

**STAFF TURNOVER AND ORGANIZATIONAL PERFORMANCE: A CASE OF  
KABALE DISTRICT LOCAL GOVERNMENT**

**BY**

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**APRIL, 2022**

**Declaration**

I, Pross Tukamuhebwa declare that this research dissertation titled “Staff Turnover and organizational Performance: A Case Study of Kabale District Local Government” is a result of my own effort and has never been submitted to any academic institution of higher learning leading to any award.

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## Approval

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Date.....

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(SUPERVISOR)

## **Dedication**

I dedicate this research dissertation to my husband Mr. Gad Byarituha

## **Acknowledgement**

I would like to acknowledge the following;

My supervisors Dr. Barigye Godfrey, and Dr. Mucunguzi Abel for their tireless efforts they rendered towards completion of this research dissertation.

My husband for his financial and moral support that he rendered to me during this research process.

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### **List of Abbreviations and Accronyms**

ANOVA	:	Analysis of Variance
CAO	:	Chief Accounting Officer
CFO	:	Chief Financial Officer
CVI	:	Content Validity Index
KDLG	:	Kabale District Local Government
LG	:	Local Government
LGAs	:	Local Government Areas
NGOs	:	Non-Governmental Organizations
OLS	:	Ordinally Least Squares
SAQS	:	Self Administered Questionnaire
SCOPA	:	Standing Committee on Public Accounts
SPSS	:	Statistical Package for Social Sciences

## **Abstract**

The study was about staff turnover and organizational performance. A case of Kabale District Local Government. Objectives of the study were; To examine the causes of staff turnover among local government workers at Kabale District Local Government, to determine the relationship between staff turn-over and organizational performance at Kabale District Local Government and; to identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. This research used cross-sectional research design with both quantitative and qualitative approaches. A sample size of 118 respondents participated in the study. Findings from the study objective one which sought to examine the causes of staff turnover among local government workers at Kabale District Local Government, it was concluded that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment are some of the major causes of staff turnover at Kabale District Local Government. From objective two, it was concluded that staff turnover has a significant relationship with Organizational Performance. Basing on the last objective of the study research can conclude that various mitigation strategies can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. Such strategies include; creating employee relations, organizations should hold meetings where employees, councilors, and other leaders should participate in decision making relating to better salary pay giving allowances to employees (transport, medical, housing and airtime).

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

Employee turnover is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment. Abassi (2000). Organizational performance encompasses three specific areas of organization outcomes: efficiency, quality service attributes, productivity, and effectiveness etc.) According to Richard (2009).

This chapter presents background of the study (historical background, theoretical background, conceptual background and contextual background), statement of problem, research objectives, research hypothesis, scope of the study, conceptual framework, significance of the study, and definition of operational terms.

### **1.1 Background of the study**

#### **1.1.1 Historical background**

##### **1.1.1.1 Staff turn-over and organizational performance**

Globally, staff turnover organizational performance emerged back in the late 19th Century, Polit (2003). Both the high rates of staff turnover in the early years of twentieth century and dramatic declines in the 1920s are closely interlinked with changes in worker-initiated component of turnover rates. Measuring staff turnover in local government has been discussed for decades (Pollit & Bouckaert 2004).

Staff Turnover is an escapable incident in every organization both public and private organization. Turnover has received much attention from different scholars and researchers in recent years. Employee turnover has been increasing in recent years due to growth of global economy which has opened up various employment opportunities. Organizations invest a lot on their employee in terms of induction and training, development, maintenance and retaining them in their organization. As a result, managers at all costs have to minimize employee turnover.

Organizations embrace performance management strategy as a key indicator of performance. The ability to manage an organization effectively becomes fundamental to work

performance, after the world has realized a drastic increase in staff turnover the 21<sup>st</sup> century that had never been seen.

In Africa, the situation of staff turnover has posed challenges to employees in different angles. Taylor (2012). Different techniques have been developed by various organizations to mitigate high staff turnover for instance, enacting of laws and regulations to shape the behavior of individuals at workplace and motivating employees but indicators still show high turnover of employees in organizations (Taylor, 2012).

