions to the Challenges that ECUSTA facing

Solutions to the challenges	Frequency	Percentage
Effective planning	10	58.8
Clear framework	5	29.4
Fund Raising	1	5.9
Advertising	1	5.9

Total: 100

Table 4.11 indicated that 58.8% respondents suggested that effective planning and its implementation is the only way that can be a solution to the challenge that ECUSTA is facing. 29.4% however go for the idea that planning alone is not enough without a clear framework. 5.9% go for the idea that more fund raising need to be done in order to solve what ECUSTA is experiencing. Another 5.9% also go for the idea that advertisement about ECUSTA need to be done especially to solve the problem of lacking students.

4.5 Reason for high turnover of employees at ECUSTA

Table 4.12 is about the reason behind for the high turnover of employees at ECUSTA. The respondents therefore gave their own opinion about the reason why for the high turnover of employees at ECUSTA.

Table 4.12 Questionnaire for Board of Directors, Managers, Teachers and Consultants: What is the reason for high turnover of employees at ECUSTA?

Reason for high turnover	Frequency	Percentage
Not happy with ECUSTA	6	35.3
Lack of good management	5	29.4
No work to be done	2	11.8
No idea	4	23.5
		Total : 100

Table 4.12 shows the reason why there is a high turnover employees at ECUSTA. Except the 23.5% of the respondents, who happened to be all teachers, the rest of the respondents perceived that there is a reason for the high turnover of employees at ECUSTA. 35.3% of the respondents said that the reason for the high turnover of employees is because employees are not happy with ECUSTA. 29.4% of the respondents said that the cause for the high turnover is lack of proper management. While 11.7% believed it is due to in adequate work to be done.

4.6 If ECUSTA's long and short term plans are affected by employee's high turnover.

Table 4.13 is a reply from the mangers and board of directors at ECUSTA whether the high turnover of employees has affected ECUSTA's long and short term plans.

Table 4.13 Questionnaire for Board of Directors and Managers: Does the high turnover of employees affect ECUSTA's long and short term plans?

High turnover affecting long and short term plans?	Frequency	Percentage
Yes	9	100
No	-----	-----
		Total : 100

Table 4.13 shows that 100% of the respondents (board of directors and managers) admitted that the high turnover of employees has affected ECUSTA's long and short term plans. ECUSTA lost a good number of its human resources.

4.6.1 If ECUSTA has used leading and motivating as directing process

Table 4.14 is a reply from all the respondents about the question whether ECUSTA in its management process apply the leading and directing process effectively. Table 4.13 therefore is a reply from all the respondents to the question.

Table 4.14 Questionnaire for Board of Directors, Managers, Teachers and Consultants: Leading and motivating are part of directing process. Do you believe ECUSTA has used this process effectively?

Has leading and motivating been used effectively?	Frequency	Percentage
Yes	1	5.9
No	14	82.3
No idea	2	11.8

Total : 100

As we can see in table 4.14, except the 11.8% of the respondents, who happened to be teachers not involved much with ECUSTA's internal management. 5.9% agreed that ECUSTA has used leading and motivating process effectively, while 82.3% of the respondents agreed that good leadership and motivating employees are not yet fully and effectively implemented at ECUSTA.

4.6.2 Evaluating the structure of working relationship at ECUSTA

Table 4.15 is a reply from all the respondents how they evaluate the working relationship structure at ECUSAT, whether it is good or bad or somewhere in the middle.

Table 4.15 Questionnaire for Board of Directors, Managers, Teachers and Consultants: How do you evaluate the structure of working relationship at ECUSTA?

Structure of working relationship	Frequency	Percentage
Good	7	41.2
Very good	-----	
Bad	6	35.3
Very bad	-----	
Improving	4	23.5
		Total 100

Table 4.15 shows about the working relationship structure among the different employees, employees with the management, and the whole system at ECUSTA. As we can see from the table, 41.2% are those who say good while 35.3% are those who say bad. 23.5% of the respondent however said it is improving.

4.6.3 The working relationship structure that need to be improved

In table 4.16 the respondents were asked if there is any working relationship structure that needs to be improved. The table therefore is a reply of the respondents to the question they were asked.

