

Innovations

Factors Affecting Leaders Turnover in Government Organizations: The Case of Addiszemen City Administration, Amhara Regional State, Ethiopia

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Abstract: *The main purpose of this study is to find out the factors affecting leaders' turnover in government organizations in Addiszemen City Administration, Amhara regional state, Ethiopia. In order to achieve the stated objective the researcher employed both qualitative and quantitative research approach. The research paradigm for this study was Pragmatism. Data was collected through both primary and secondary data sources drawing from questionnaires and document analysis. The study employed descriptive methods of data analysis and the qualitative and quantitative data were analysed using descriptive statistical techniques such as frequency, mean score and percentage. On the other hand, the quantitative information gathered through clothed-ended questionnaire and the documents were analysed by thematic analysis technique. In this study, the sample sizes of the study were 153. Among the results obtained from the study, the most determinant factors of leaders turnover in the study area is found that poor living conditions, unhealthy working environment and insufficient salary payment were the major factors that causes leaders' turnover. In addition to the above findings, based on the document analysis result from 2020-2024 trends of leader turnover in the study area within five years more than 100% of leaders were leave their leadership role in the city administration. These critical factors aggravate the failure of the organization outcome. It is therefore recommended that the concerned body such as the local government bodies of Addiszemen city administrators, the Amhara regional state and higher policy makers should work together and give attention to improve the observed leader turnover factors to maintain professional leaders, experienced, and effective leaders in their government organizations.*

Key Words: *Factors, Leaders, turnover, Government, Organization*

1. Introduction

This report is written as a result of the study on assessing the pushing factors of leaders' turnover in Addiszemen city administration, Amhara regional state, Ethiopia. In a dynamic world effective leadership played a great role for all over development of the organization. According to Alemseged & Hailay (2019) stated that, government organizations are responsible to deliver services for all citizens effectively and efficiently without any biased. Because citizens have the right to get service delivery through client and service delivers process. That is, organizations are valuable assets for human society that need strong leadership for their proper functioning. However, over the previous researches revealed that, leadership has experienced major shifts and expectations for what leaders need to know, how they spend their time and the outcomes measured their effectiveness and efficiency both what and for whom they pursue (Yukl,G.,2012).

Studies in organizational leadership help to better establish and understand the causal chains that link leadership to service delivery and the satisfaction of customers and other outcomes, such as by examining how an organizations performance changes when a new leaders takes the position of leadership. Various studies revealed that the success of an organization usually depends on the quality of its human resources (Fisseha G., 2019). For any formal organizations to achieve their stated goals and to remain competitive, they must keep their effective, professional experienced leaders (John Buchan, 2016).

John Buchan (2016, P.1) argued ...“the objective of leaders is not to put greatness into people, rather, to elicit it, for the greatness is there already”. Therefore, leadership is thinking being doing and understanding their great organizations. That is, quality organizations require quality leadership as they play the central role in maintaining the overall performance of any organizations. Leaders are vital for providing strong political, economic and social development opportunities and improved outcomes for their society. They can do this by enhancing citizens' mobilization practice, motivating employees, and maintaining a positive working climate. Building these conditions takes time and requires continuity of strong leadership. Consequently, sudden or frequent turnover of leaders can disrupt organization progress, often resulting in higher employees' turnover and, ultimately, lower gains in organization achievement (White, P., 2014). Now a day in Amhara regional state of Ethiopia Employees and leaders' turnover has become a burning issue for government organizations, and policymakers (Amhara Bureau, 2023). Within five year including the head of the State of Amhara regional state from top to the local government leaders leave their position before they achieved the strategic plan. This caused each city of the region felt in organizations with poor achievement of activities, unfinished large and small projects and high poverty in the inner cities.

Even though leadership stability is a critical concern for the proper functioning of organizations, in the study there was high rate of leader turnover. Due to these reason organizations functioning and employees achievement will be disrupted in the region. This leader retention is an important area of research and practice in Addiszemen city administration, Amhara region. This encourages the researcher to assess the dominant factors of leaders turn over in the study area.