In Uganda, staff turnover and challenges related to organization performance have been reported among these challenges is weak performance management of organizations' workers, ACODE (2013). The audit carried out in 2014 revealed significant staffing gaps with many of the 112 districts in Uganda failing to attract and retain workers. In addition, the districts did not have clear policies on staff training, transfers and rotation. There was irregular and inadequate support supervision, and staff appraisals were occasional (MIS report 2008).

### **1.1.2 Theoretical background**

The study was grounded on Herzberg Two Factor Theory.

#### **Herzberg Two Factor Theory**

Herzberg directed a study in which he projected a two-factor method when trying to comprehend motivation between workers. The two-factor theory comprises of two forms of causes that affect how motivated or satisfied an employee is at work. They included motivator factors and hygiene factors. Hygiene factors to be addressed by the industry to avoid employee's unpleasant experiences and feelings at workplaces (Guha, 2010).

This theory is relevant to this study because it majorly focuses on various factors related to staff turnover. Hygiene factors motivates employees in their work. The hygiene factors are: Wages, salaries and other financial remuneration, Company policy and administration, Quality of interpersonal relations, Working conditions, Feelings of job security and Quality of supervision. (Guha 2010).

Motivator causes arise from the necessity of a person to achieve personal growth. Job satisfaction results from the existence of motivator features. Additionally, effective motivator issues do not only influence job satisfaction, but then again brings better performance. The motivator factors identified by (Guha 2010) are: Challenging or stimulating work, Status,

Opportunity for advancement, Responsibility, Sense of personal growth/job achievement, and Acquiring recognition. Most of the above mentioned factors closely correlated to what this study intends to investigate.

### **1.1.3 Conceptual background**

Staff turnover can be defined as the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi et al, 2000). The term “turnover” is defined by Price (1977) as; the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover. (Woods, 2015).

Concepts of staff turnover include voluntary turnover and involuntary turnover. (Woods 2015). With voluntary turnover, when employees quit, that is when they decide to end their relationship with organizations on their own, whereas involuntary turnover occurs when employers fire or lay off workers. (Trevor, 2011).

On the other hand, Organizational performance of Local Governments involves organizational productivity, quality service attributes, and Effectiveness of delivering services to the public, provision of basic public services such as education health roads and agricultural advisory services. Delivery of such basic public services is a devolved function of local governments. The measure of the performance of local governments largely depends on how well these basic services are delivered to the citizenry (ACODE, 2013). Local Government service delivery is ensuring the provision of services to communities in a sustainable manner. Monitoring customer focused service delivery could therefore be a critical input means to affect quality service delivery in Local Government.

#### **1.1.4 Contextual background**

Many institutions Uganda have expressed concerns about high levels of labor turnover.

Uganda is among the 57 countries with critical shortage of health workforce (UN, 2017)

In context to Canada, Shangvi (2012) argued that once organizations operate in an open environment where managers share information on the aspect of organization culture, positive feelings and openness can expect thick turnover rates.

For instance, Uganda Telecom is Uganda's first Telecommunication operator. UTL was the first company to own a Full Telecommunications Operator license, having evolved from the earlier East African Post & Telecom Corporation in the 1970's, and the Uganda Post and Telecom Corporation in the 1980's and 1990's.

Uganda Telecom has been experiencing employee turnover for a period of time, the employees of Uganda Telecom no longer feel attached to the organization and when employees quit the organization, the organization has to suffer a great amount of direct and indirect cost. The expenses of staff turnover can be shocking ranging from advertising expenses, resource management expenses, loss of time and efficiency, work imbalance, and training and development expenses for freshly employees. Alexander (2004).

This study in Uganda concluded that the causes of employee turnover can be grouped into employee-based, employer- based or work-place-based. The study further revealed that moderate employee turnover has no significant effect on performance of the organization since the employees leaving can be replaced easily and the costs of the incoming new employees are evened out with the cost of recruiting them. However, the study found out that turnover of whatever level has a negative effect on organizational performance since the incoming employees have to learn new ways of doing things which may take time.