Table 4.16 Questionnaire for Board of Directors, Managers, Teachers and Consultants: Is there any working relationship structure that needs to be improved?

Working relationship that needs to be improved?	Frequency	Percentage
Yes	17	100
No	-----	-----
		Total : 100

Table 4.16 shows that 100% of the respondents agreed for the need of improvement of the working relationship structure at ECUSTA.

4.7 Whether respondents satisfied with ECUSTA's coordinating its human, financial and other resources.

Table 4.17 is about whether the respondents are satisfied with ECUSTA's coordinating of its human, financial and other resources. Table 4.16 therefore is a reply from the respondents towards the question.

Table 4.17 Questionnaire for Board of Directors, Managers, Teachers and Consultants: Are you satisfied with ECUSTA's coordinating its human, financial and other resources?

Satisfied with ECUSTA's coordinating?	Frequency	Percentage
Yes	6	35.3
No	9	52.9
No idea	2	11.8
		Total: 100

Table 4.17 shows the response of those who are satisfied with ECUSTA's both human and financial resources coordination, of those who are not yet satisfied and of those who have no idea about this. 52.9% are not satisfied with ECUSTA's coordination of human and financial resources, while 35.3% are satisfied. Only 11.8% do not have idea about this.

4.8 Whether people like being controlled or not

Table 4.18 is an answer from the respondents to the question whether people at ECUSTA like being controlled or not.

Table 4.18 Questionnaire for Board of Directors, Managers, Teachers and Consultants: Do people like being controlled?

Do people like being controlled?	Frequency	Percentage
Yes	-----	-----
No	17	100
		Total: 100

Table 4.18 is about whether people like being controlled or not. 100% of the respondents replied that people do not like being controlled.

4.9 The methods used at ECUSTA to assess achievements of goals and objectives

Table 4.19 is a question addressed to managers what method they use to assess achievements of goals and objectives in their management process at ECUSTA. The table therefore is a reply to the question that was asked.

Table 4.19 Questionnaire for Managers: What methods do you use to assess achievements of goals and objectives?

Methods of assessing achievements of goals and objectives	Frequency	Percentage
Meetings & Discussions	4	100
Monitoring & Evaluation	-----	-----
SWOT analysis	-----	-----
		Total : 100

Table 4.19 shows what method ECUSTA uses to assess its achievements of its goals and objectives. 100% of the respondents replied that ECUSTA uses meetings and discussions.

4.10 Summary of chapter four

This is a summary from data analysis of the research that investigated the influence of management strategies on the high turnover of the employees at ECUSTA. The aim was to identify the influence of planning strategies on the high turnover of the employees at ECUSTA, to investigate to what extent directing strategies have an influence on the high turnover of employees at ECUSTA, to what extent organizing and controlling impacted on the high turnover of employees at ECUSTA.

The study also revealed that ECUSTA is facing a lot of challenges right from its start. Lack of clear strategies on how to manage ECUSTA and conflicts among staff members, managers for gaining power and control over especially financial resources caused ECUSTA not only to lose many things such as staff members, but also caused among staff members to lack enthusiasm and commitment.

Changing government policies every now and then continues to affect management strategies at ECUSTA that creates frustration among staff members.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of finds, conclusions and recommendations for further research. The purpose of the study was to assess the influence of management strategies on the high turnover of employees at the Catholic University of St. Thomas Aquinas of Ethiopia. In the background of the study several factors were identified as influencing factors for the high turnover of employees at ECUSTA. Conceptual framework was developed and related literature reviewed. Data was obtained by use of questionnaire and interview schedules from 17 respondents who included 5 board of directors, 4 managers at different levels, 5 teachers and 3 consultants. Instrument reliability and validity was carried out then data collected, processed and analyzed.

In support of such rate of return, Hartman and Hedborn (1979) states that 50 percent is adequate, 60 percent is good and 70 percent or more is very good. They further conceded that those studies with less than 30 percent return rate are also acceptable.