Several authors have found employee retention as a tool for improving organizational effectiveness (Sawaneh & Kamara, 2019; Kurdi & Alshurideh, 2020; Nethravathi et al, 2021). According to UIIDP report (2021) effectiveness of organization is mainly due to the commitment of leadership and his\her capability of leading and mobilizing the society. So in order to achieve the development of the organization the head person should remain in their organization at least for 5 years (one strategic plan period) to impact change in the organization. However, several studies reported that leader's turnover becomes a major problem of organizations in different parts of Ethiopian Cities.

At the Global level in 2021, the turnover rate of leadership positions of Women was 10.3 percent and men 10.9 percent (Calgary Herald, 2022). In particular, frequent turnover affects employee's achievement. For instance, when an organization leader is leaving his/her work place accidentally, the organization will be affected in many ways. When a well experienced and more competent leader leaves the organization, the organization is forced to plug with less or under qualified leader which in turn results in the weakening of quality of institution.

In Ethiopia there is high turnover of city administration staffs including mayors and city manager resulted in lack of responsible person for decadence of the city and weakness in reporting from cities, unfinished infrastructure projects and consequently some cases of inaccurate data and wastage of budget and resource are critical problems. These resulted low productivity of cities and high-poverty in the inner cities (UIIDP report, 2021).

In Addiszemen city administration within five year from 2020-2024 more than 100% city leaders (67) leave their leadership position due to different factors. These reason also attract the Author what major factors affect leaders to leave there position. And also, the report by UIIDP (2021) explained that the appointment of government leaders in Ethiopia is very much based on experience and only half of them have got professional development courses which showed that the sector is lacking qualified leaders. Without retaining experienced leaders, organization will not achieve their intended plans. That is, unless a detail investigation is made on the root causes of the problem, our organizations will continue suffering from leaders' turnover. Leaders' turnover can negatively impact the integrity and effectiveness of organization communities by disrupting planned activities and professional relationships intended to improve employees' performance. It can be understood

from the previous studies that irrational hostile attitude about leaders, mob justice, insufficient salaries, lack of decision-making authority and ineffective accountability policies are the major reasons for effective leaders leave their jobs. Although some studies have been reported on the problem government leader's turnover in Ethiopia, to the best of the author's knowledge, there is no well documented and published research on why government organization leaders in Amhara region are leaving their place of work and which factor affects more for leaders' turnover. Thus, understanding more specific reasons why government leaders leave their position in Addiszemen city administrative is critical in improving organization outcomes and institutional achievements in the study area. So, this study is conducted to give answers for the following listed research questions:

- What is the extent of leaders' turnover in Addiszemen city Administration?
- What are the factors affecting for leader turnover in Addiszemen city Administration?
- What are the strategies to reduce leader turnover in Addiszemen city Administration?

2. Research Methodology

2.1. Research paradigm

Basically studying the types of approaches employed for this study were both quantitative and qualitative approaches in order to answer the research question, the researcher was employed pragmatism research paradigm. Because pragmatists believe that reality is continually changing amid the flow of constantly changing situations. Both qualitative and quantitative techniques are often used as positivist and interpretive approaches are combined. And also the research needs collaborative work. Though, a quantitative and qualitative (mixed) approach was employed to do this research, descriptive types of research also used for the study. Therefore, the researcher was employed the pragmatism paradigm for identifying demographic and assessing the institutional factors which affecting leaders turnover in Addiszemn city Administration.

2.2. Research Approach and Method

The study employed descriptive type of research. This was because the purpose of the study was to investigate the current nature of leaders' turnover in government organization in Addiszemen city administration in particular. So, by using the descriptive survey method, it was possible to analyze several facts for in-depth understanding of the problem under consideration.

2.3. Research Design

The study employed Convergent research design is a form of mixed-methods design in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator typically collects both forms of data at roughly the same time and then integrates the questioner and document analysis information into the interpretation of the overall results (Creswell, 2016).