However, such studies dealt only with employee turnover in firms and no specific study was carried out in Kabale District which left gap this study focused on.

#### **1.2 Statement of the problem**

Most of the local governments in Uganda have undertaken numerous human resource management reforms since the onset of decentralization policy in 1990s. as a result, many local governments have since the 1990s engaged in rapid staff recruitment exercises in order to



fill the manpower gaps (MGLD 2011). However, many reports have been published concerning the high rate of labor turnover. For instance Kabale district local government has experienced high labor turnover. According to ACODE (2019), the labor turnover rate at Kabale district local government ranged over 10% from 2015 to 2021. Some performed never reported after being offered jobs in the district, some left while still on probation and others left after less than 2 years on job. (KDLG, 2021).

Therefore, this research was designed to investigate the real issues surrounding the high rate of labor turnover at Kabale District Local Government with a view of establishing how this problem can be addressed in future.

### **1.3 General objective of the study**

To assess the relationship between staff turnover and organizational performance in Local Governments of Uganda.

#### **1.3.1 Specific objectives of the study**

- i. To examine the causes of staff turnover among local government workers at Kabale District Local Government.
- ii. To determine the relationship between staff turn-over and organizational performance at Kabale District Local Government.
- iii. To identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government.

### **1.4 Hypotheses of the Study**

The research tested the following hypotheses;

**H<sub>0</sub>.** There is a significant relationship between staff turnover and performance of Kabale District Local Government.

**H<sub>1</sub>.** There is no significant relationship between staff turnover and performance of Kabale District Local Government.