5.2. Summary of Findings

5.1.1 Influence of Planning Strategies on the high turnover of the employees

One of the main factors for the high turnover of employees in relation to planning is the inability of implementing what has been considered as a plan. For example, except the preparatory stage, urbanization and drainage of the new site, almost all that is planned for construction in the new campus not only is behind the schedule but also has not yet started. This has caused many staff members to lose hope and seek a better institute which has a better infrastructure and working process.

For not implementing what has planned, ECUSTA is putting itself in danger of losing the sixty hectares of land that is given freely by the Ethiopian government.

Accountability and transparency is also the other factor affecting ECUSTA. A lot of resources especially financial resources have been used but very little is performed. This creates not only

mistrust within and from outside of the institution, but also became a factor for high turnover particularly the top level management. Right from the beginning the University did not establish clear management strategies. It was not put what, how, when and by whom things to be done. The management was very centralized and secretive. Foreign educational system was planned to implement contrary to the local educational policy. This created disappointment and frustration among staff members especially among the local ones.

The University has good academic plan and strategies. However, this has not yet been realized because of two reasons:

- (i) Staff members of different levels are not stable within the University
- (ii) ECUSTA is not known at all by the people including the Catholic community. The management need to work harder on making the University and its program known to the people.

The government's changing of educational policy regularly make the University unable to obtain long term planning strategies. The 70/30 policy, which is to say universities ordered to take 70% natural science students and 30% social science students, and the requirement for undergraduate degree either in Biology or Chemistry to study Medical Science, is causing the University not to move forward and to lose more students.

Despite the University's planning to provide quality education, many people however, including the Catholic community in Ethiopia, few though they are, do not know about the University. Once an advert was made on the national TV, but ECUSTA could not continue with it because it is very expensive to run such adverts. A marketer therefore is needed but not yet acquired. The management team calls for a meeting at least twice a week to discuss on how to go forge a head, but not much progress is achieved.

5.1.2 Influence of Directing Strategies on the high turnover of the employees

As a result of the University's beginning its managerial process without clear strategy it has been experiencing problems on how to direct its own human and financial resources towards achieving its vision and objectives.

Some individuals were assigned as project directors without having qualification of project management. Hence, lack of confidence, unable to work with stakeholders and too much control were some of the results of unprofessionally managing the University. This especially affected the whole process of directing as strategy.

Misunderstanding, lack of clear work description, lack of good communication right from the beginning among all the managers were also some of the factors that made the University to unable maintain directing strategy in the management process. This caused a lot of conflict and frustration on some staff members which forced them to resign and leave the University.

The board of directors, who are the owners of the University, and who were suppose to follow every step of the University, who were suppose to give direction accordingly, were busy with their own individual responsibility. The University needs to be given more attention.

According to Oakland (2009), effective leadership starts with the chief executive's and his top team's vision, capitalizing on market or service opportunities, continues through a strategy that will give the organization competitive or other advantages, and leads to business or service success. Concerning this concept, there are two things the University lacked, (i) Teamwork (ii) Full time leadership.

For example, the University has been experiencing a lot of confusion from within, right from the beginning. ECUSTA began without proper strategic plan and guide. The Dominicans wanted to implement Asian education system rather than Ethiopian education system. This has contributed towards confusion that ECUSTA experienced, because the Asian education system was quite irrelevant to the education system in Ethiopia. Hence, it took a lot of time for the University to establish its own educational plan.

It was in this time, Br. Dominic an American from the De'lassal brother's congregation, and who used to be the director of St. Joseph Catholic High School, was asked to be the project director because he had established a university in Bethlehem. CNEWA also promised 100,000 USD in support of the University if Br. Dominic became project director. Br. Dominic requested the University to give him a clear mandate and title in order to help him to raise funds in Europe or America. The Dominicans however refused to agree with the request. Br. Dominic excused himself from ECUSTA and CNEWA also dropped the 100,000 USD promise. It was after this

event that Abba Tsegaye, who was the head of ECS (Ethiopian Catholic Secretary) was asked to be the project director. He did not, however, last long.

Misunderstanding and lack of clear work description continued to affect ECUSTA. The recent vice president, in whom a lot of hope has been put by the community at ECUSTA has turned up into a big disappointment because he was unable to achieve much for the better of ECUSTA. There are many reasons for this, but one of the main reasons is lack of self giving and commitment.