2.4. Data Sources and Population

The researcher was employed both primary and secondary sources of data to achieve the specific objective of the study. The researcher gathered primary data through questionnaires, whereas secondary data was collected through document analysis. Furthermore, quantitative data was used for variables that can be measured with numbers and analyzed with statistical procedures.

2.5. Sampling Techniques and Sample Size

2.5.1. Sampling Techniques

The researcher applied both random and Purposive sampling technique for this research.

2.5.2. Sample Size Determination

The researcher employed Yamane (1967) formula to determine the sample size of the study. The formula is presented as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= Sample size N=Total Respondents

e=Sampling Error (Level of Precision)

$$n = \frac{250}{1+250(0.05)^2} = 153$$

Therefore, based on the above formula, the sample size of this study was 153 and the proportionality is presented in detail in Table 2.1. After sample size determination, the sample size for each population unit was determined based on its proportion to the respective population size. In the second stage, a representative sample from each population unit was selected using systematic random sampling techniques.

2.5.3. Proportionality of the sample

The researcher distributed the questionnaires based on the proportionality law.

Table 2.1 proportionality of sample

No	Population Unit	Population No.	Proportion	Sample selected from each unit
1	Employees From Government Organizations	120	0.46	73
3	Leaders of Addiszemen city Administration	26	0.08	15
4	Employees From Non Government Organizations	104	0.40	62
5	Total	250	1.00	153

Source: - Addiszemen City Administration Public Service office Report, 2024.

2.6. Instruments of data Collection

2.6.1. Instrument determination

Data was generated through both closed and open ended questions arranged in logical order. This enabled the researcher to get large amount of information from several respondents in a short period of time at the least possible cost. In order to identify the major causes of leaders’ turnover in the selected area, the respondents were asked to rate their level of agreement and disagreement on variables related to the problem under consideration. To this end, a five point likert-scale that ranges from strongly agree to strongly disagree where Strongly Agree=SA (5), Agree=A (4), Not Sure=N (3), Disagree=D(2) and Strongly Disagree=SD (1)was employed. In order to explore the perspectives of the respondents on the causes of leaders’ turnover was used. In order to supplement the results obtained from other data collection tools, some information relevant to the study was also obtained from analyzing existing documents. To this end, information about leader turnover was obtained from personal records, reports and other related documents.

2.7. Methods of Data Analysis

The collected data was edited, classified, and presented using tables. Descriptive statistical analysis is used to describe respondents. The result of the analysis is presented using frequency distribution tables.

2.8. Validity and reliability

To maintain the validity of the instruments, the instruments were given to Professionals. To improve the reliability of responses, instruments were designed

using a simple and clear language and they are sequenced logically and then given to some respondents for further improvement.

2.9. Ethical Consideration

The study promised to respect for the respondents. The researcher treated with respect and courtesy, no matter their age, social class, level of education, or place of residence. The study also made sure that the procedures for sampling and research are reasonable, non-exploitative, carefully considered, and fairly administered. The research design was valid because it will add value to the participants, the researcher, and society at large. Ethical clearance was obtained from the Amhara Management Institute.

3. Results and Discussions

3.1. Demographic characteristics of the respondents and interviewees

Table 3.2: Demographic characteristics of the respondents

No	Gender of the respondents	Female	Frequency	%	Mean	Std. deviation
1		Male	49	32	0.68	0.4768
		Total	104	68		
			153	100		
2	Age of the respondents	Below 35	31	20.3	1.88	0.517
		35-45	110	71.9		
		Above 45	12	7.8		
		Total	153	100		
3	Specialization	Any other particular subject	85	55.6	0.44	0.499
		Leadership and related subject	68	44.4		
		Total	153	100		
4	Educational status	Below Gradel2	6	3.9	3.60	1.258
		Certificate	29	19		
		Diploma	40	26.1		
		Degree	55	39.9		
		Masters	23	15		
		PhD	0	0		
		Total	153	100		

Source: survey data 2024

Based on the survey data, 49(32%) of the respondents are female, and 104(68%) of the respondents are male. And the Mean value and standard deviation of gender respondents are 0.68 and 0.4768, respectively. It can be understood that most of the respondents are male respondents.