## 1.5 Conceptual framework

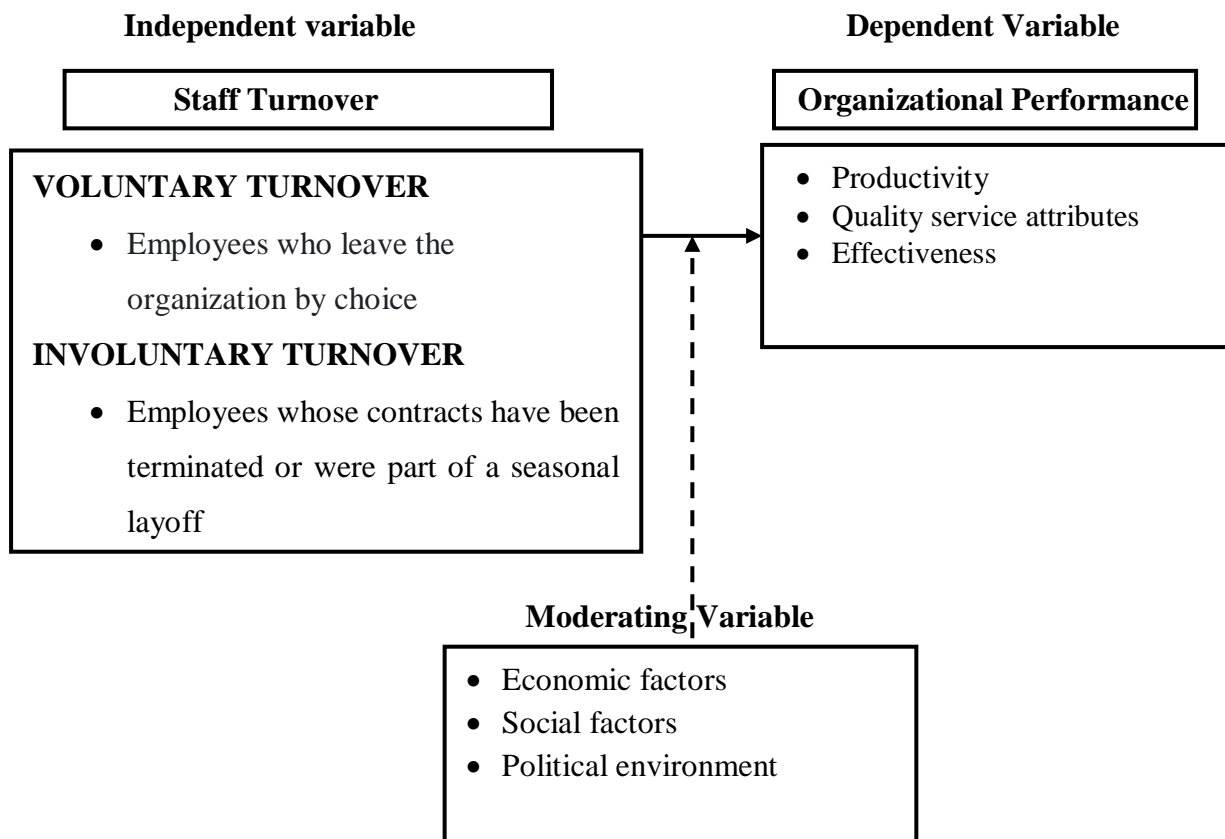


Figure 1.5: Conceptual framework: *Adopted with modification from Turnock and Handler (1991).*

A conceptual framework refers to interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The above conceptual framework presents factors related to staff turnover as the independent variable with three dimensions: voluntary turnover characterized by employees who leave the organization by choice, and lastly involuntary turnover (characterized by employees whose contracts have been terminated or were part of a seasonal layoff). Organizational Performance on the other hand is presented as the dependent variable which is measured in terms of productivity, quality service attributes, and effectiveness. However, there are other factors that if present that interfere with the relationship between the dependent and independent variable. These are the moderating variable and they include: political factors, economic factors and social factors. The existence of external operating environment of any organization.

## 1.6 Significance of the study

The study will be of importance to government, especially the public sector in understanding,

managing and reducing the level of labour turnover in the country. This will help them know that a recruitment and selection strategy, where the task of recruitment and selection is either done fairly or outsourced to eliminate corruption and to ensure that job fit is of utmost importance.

This study will also be significant to the Ministry of labour, gender and social development to realize that training and development that is specific to the needs of the employees is strongly recommended to ensure retention of staff. Policies will be developed that will mitigate staff turnover's negative effects and hence boost service delivery and management.

The study will further be of importance to all stakeholders to note that remuneration strategy that is benchmarked against current market rates is strongly recommended.

Furthermore, this study will assist leaders to understand that high performance should be rewarded to retain talented staff. This will be through key informative data that was obtained to guide in overall district management.

## **1.7 Justification of the study**

The study will help researcher to assess the relationship between staff turnover and performance of Kabale District Local Government.

## **1.8 Scope of the study**

### **1.8.1 Geographical scope**

The study was conducted at Kabale District Local Government, located in western region, Kabale District, Uganda.

### **1.8.2 Content scope**

The content scope was limited to relationship between Staff turnover in Kabale District Local government and strategies to curb it. This delimitation was intended to allow a deeper probe of the subject of inquiry with the hope that the exploration of these different issues of turnover, strategies would be highlighted that might reduce its levels.

### 1.8.3 Time scope

The study covered the period of three years from 2016 to 2019 when performance was reported to be declining and staff turnover was on rise according to KLDG Performance Report 2019/20.

## 1.9 Definition of Operational terms

**Staff turnover** is defined by Price (1989) as being both “the entrance of new employees into the organisation and the departure of existing employees from the organisation”

**Performance:** It is the conglomeration of both qualitative judgments and quantitative bases (Kumar, 2010).

**Management style:** The methods used by a person in managing an organization or group of people. Price (1989).

**Working conditions:** refers to the working environment and aspects of an employee's terms and conditions of employment. This covers such matters as: the organisation of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. (Abassi & Hollman 2000).

**Job satisfaction:** means a feeling of fulfillment or enjoyment that a person derives from their job. Hatfield, 2006).

**Organization:** It is the structural framework of duties and responsibilities required of personnel in performing various functions with a view to achieve business goals. Alexander (2004).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews literature on the concept of staff turnover and organizational performance basing on the objectives of study. The literature on staff turnover and organizational performance is categorized according to study objectives.