5.1.3 Influence of Organizing Strategies on the high turnover of employees

ECUSTA need to be given credit for its well organized academic plan and strategy. However, it is not yet implemented, and also is facing challenges due to the following reasons:

- (i) The government's policy of taking 70% students of Natural Science and 30% students of Social Science to the University. As ECUSTA is more of Social Science University, this will affect ECUSTA seriously.
- (ii) Government's policy for medical students to acquire first degree either in biology or chemistry.
- (iii) The early management team of ECUSTA creates negative impression on the ministry of education for lack of quality education due to admitting unqualified students at ECUSTA. For this reason, the Higher Education Relevance and Quality Agency (HERQA) was to close ECUSTA.

ECUSTA is facing a big challenge with its accounting system. It could not give a proper and organized financial report especially to donors. Early management team had to resign and leave ECUSTA for unwilling to give while being asked for accountability and transparency. Hence, lack of qualified and knowledgeable personnel on how to organize and manage university is affecting ECUSTA's progress.

ECUSTA could have evaluate and reorganize itself as it assesses its strength, opportunity, weaknesses and threats (using SWOT analysis). But this has not yet been done.

ECUSTA need to open and organize itself on how to make itself known by religious congregations and lay people in general. Unable to do this the University was hindered success, and continued to lose experienced staff members for seeking a better job.

5.1.4 Influence of Controlling Strategies on the high turnover of employees

According to Chandra (2010), project control involves a regular comparison of performance against targets, a search for the cause of deviation, and a commitment to check adverse variances. It serves two major functions:

- (i) It ensures regular monitoring of performance and
- (ii) It motivates project personnel to strive for achieving project objectives.

Too much control by top managers and at the same time individuals unable to perform freely their responsibility caused frustrations. Hence, made individuals leave the University.

Lack of empowerment and one man rule especially in the early management team caused many to leave and seek a better job.

The fact that the board of directors is the owner of the project, however, they were unable to control of what was going on, especially of the fund. One Million Euro was spend for no proper performance and account. This put ECUSTA at risk not being trusted by donors.

5.3 Discussions

Most of employees responded that they enjoy working at the University. The reason they gave for their enjoyment is that the University, new as it is there is no much work and no stress. The working environment at ECUSTA as they said is stress free in comparison to other universities. Some said they enjoy working at the University because it belongs to the Church. Working with others especially with clergy members is a source of joy for some of them. As we can see from the table however there are some who do not enjoy working at the University. It is therefore a matter of time for them to decide either to continue working with the University or not. One of the main reasons they gave for not enjoying working at the University is the leadership, which is so slow to bring change at the University.

Most of the staffs at ECUSTA replied that they are not happy with the University's progress so far. Their disappointment is caused by different reasons such as the government's changing policies every now and then, which becomes an obstacle for the University's progress. For example, the government comes with the rule that for a student to advance in medical science, the student should have first degree especially either in biology or chemistry. Should ECUSTA then accept students with first degree or without?

5.4 Conclusion

According to ECUSTA's norms and principles, the Board of directors shall hold at least three regular meetings including one executive retreat meeting each calendar year. The dates of all meetings will be determined by the board. Special meetings may be called by the chairman of the board or by the secretary on written request of five members of the board. Fourteen days' notice must be sent to the trustees, stating the reasons for this special meeting. The fourteen-day notice provision may be waived by the written consent of all the trustees attending any special meeting. Only those matters mentioned in the written notice of the special meeting may be acted upon. However, It is quite rare that this plan has been implemented due to the overload of works of the directors in their various responsibilities, their geographical location of living, and lack of commitment towards ECUSTA of some of them.

ECUSTA has not also exhausted the local resource such as the Catholic Major Religious Superiors (CMRS). This is the office of all the major superiors of the Catholic congregations in Ethiopia which directly or indirectly should be concerned about the University. It took a lot of time for the University in search of religious congregation which can take charge of the University. But CMRS has not taken any initiative to know and help ECUSTA, the fact that we do not know what the reason could be. In fact as somebody put it, CMRS consider the University as if it does no longer exist.