Regarding Specialization, most of the respondents 85 (55.5%) were not specialized leadership subject, whereas the remaining 68 (44.6%) have specialized in leadership courses.

The table also further extends the educational background of the respondents and the majority, 55 (39.9%) of the respondents were degree holders, followed by Diploma 40 (26.6%) and 6 (3.9%) of the respondents in the study were below grade12, and 23(15%) of the respondents were master holder.

3.2. Results Obtained from Questionnaire

3.2.1. Increased Responsibilities as a cause for leadership turnover in government Organization

Table 3.3: Increased Responsibility as a Cause for leadership Turnover

Increased Responsibilities	Mean	SD	D	N	A	SA
The ability to plan overall activities of the organization	4.143	1	5	1	9	19
Skill for resource allocation	4.057	2	3	3	10	17
Encourage staff to implement technology and Kaizen principles	2.486	9	14	2	6	4
Encourage staff to use innovative technologies	3.657	3	6	5	7	14
Promote employees professional development	3.314	6	9	4	5	12
Encourage the participation of employees	2.829	8	10	3	8	6
Improve employees job satisfaction	4.057	2	3	3	10	17
Resolve conflicts among employees and/or customers	4.086	4	3	0	7	21
Improve income	3.743	5	4	2	8	16
Improve the attractiveness of work area	2.857	9	8	5	5	8
Create conducive environment for service delivery process	3.829	3	4	1	15	12
Total	35.229	49	65	28	75	134
Grand Mean Score of Respondents	3.551	0.296		0.073	0.543	

Source: survey data 2024

Based on the above table result, one can conclude that all the items listed do not equally influence the leaders to leave their position. Therefore, to know the most serious factor, the mean value for each item was calculated for the purpose of comparison.

According to the calculated mean value shown in Table 3.3, the aggregated mean score of respondents (3.551) is higher than the average mean value (3). This suggests that increased responsibility is one of the significant factors that push leaders to leave their leadership position. Also, it can be observed from the same table that most (54.3%) of the responses agreed that the availability of increased responsibilities can be taken as the cause of leadership’s turnover. In particular, it can be noted that monitoring employees’ leadership engagement is the most agreed and encouraging staffs to undertake technology and kaizen implementation is the less agreed reasons that push the leaders to leave their position. These tell us that the actual responsibilities as a principal are far more than what they expect before being assigned to the position.

3.2.2. Toxic, unhealthy Working Environment as a cause for leadership turnover in government Organizations

A number of conditions can influence the performance of leaders’. Leaders can play significant contribution in the organization life process if there is favorable working environment. Here, the respondents’ information on the influence of toxic working environments as a means that causes the leaders to leave their position is analyzed. In order to know the most serious working condition problem, the mean value for each item was calculated and presented as follows.

Table 3.4: Toxic unhealthy Working Environment as a Cause for leadership Turnover

Unhealthy Working Environment	Mean	SD	D	N	A	SA
Shortage of budget in the organization	4.486	2	1	0	7	25
Lack of autonomy to make decisions	4.343	0	1	1	18	15
Political interference	3.971	2	0	4	20	9
Scarcity of resources in the organization	4.200	1	1	3	15	15
Poor office facility	4.143	3	2	1	10	19
Negative Interaction with employees	3.914	2	2	3	18	10
Poor group cooperation	3.629	5	3	5	9	13
Employees disciplinary problems	4.457	0	0	2	15	18
Lack of recognition from authorities	3.571	3	4	7	12	9

Lack of effective Community mobilization	3.371	6	5	4	10	10
Total	40	24	19	30	134	143
Grand Mean Score of Respondents	3.957	0.123		0.086	0.791	

Source: survey data 2024

Based on the calculated mean value, the aggregated mean score of respondents (3.96) is higher than the average mean value (3). This suggests that availability of unhealthy working environment is one of the significant factors that drive out Leadership from their position. Also, most (79.1%) of the responses agreed that unhealthy working environment can be taken as the cause of leader’s turnover. In particular, it can be noted that shortage of budget in the organization is the most agreed and lack of effective community mobilization and involvement is the less agreed reasons that push the leaders to leave their position. It can be generalized that leaders faced disrespect by some employees and Customers. They do not obey the rules and regulations of the organization; they sometimes insult them and try to attack them. These toxic working environments may push leaders to develop negative perceptions and it affects their commitment to stay at the organization.