#### **2.1 Conceptual review**

Staff turnover can be defined as the alternation of employees around the employment market; between companies and occupations; (Abassi et al. 2010). Price (2007) defines the term “turnover” as the proportion of the number of organisational affiliates who have left during the period being considered divided by the average number of people in that organisation during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover. Woods (2015).

Therefore, there is need to provide greater understanding of the research on this topic and give recommendations related to the major practitioner knowledge gaps. As indicated indirectly in a study of Human Resource professionals. Rynes (2012), as well as based on our experience, the major practitioner knowledge gaps in this area are: the relationship between staff monitoring and evaluation systems and organizational performance, relationship between management styles and organizational performance, relationship between staff working conditions and organizational performance. Organizational performance was conceptualized as efficiency, effectiveness and productivity.

On the other hand, Organizational performance of Local Governments involves Accessibility of services, Client satisfaction, and Effectiveness of delivering services to the public, provision of basic public services such as education health roads and agricultural advisory services. Delivery of such basic public services is a devolved function of local governments. The measure of the performance of local governments largely depends on how well these basic services are delivered to the citizenry. ACODE (2013). Local Government service delivery is ensuring the provision of services to communities in a sustainable manner.

Monitoring customer focused service delivery could therefore be a critical input means to affect quality service delivery in Local Government.

In this study, staff turnover was taken as the independent variable while organizational performance as the dependent variable. Mustapha & Ghee (2013).

Performance can also be defined as completion of a task with application of knowledge, skills and abilities. John Shields (2015). In work place, performance or job performance means good ranking with the hypothesized conception of requirements of a task role, whereas citizenship performance means a set of individual activity and contribution that supports the organizational culture. The accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. According to Richard et al. (2019) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.; and shareholder return (total shareholder return, economic value added, etc.).

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2019), organizational performance encompasses three specific areas of organization outcomes: efficiency, effectiveness, productivity, and timeliness etc.).

## **2.1 Theoretical review**

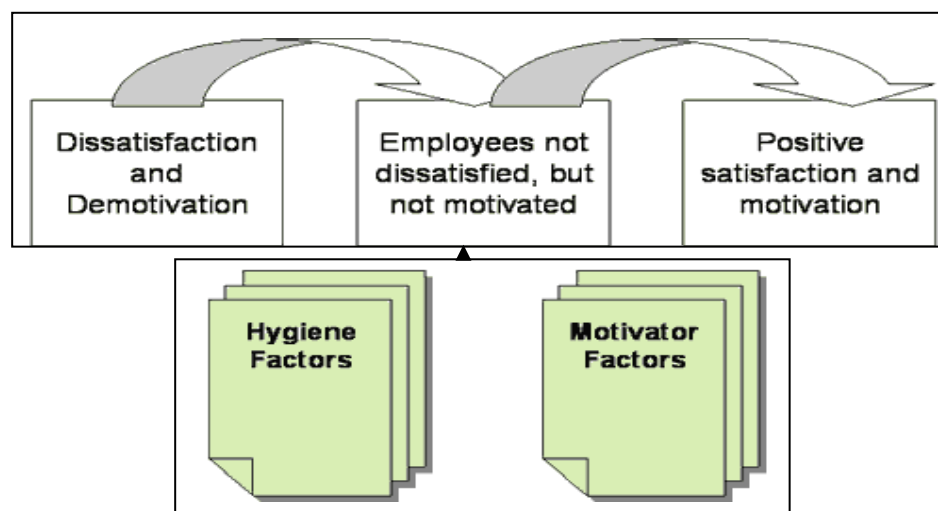
The study reviewed Herzberg two-factor theory and correlate it with study variables

### **Herzberg Two Factor Theory**

According to Boundless (2002) they claim that this theory has two types of factors that inspire motivation and satisfaction amongst persons, mainly those in the employment sector. The theory declares certain factors in the work place that cause job satisfaction and dissatisfaction. Boundless (2018). It is serious to underline that this is not a lined correlation: the reasons that influence satisfaction do not unavoidably contradict those that lead to dissatisfaction; one does not automatically increase closely as the other decreases. Conferring to Kara (2005), Herzberg directed a study in which he projected a two-factor method when trying to comprehend motivation between workers. The two-factor theory comprises of two forms of causes that affect how motivated or satisfied an employee is at work. They included motivator factors and hygiene factors. Hygiene factors to be addressed by the industry to

avoid employee's unpleasant experiences and feelings at workplaces Guha (2010). The satisfaction of hygiene factors motivates employees in their work. The hygiene factors are: Wages, salaries and other financial remuneration, Company policy and administration, Quality of interpersonal relations, Working conditions, Feelings of job security and Quality of supervision.