The University council, which most of them are lay and highly educated people, have been working with ECUSTA as advisors and consultants out of free will to help the Catholic Church in particular ECUSTA. However, as someone puts it, they wanted to over-rule the management to the extent of demanding the management of ECUSTA especially for financial accountability and transparency. This created disagreement and conflict especially between the president of

ECUSTA and the university council. Technically they are put aside. The fact that any project and effective management need to include stakeholders and beneficiaries, in the University's case however, this is far from reality.

The government knows very well that the Catholic Church provides quality education. There is, therefore, high expectation from the government, from the Bishops and from the people about ECUSTA. However, this expectation could have been fulfilled if more efforts and supports is given especially to the current management of the University. For example, the bishops could have encouraged different congregations to give scholarship to their fellow community members to study at ECUSTA rather than sending them to other places.

The president of ECUSTA is at the same time the rector of cathedral high school. This has been a concern for many people, because they believe the University need a full time personnel. From the management aspect this concern is valid, because ECUSTA really need a management team that can move it forward with full time job. However, this person has played a vital role in saving the University from being closed and the land from being confiscated, because as a rector of the school, he got the opportunity to know key government persons through the children who study in the school. This gave him an opportunity to know whom to approach to save ECUSTA.

ECUSTA in its strategies, planning and implementation is a non community based project. A big project like University is centralized by very few individuals. The end of non community based project can be very pessimistic for its success. People should know what ECUSTA is and what it is intending to do in the long run.

ECUSTA is totally dependent on foreign aid. With the current economic crisis that hit the world especially the developed nations, the University might face a lot of challenges on sustaining its financial resources.

There are so many factors that delay ECUSTA's performance, especially the completion of the new campus. One of the main problems is, lack of clear road map on how to reach into the short and long term objectives and goals.

The relationship between project implementer, managers and stakeholders is not healthy. Conflict of interest for keeping one's status within the University is affecting ECUSTA's development.

The fact is that ECUSTA has come from far with some success. However, due to the many challenges, such as lack of transparency and accountability, the University has achieved very little in relation to utilizing properly its resources especially financially. This can cause ECUSTA not to succeed in securing funds from donors. And without fund the University will not be able to pay salaries and other expenses.

Lack of conducive working environment especially in the earliest time due to high competition among managers of different levels, lack of effective leadership and management process might continue to put ECUSTA at risk of losing experienced staff members.

5.5 Recommendations

The University needs to take and reconsider on how to make utility of the sixty hectares of land that is given freely by the government. The regret will not pay anything for taking for granted the government's generosity.

The University needs to create a good image of its own for what is spoiled especially in relation to donors for its past mismanagement and lack of accountability and transparency in its financial resources.

The University needs to decentralize and open itself to all staff and non staff persons. If employees feel excluded in decision making, they lack initiative and commitment. They would lack motivation working for the University.

The University needs to put strategy on how to comply with the government's regularly changing policy, or if possible to be exempted from the policy.

The University need to stock its human resources with relevant and proper qualifications. This has been one of the factors hindering the University's progress and causing high turnover of employees.

Systematic and scientific way of assessing progress regularly is needed. This is to say that like any project that is successfully completed, ECUSTA need to evaluate and monitor its progress using SWOT analysis. This will help the University to know its strength, weaknesses, opportunities and threats, hence, take corrective actions.

ECUSTA has not yet able to explore the local community resources, especially the different religious congregations, who are suppose to be stakeholders if not shareholders. The different religious congregations can help with enrolling their students in the University.

ECUSTA need to resume inviting lay professionals as consultants who are willing to help freely.

Last but not least, the University need to evaluate and amend its management strategies that caused high turnover of employees, as we have seen in chapter four.

5.6 Suggestions for further research

There is a need to carry out a research to determine for ECUSTA on how to move forward despite the government's regularly changing policy.

The influence of motivation on the retention of employees at the University.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

Atakelt Tesfay Hailu

University of Nairobi

School of Continuing & Distance Education

Nairobi-Kenya

Aba Tekel Mokenen

President

Ethiopian Catholic University of St. Thomas Aquinas

Addis Ababa-Ethiopia

Subject: Request for Collection of Data

I am a postgraduate student at the University of Nairobi, School of Continuing and Distance Learning. In order to fulfill the degree requirement I am undertaking a project on the influence of management strategies on the high turnover of employees at ECUSTA.