3.2.3. Workload

In Table 3.5, the respondents’ information on the influence of increased workload as a means that initiates the leaders to leave their position is analyzed and presented.

Table 3.5: Increased Workload as a Cause for leadership Turnover

Increased work load	Mean	SD	D	N	A	SA
Monitoring employees’ engagement	4.200	2	2	0	14	17
Developing activity plans	3.257	5	6	8	7	9
Allocating resources	3.143	8	5	4	10	8
Supporting and monitoring the employees activities of their work team	3.514	4	7	3	9	12
Resolving conflicts among employees and/or customers	4.600	0	1	0	11	23
mobilizing Communities’, assuring service satisfaction	3.257	5	8	5	7	10
Evaluating the achievement of organization goals	4.343	0	2	1	15	17
Prepare too many reports	3.914	5	2	0	12	16
Handling meetings for making decisions in various affairs	3.886	3	4	2	11	15

Improving the attractiveness of working environment	2.771	9	6	9	6	5
Involving and working with communities	3.829	5	2	3	9	16
Involving and working with different stakeholders	3.886	3	4	2	11	15
Total	45	49	49	37	122	163
Grand Mean Score of Respondents	3.717	0.233		0.088	0.679	

Source: survey data 2024

According to the calculated mean value shown in Table 3.5, the grand mean score of respondents (3.72) is higher than the average mean value (3). This suggests that availability of increased workload is one of the significant factors that cause the leaders' turnover. In particular, it can be noted that resolving conflicts among employees and customers is the most agreed.

3.2.4. Inadequate work training

Certain items were prepared to measure the effect of this variable and the mean value for each item was calculated for the collected quantitative information. The summarized result is presented in Table 3.6.

Table 3.6: Inadequate Work Training as a Cause for leader Turnover

Inadequate work training	Mean	SD	D	N	A	SA
Lack of adequate experience	3.371	5	9	1	8	12
Lack of necessary leadership knowledge and skills	3.486	6	4	3	11	11
Limited access to technology	3.114	7	8	3	8	9
Total	9.971	18	21	7	27	32
Grand Mean Score of Respondents	3.324	0.371		0.067	0.562	

Source: survey data 2024

The computed mean value shown in Table 3.6 revealed that the grand mean score of respondents (3.324) is somewhat higher than the average mean value (3). This suggests that inadequate work training is one of the factors that may cause leadership turnover. Also, it can be observed from the table that most (56.2%) of the responses agreed that inadequate work training can be taken as the cause of leadership turnover.

3.2.5. Poor Living Conditions

Table 3.7: Poor Living Conditions as a Cause for leadership Turnover

Poor Living Conditions	Mean	SD	D	N	A	SA
Social alienation	4.743	0	0	0	9	26
Poor housing, transportation and health care infrastructures	4.286	1	2	1	13	18
Lack of psychological safety	3.657	2	5	4	16	8
Insufficient living facilities	4.257	3	2	0	8	22
Total	16.943	6	9	5	46	74
Grand Mean Score of Respondents	4.236	0.107		0.036	0.857	

Source: survey data 2024

It can be observed from Table 3.7 that both the calculated mean (4.236) and the percentage (85.7%) of responses suggest that poor living conditions is one of the significant factors that cause leadership turnover. In particular, among the variables social alienation is the most agreed reason that is believed to drive the leaders to leave their position.