Motivator causes arise from the necessity of a person to achieve personal growth. Job satisfaction results from the existence of motivator features. Additionally, effective motivator issues do not only influence job satisfaction, but then again brings better performance. The motivator factors identified by Guha (2010) are; Challenging or stimulating work, Status, Opportunity for advancement, Responsibility, Sense of personal growth/job achievement, and then lastly Acquiring recognition.



**Figure 2.1: Frederick Hertzberg's two-factor theory**

Herzberg two-factor theory was adopted for this study. Herzberg (1959) two factor theory as cited in Bassett Jones and Lloyd (2005) argues that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”. These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfies are company policies, salary, co-worker relationships, and supervisory styles

(Bassett-Jones and Lloyd, 2005). Herzberg (1959) as cited in Bassett-Jones and Lloyd (2005) argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors.

Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organisations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

## **2.2 Causes of staff turnover in organizations**

An understanding of the causes and antecedents of turnover is a first step for taking action to reduce turnover rates, Mobley (2003). Alexander (2004) identifies some factors causing high staff turnover some of which are; the job not matching new employees expectations; lack of attention from line managers; lack of training; lack of autonomy; lack of challenge and variety within the work; disappointment with the promotion and development opportunities; disappointment with standards of management, including unapproachable, uncaring and distant behaviour and failure to consult.

In 2005, an analysis of some 800 turnover studies was conducted by Hom and Griffeth (2005), which was recently updated by Griffeth, (2010) confirmed some well-established findings on the causes of turnover. These include: job satisfaction, organizational commitment and comparison of alternatives. The analysis also confirmed that employee turnover has a negative effect on organizational performance.

Most researchers (Bluedorn, 2009; Kalliath and Beck, 2001; Kramer et al., 2015; Peters et al., 2011) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employees included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organisation to another or why people leave organisation. The experience of job related stress (job stress), the



range factors that lead to job related stress (stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit Firth et al. (2010). This clearly indicates that these are individual decisions which make one to quit.

Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market. Good local labour market conditions improve organizational stability Schervish (2013). Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment (Idson and Feaster 2010). Trevor (2011) contends that local joblessness rates interact with job satisfaction to forecast turnover in the market. Role stressors also lead to employees' turnover. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what our role should be. It normally occurs due to a result of confusion what is predictable, how to meet the prospects, or the employee thinking the job should be different (Kahn et al. 2009).

Organisational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2011). In organizations where there was a high level of inefficiency, there was also a high level of staff turnover (Alexander et al., 2004). Therefore, in situations where organizations are not stable employees tend to quit and look for stable organisations because with stable organisations they would be able to predict their career advancement.

Adopting a cost oriented approach to employment costs increases labour turnover Simon et al. (2017). All these approaches should be avoided if managers want to minimize employee turnover and increase organisational competitiveness in this environment of globalization.

Griffeth et al. (2010) noted that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives the more likely employees remain with organisation and vice versa. There are also other factors which make employees to quit from organisations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment. Abassi et al. (2014).

### **2.3 Relationship between staff turn-over and organizational performance**

Staff turnover is an important and pervasive feature of the labour market. In OECD countries, approximately 10-15% of workers quit their jobs every year; 15% in the United States alone Labov (2004). Labour turnover affects both workers and firms. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Firms, on the other hand lose job-specific skills, suffer disruption in production and incur the costs of hiring and training new workers. Incoming workers, however, may be better educated, more skilled and have greater initiative and enthusiasm than those who leave.