What I am therefore kindly requesting is to assist me collecting the data by filling out the accompanying questionnaire. The information data that will be provided is exclusively for academic purpose. I assure you that the information provided will be treated with utmost confidence. Your cooperation will be highly appreciated.

Thank you in Advance

Sincerely Yours,

Atakelt Tesfay, S.J.

APPENDIX B

QUESTIONNAIRE FOR BOARD OF DIRECTORS

You are kindly requested to complete all the items in this questionnaire by either ticking or filling in the appropriate answer in the spaces provided. Your responses will be kept strictly confidential. This is not a test. The responses given shall be used for research only.

SECTION 1: General information

This section seeks information about you and your institute. Kindly respond according to the question that is asked.

1. Gender (a) Male () Female ()
2. In which of the following category are you?
 - a. Less than 30 yrs ()
 - b. 31-40 ()
 - c. 41-50 ()
 - d. Over 50 ()
3. What is your highest level of academic qualification?
 - a. Doctoral degree ()
 - b. Masters degree ()
 - c. Bachelors' degree ()
4. What is your level of professional qualification
 - a. Doctor in Management ()
 - b. Masters in Management ()
 - c. Bachelors' in Management ()
 - d. Other (specify)
.....
5. For how long have you been working at ECUSTA?
 - a. 1-5 yrs ()
 - b. 6-10 yrs ()
 - c. 11-15 yrs ()
 - d. 16-20 yrs ()
6. Do you enjoy working at ECUSTA?
 - a. Yes () No ()

If yes, what is your most enjoyable experience at ECUSTA?

.....
.....

If no, give reasons for your answer

.....
.....

SECTION II: The influence of Planning on the High Turnover of employees at ECUSTA

7. Has ECUSTA achieved what it has planned so far?

Yes () No ()

If yes, give examples?

.....
.....

Are you satisfied with the achievement?

.....
.....

If no, what is the reason?

.....
.....

8. Are you happy with ECUSTA's progress so far?

Yes () No ()

If yes, why?

.....
.....

If no, why?

.....
.....

9. ECUSTA has been experiencing a high turnover of employees. What is the reason?

.....
.....

10. Does this turnover of employees affect ECUSTA's short term and long term plan?

Yes () No ()

If yes, to what extent?

.....
.....

If no, why?

.....
.....

- a. Good ()
- b. Very good ()
- c. Bad ()
- d. Very bad ()

16. Is there any working relationship structure that needs to be improved?

Yes () No ()

If yes, what is it?

.....

If no, why not?

.....

17. Are you satisfied with ECUSTA's coordinating its human resource other resources?

Yes () No ()

If yes, what makes you to say yes?

.....

If no, what is the reason?

.....

SECTION V: The influence of Controlling on the high turnover at ECUSTA

18. Does ECUSTA assess its achievement of objectives and goals?

.....

19. To what extend does Controlling affect employees at ECUSTA?

.....

20. Do employees like being controlled?

Yes () No ()

If no, what is the reason?

.....

As a board of director, what are the challenges you are facing at ECUSTA?

.....

Suggest solutions to the challenges you mentioned above

.....

APPENDIX C:

QUESTIONNAIRE FOR MANAGERS

You are kindly requested to complete all the items in this questionnaire by either ticking or filling in the appropriate answer in the spaces provided. Your responses will be kept strictly confidential. This is not a test. The responses given shall be used for research only.

SECTION 1: General information

This section seeks information about you and your institute. Kindly respond according to the question that is asked.

1. Gender (a) Male () Female ()

2. In which of the following category are you?
 - a. Less than 30 yrs ()
 - b. 31-40 ()
 - c. 41-50 ()
 - d. Over 50 ()

3. What is your highest level of academic qualification?
 - a. Doctoral degree ()
 - b. Masters degree ()
 - c. Bachelors' degree ()

4. What is your level of professional qualification
 - a. Doctor in Management ()
 - b. Masters in Management ()
 - c. Bachelors' in Management ()
 - d. Other (specify)
.....