3.2.6. Turnover and Salary

Table 3.8: Insufficient Salary as a Cause for leadership Turnover

Insufficient Salary	Mean	SD	D	N	A	SA
Government leaders' salary is less compared to other non government leaders	2.200	15	9	2	7	2
Work load and salary paid do not match	3.314	6	7	3	8	11
The salary paid to leaders is not enough to lead their life	3.343	8	5	1	9	12
leaders' salary do not grow with service years	4.314	2	1	2	9	21
There are no additional incentives such as free transport and house allowance for leaders in the study area	4.486	0	0	3	12	20
Total	17.657	31	22	11	45	66
Grand Mean Score of Respondents	3.531	0.303		0.063	0.634	

Source: survey data 2024

Based on the above result, the calculated mean (3.531) and the percentage (63.4%) of responses suggest that insufficient salary is one of the factors that cause leader

turnover. Among the above listed variables leaders salary do not grow with service years is the most prominent factor of leader turnover in the study area.

Table 3.9: A Ranked Summary on the Causes of leaders’ Turnover

Major Causes of Turnover	Mean Scores	Rank
Poor Living Condition	4.236	1
Toxic, unhealthy working environment	3.957	2
Insufficient Salary	3.717	3
Increased Responsibility	3.551	4
work load	3.531	5
Inadequate work training	3.324	6

It can be noticed from Table 3.9 that poor living condition, poor working environment and work load are the top three factors that cause high leadership turnover in Addisizemen city administration.

3.3. Results obtained from Document analysis

3.3.1. Trends of leaders’ Turnover

Table 3.10 Trends of leadership Turnover (2020-2024)

Name of Government Office	Leaders who leave their Leadership						Total
	Total number of Appointee	2020	2021	2022	2023	2024	
Mayor Office	2	-	-	-	1	1	2
Kebele (District) One	5	4	2	3	1	3	13
Kebele (District) Two	5	2	1	-	3	2	8
Kebele (District) Three	5	5	-	3	1	4	13
Kebele (District) Four	5	3	-	1	4	2	10
Municipality Office	2	-	-	2	-	1	3
Revenue enhancing office	1	1		1	-	1	3
Technical and vocational enterprise office	1	-	1	1	-	-	2
Procurement and finance office	1	-	1	-	-	1	2
Trade and Industry Office	1	-	1			1	2
Investment Office	1	1	-	1	1	1	4

Civil service Office	1	1	-	1	-	1	3
Water Utility office	1	-	-	-	-	-	-
Woman and Youth Affair Office	1	1	-	-	-	1	2
	32	18	6	13	11	19	67
		58%	18.7%	40.6%	18.7%	59.3%	

Source: Addiszemen Human Resource and Civil service Office 2024

In order to impact change in the organization, leaders should remain stay in their organization at least one strategic plan. However in our city current situation leaders’ turnover trends and rates in the selected study area was examined as per the specified years. From the above document analysis found that the variation of turnover is inconsistent with the years from 2020 to 2024 as presented in Table 3.10. It is evident from the table that there was a relatively high turnover 19(26%) in 2024.

4. Summery, Conclusion, Implications and Recommendations

4.1. Summaries

Since Human Service organizations are valuable assets for human society that need strong leadership to achieve their intended goals. However, some studies pointed out that leadership turnover is one of the top challenges facing many government organizations in many parts of the world. So, this study was conducted in selected Addiszemen city administration to assess the factors affecting leaders’ turnover from 2020-2024. The study mainly focuses on examining the rate of leadership turnover in the selected area. It also assessed the extent on how individual factors affect the turnover of leaders. To this end, a mixed study design involving both quantitative and qualitative approaches has been implemented. Based on the personal judgment of the researcher, purposive sampling method was used to select 153 respondents. Primary data were collected by using questionnaires from public office leaders, employees and non government organization employees and leaders. Perhaps, secondary data were obtained from document analysis. The data collected from both primary and secondary sources were analyzed by using descriptive method such as number of counts, ratios, percentages and mean scores. The quantitative information was organized and presented in the form of tables and the qualitative information was briefly discussed in line with the corresponding quantitative information. Some of the major findings of the study are listed below:

- More educated or advanced leaders rush to leave their position in search of other opportunities.
- Among the selected government organizations, it was identified that except water utility office, all of city administration office leaders had leave their position in the past five years.
- Most of the leaders are first degree and Master Holders but more than half percent of the assigned leaders are not specialized in leadership but they simply have relatively long years of work experience.
- The variation of turnover is inconsistent with the years from 2020 to 2024; however, it was evident from the study that there was a relatively high turnover (59.3%) in 2024.
- Both the aggregated mean score (3.551) and the percentage of responses (54.3%) revealed that increased responsibility is one of the significant factors that lead leadership turnover.
- Both the grand mean score (3.96) and the percentage of responses (79.1%) proved that poor working environment can be taken as the cause of leaders' turnover. In particular, shortage of government budget in the organization was considered as the most agreed indicator for poor working environment.
- Both the calculated mean score (3.72) and the percentage of responses (67.9%) pointed out that availability of increased workload is one of the significant factors that cause leadership turnover. Also, resolving conflicts among employees and/or customers is the most agreed reason pushes the leaders to leave their position.
- Both the aggregated mean score (4.24) and the percentage of responses (85.7%) indicated that poor living conditions is one of the significant factors that cause the leaders turnover. In particular, insufficient living facilities are the most agreed indicator of poor living conditions.
- Both the grand mean (3.531) and the percentage (63.4%) of responses suggest that insufficient salary is one of the factors that cause leadership turnover.

4.2 Conclusion

Based on the results of the study, it is possible to conclude that

- Most of government organizations of Amhara regional state government organizations which are non business oriented organizations are suffering from leadership turnover.
- Problem is noticed with assignment of leaders that they are assigned without fulfilling the minimum criteria of leadership and personal reasons.
- Most of the leaders are not specialized in leadership subject.

- Poor living condition, Toxic, unhealthy working environment, increased work load and responsibilities, insufficient salary and inadequate training are the factors affecting leadership turnover. Above all, poor living condition is the most serious problem facing government organization leaders that triggers them to leave their position.

4.3 Political Implications

Policy makers keep in mind that, most of the time vacant position for leadership is announced without clear criteria and most of them were assigned by their political commitment, attitude towards the political party and their work initiatives. However, the candidates recruited for the position without fulfilling the minimum criteria of professional leadership. So, the City administration assigns most of the employees are not experienced as the leader of the government organizations of Addiszemen city administration. Most of the leaders are decided to accept for leadership with the following reasons:

- To get job opportunity
- To get a better payment
- To get a position experience for further opportunities

Due to these reasons leadership recruitment may be subjected to bias and corruption processes which could be one of the reasons for turnover due to inefficient leadership, faced to leave their position and personal dissatisfaction.

4.4. Recommendations

In order to overcome the summarized problems in the government organization, the following constructive recommendations and future directions are outlined for policy makers and researchers.

- Professionally capable and motivated candidates must be assigned to lead government organizations.
- Leaders should be provided with adequate leadership trainings before and after assignment. This will provide the opportunities to share experience on how to improve time management and the working environment. This may include the use of technology on data management and communication and other emerging skills to handle organizational leadership and management activities.

Community leaders, local investors, non government organizations may be responsible to share and support some duties of leaders. These stockholders may play the role of handling'

- Income enhancing activities. This will significantly reduce leaders' workload and responsibility.

- Efforts should be made by the governmental and non-governmental bodies to improve the working and living conditions of leaders. This may include improving infrastructure and allocating appropriate incentives, allowances and other compensation mechanisms for leaders.
- Adequate salary should be provided for leaders. Because it reduces turnover and corruption.
- Due to the complex nature of the problem, further studies should be conducted to understand the existing problem in detail in Amhara regional state in general and in Addiszemen city administration in particular.
- Further studies should be conducted to develop strategies in retaining experienced government organization leaders.

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