The theory used to explain the impact of turnover on firms is mostly based on the well known efficiency wage model of Salop (2009), in which firms choose wages so as to minimize the marginal cost of labour, balancing the marginal effect of higher wages against the marginal reduction in training costs induced by higher wages. In an earlier, similar setting Manu (2014) shows that natural unemployment is induced by excessive labour mobility in the face of high turnover costs. More recently, in the context of a dynamic search model where a continuum of firms choose permanent wage the beneficial effects of changed career prospects presumably outweigh the costs, since almost all turnover is initiated by workers.

Manu (2004) shows that efficiency wages paid in the presence of turnover lead to a sub-optimal wage structure. Training is of growing importance to companies seeking to gain an advantage among competitors. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool that can lead to higher levels of employee retention. Regardless of where one falls within this debate, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success.

The training industry as a whole has shown significant growth through the years. Statistics indicate that investment in training is continuing to grow as more and more companies realize its importance. Training can have a considerable influence on a school's finances as there are several training costs that companies may incur. One type of training related cost is direct cost. This may include instructor salary, materials, and follow-up supervision. A second type of training related cost is indirect cost. These costs are related to worker output and productivity during and upon completion of the training. Along these lines, once a training program is completed, worker productivity is expected to increase.

The benefits will be to the company, due to an increase in worker output and productivity,

and to the worker, as the increase in output should translate into higher wages and opportunities for career advancement. In general, a company will weigh the costs and returns to training to determine the amount of investment it will incur (Manu, 2004). In addition to the direct and indirect costs described above, turnover plays a significant role in the amount of training investment schools will assume. The greater the chance of employee turnover, the less likely a company will invest in it. A company loses all of its investment should an employee terminate the relationship upon completion of training. As a result, employers have very important decisions to make in regards to the level of investment they are willing make in training. Training duration, specificity, relevance, payment options, and training location are all things that employers must consider while developing a training program.

The importance of ensuring employee retention following training may lie in the strategic approach that is utilized. The Town council can seek to achieve organizational goals through a variety of human resource strategies and approaches. One such approach, a commitment strategy, attempts to develop psychological connections between the company and employee as a means of achieving goals. Although a commitment strategy can be tied to all company human resource practices; recruitment, selection, performance evaluation, and so on, the focus of this paper will be to determine whether training can lead to an increase in employee commitment and in turn foster employee retention.

There is also a relationship between employee commitment and turnover. A committed employee is one that will remain with the organization. Through the years, numerous research studies have been conducted to determine the accuracy of this statement. In the end many have concluded that committed employees remain with the organization for longer periods of time than those which are less committed.

Manu, (2004) hypothesized and found true that the more committed an employee is, the less of a desire they have to terminate from the organization. These “highly committed” employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment. This exemplifies the impact that human resource strategy can have on an organization. Job search, retention, employee’s desire and intent to leave, and attitude toward the organization can all be improved with a strategy that seeks to enhance employee commitment.

When organizations seek to foster a philosophy of commitment, then the likelihood of an

employee searching for employment elsewhere is lowered. In a study of employee mobility, commitment has a significant and positive impact on job performance and on workforce retention. The underlying belief is that a more committed employee will perform better at their job (Griffeth and Hom, 2001). The likely outcome of employees performing better and being more productive is an overall improvement in workforce stability.

There is a great deal of literature which seeks to define and identify the specific characteristics of commitment. Scholars have offered many differing views and theories regarding employee commitment. Even with these differing views it is possible to find some consistent themes. In general there is significant supporting research that indicates that commitment is made up of investments, reciprocity, social identity (identification), and lack of alternatives. Although each of the four mechanisms may serve to enhance employee commitment they may do so in varying degrees. As a result, the more prevalent each element becomes the more likely commitment will grow, (Griffeth and Hom, 2001).

Labov, (2003), argues that organizations with strong communication systems enjoyed lower turnover of staff and hence perform better than those with high turnover. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is, employees should fully understand about issues that affect their working atmosphere. But in the absence of openness in sharing information and employee empowerment the chances of continuity of employees are minimal.