5. For how long have you been working at ECUSTA?
 - a. 1-5 yrs ()
 - b. 6-10 yrs ()
 - c. 11-15 yrs ()
 - d. 16-20 yrs ()

6. Do you enjoy working at ECUSTA?
 - a. Yes ()
 - b. No ()

If yes, what is your most enjoyable experience at ECUSTA?

.....
.....

If no, give reasons for your answer

.....
.....

SECTION II: The influence of Planning on the High Turnover at ECUSTA

7. What is the purpose of having a Catholic University In Ethiopia?

.....
.....

8. Is ECUSTA achieving its purpose?

Yes ()

No ()

If yes, how?

.....

If no, what is the reason?

.....
.....

9. Are you happy with ECUSTA's progress so far?

Yes () No ()

If yes, why?

.....
.....

If no, why?

.....
.....

10. ECUSTA has been experiencing a high turnover of employees. What may be the reason?

.....
.....

11. Does this high turnover of employees affect ECUSTA's short term and long term plan?

Yes () No ()

If yes, to what extent?

.....
.....

If no, why?

.....
.....

16. How do you evaluate the structure of working relationship at ECUSTA?

- e. Good ()
- f. Very good ()
- g. Bad ()
- h. Very bad ()

17. Is there any working relationship structure that needs to be improved?

Yes () No ()

If yes, what is it?

.....
.....

If no, why?

.....
.....

18. Are you satisfied with ECUSTA's coordinating its human, financial and other resources?

Yes () No ()

If yes, what makes you to say yes?

.....
.....

If no, what is the reason?

.....
.....

SECTION V: The influence of Controlling on the high turnover at ECUSTA

19. What method do you use to assess achievements of objectives and goals?

.....
.....

20. How well are you achieving the goals and objectives at ECUSTA?

.....
.....

21. What method are you using to improve performance at ECUSTA?

.....
.....

22. To what extend does Controlling affect workers at ECUSTA?

.....
.....

23. Do people like being controlled?

Yes () No ()

If no, what is the reason?

.....
.....

24. As a manager, what are the challenges you are facing at ECUSTA?

.....
.....

Suggest solutions to the challenges you mentioned

.....
.....

APPENDIX D

QUESTIONNAIRE FOR CONSULTANTS

You are kindly requested to complete all the items in this questionnaire by either ticking or filling in the appropriate answer in the spaces provided. Your responses will be kept strictly confidential. This is not a test. The responses given shall be used for research only.

SECTION 1: General information

This section seeks information about you and your institute. Kindly respond according to the question that is asked.

1. Gender (a) Male () Female ()
2. In which of the following category are you?
 - a. Less than 30 yrs ()
 - b. 31-40 ()
 - c. 41-50 ()
 - d. Over 50 ()
3. What is your highest level of academic qualification?
 - a. Doctoral degree ()
 - b. Masters degree ()
 - c. Bachelors' degree ()
4. What is your level of professional qualification
 - a. Doctor in Management ()
 - b. Masters in Management ()
 - c. Bachelors' in Management ()
 - d. Other (specify)
.....
5. For how long have you been working at ECUSTA as consultant?
 - a. 1-5 yrs ()
 - b. 6-10 yrs ()
 - c. 11-15 yrs ()
 - d. 16-20 yrs ()
6. Do you enjoy working at ECUSTA?
 - e. Yes () No ()

If yes, what is your most enjoyable experience at ECUSTA?

.....
.....

If no, give reasons for your answer

.....
.....

SECTION II: The influence of Planning on the High Turnover at ECUSTA

7. How are you helping ECUSTA in the planning process?

.....
.....

8. Are you happy with what you have advised ECUSTA in the planning process?

Yes ()

No ()

If yes, what makes you to say yes?

.....
.....

If no, what is the reason?

.....
.....

9. Are your advice being implemented in the process of managing ECUSTA's plan?

Yes ()

No ()

If Yes, are you happy with the result?

.....
.....

If no, what is the reason?

.....
.....

10. Are you satisfied with ECUSTA's achievement so far?

Yes ()

No ()

If yes, what are the achievements obtained so far?

.....
.....
If no, what is the reason?
.....
.....

11. ECUSTA has been experiencing a high turnover of employees. What do you think the reasons behind this?
.....
.....

SECTION III: The influence of Directing on the high turnover at ECUSTA

12. What advice do you give ECUSTA in the Directing process?
.....
.....

13. Are you satisfied with what you have advised ECUSTA so far?
Yes () No ()
If yes, what makes you to say yes?
.....
.....
If no, what is the reason?
.....
.....

14. Leading and motivating are part of directing process. Do you believe ECUSTA has used this process effectively?
Yes () No ()
If yes, give one example that make you satisfied as a result of this process
.....
.....
If no, have you been consulted?
.....
.....

15. ECUSTA is experiencing a high turnover of stakeholders. What do you think the problem is?
.....
.....
As a consultant, have you been consulted?
Yes () No ()
If yes, what advice did you give?

.....
.....
If no, why not?
.....
.....

SECTION IV: The influence of Organizing on the high turnover at ECUSTA

16. What is your opinion about the performance at ECUSTA so far?
.....
.....

17. How do you evaluate the structure of working relationship at ECUSTA?
i. Good ()
j. Very good ()
k. Bad ()
l. Very bad ()

18. Is there any working relationship structure that needs to be improved?
Yes () No ()
If yes, what is it and did you give your advice?
.....
.....
If no, why?
.....
.....

19. Are you happy with ECUSTA's coordinating of its human, financial and other resources?
Yes () No ()
If yes, what makes you to say yes?
.....
.....
If no, what are the reason?
.....
.....

SECTION V: The influence of Controlling on the high turnover at ECUSTA

20. What methods do you advice ECUSTA to use to assess achievements of objectives and goals?
.....
.....

21. How well is ECUSTA achieving its goals and objectives?
.....
.....

22. What advice do you give ECUSTA as on how to improve on its performance?
.....
.....

23. To what extend do you think Controlling is affecting workers at ECUSTA?
.....
.....

24. Do people like being controlled?
Yes () No ()
If no, what is the reason?
.....
.....

As a consultant, what are the challenges you are facing while working at ECUSTA?
.....
.....

Suggest solutions to the challenges mentioned above
.....
.....

APPENDIX E

QUESTIONNAIRE FOR TEACHERS

You are kindly requested to complete all the items in this questionnaire by either ticking or filling in the appropriate answer in the spaces provided. Your responses will be kept strictly confidential. This is not a test. The responses given shall be used for research only.

SECTION 1: General information

This section seeks information about you and your institute. Kindly respond according to the question that is asked.

1. Gender (a) Male () (b) Female ()

2. In which of the following category are you?

a. Less than 30 yrs ()

b. 31-40 ()

c. 41-50 ()

d. Over 50 ()

3. What is your highest level of academic qualification?

a. Doctoral degree ()

b. Masters degree ()

c. Bachelors' degree ()

4. What is your level of professional qualification

a. Doctor in Management ()

b. Masters in Sociology ()

c. Masters in Management Information System ()

d. Other (specify)

.....

5. For how long have you been teaching at ECUSTA?

a. 1-5 yrs ()

b. 6-10 yrs ()

c. 11-15 yrs ()

d. 16-20 yrs ()

6. Do you enjoy teaching at ECUSTA?

f. Yes () No ()

If yes, what is your most enjoyable experience at ECUSTA?

.....
.....

.....
.....

18. Are you happy with ECUSTA's coordinating of its human, financial and other resources?

Yes () No ()

If yes, what makes you to say yes?

.....
.....

If no, what is the reason?

.....
.....

SECTION V: The influence of Controlling on the high turnover at ECUSTA

19. What do you like most about ECUSTA's Controlling system?

.....
.....

20. What do you hate most about ECUSTA's Controlling system?

.....
.....

21. What keeps you working at ECUSTA?

.....
.....

22. To what extend do you think Controlling is affecting workers at ECUSTA?

.....
.....

23. Do people like being controlled?

Yes () No ()

If no, what is the reason?

.....
.....