Costly, (2007) points out that a high labour turnover may mean poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. All these factors contribute to high employee turnover in the sense that there is no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decide to quit. This increases inefficiency and the school performance drops.

Griffeth, (2010) ascribes to the same thought. He notes that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. There are also other factors which make employees to quit from organizations and these are poor hiring practices, managerial

style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment, (Abbasi, 2002).

Griffeth's (2004) 'unfolding model' of employee turnover represented a significant departure from the previous labour market- and psychological-oriented turnover literature. This model is based on the premise that people leave organisations in very different ways and it outlines four decision pathways describing different kinds of decisions to quit. A notable feature of the unfolding model is its emphasis on an event or 'shock' (positive or negative) that prompts some decisions to quit.

Morrell et al (2004) tested the unfolding model by studying the voluntary turnover of nurses in the UK. Their findings indicated that shocks play a role in many cases where people decide to leave. Furthermore, they found that shocks not only prompted initial thoughts about quitting but also typically had a substantial influence over the final leaving decision. They also noted that decisions to quit prompted by a shock are typically more avoidable. The authors suggest that their research illustrates the importance for managers of understanding avoidability i.e. the extent to which turnover decisions can be prevented.

Labov (2004) indicated that turnover is affected by organisational size, with size being the key mediator of an organization's internal labour market. They suggest that organisational size impacts on turnover primarily through wage rates but also through career progression paths. Developed internal organisational labour markets produce lower departure rates since promotion opportunities have a strong negative influence on departures for career-related reasons.

Martin (2003) looked at the effect of unions on labour turnover and found clear evidence that unionism is associated with lower turnover. He suggested that lower turnover is a result of the ability of unions to secure better working conditions thus increasing the attractiveness for workers of staying in their current job. According to Martin, the relationship between lower turnover and unionization has been well established by researchers using both industry-level and individual data.

Mobley et al (2007) concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (that is, the higher the satisfaction with supervision, the lower the turnover).

In a study in Australia, part-time workers were found to have a much higher rate of job separation than full-time workers (Abbasi, 2002). The effect is larger for men probably

because part-time work is likely to be casual and hence short-term. At any given age, job separation is more likely for male part-time workers than for female part-time workers.

The academic literature suggests that differentiating avoidable and unavoidable turnover (from the organization's point of view) can help organisations to understand voluntary turnover more fully. Avoidable reasons include employees leaving to find better pay or working conditions elsewhere, problems with management or leaving for better career opportunities. Unavoidable reasons - which are beyond the organization's control - include, for example, an employee having to move because of relocation by a spouse or leaving to fulfill family or caring responsibilities.

Most empirical researches have shown that there is a negative relationship between staff turnover and enrollment, (Abbasi, 2012). This study provided a comprehensive analysis of many factors that may possibly impact the turnover of workers.

Ongori (2007) noted that most researchers have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intention to quit, but to date there is little consistency in the findings which is partly due to the diversity employed. When an employee leaves a job or switches over to another organization, this is called voluntary turnover (Shahzad, *et al.*, 2011).

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover, Kevin *et al.* (2004). Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determines employee turnover, effects and strategies that managers can put in place minimize turnover.

Taking into account human and social capital theories, which claim that every departure is a disruptive event for businesses (Shaw *et al.* 2005). Employee turnover, from the perspective of an organization, denotes the loss of firm-specific knowledge, skills, and abilities developed through time and possessed by the person who left the organization (Lee & Whitford 2013). The costs of replacing and training new staff are incurred as a result of such a loss (Boyne *et al.* 2010; Kacmar *et al.* 2006; Meier and Hicklin 2008; Messersmith *et al.* 2013; Watlington *et al.* 2010). To begin, announcing a position, receiving and analyzing

applications, holding interviews, and making a final selection for the recruitment all involve various Employee Turnover and Organizational Performance procedures.

#### **2.4. Mitigation strategies against staff turnover in organizations**

Employees are the backbone of any business success and therefore, they need to be motivated and maintained in organisation at all cost to aid the organisation to be globally competitive in terms of providing quality products and services to the society. And in the long-run the returns on investments on the employees would be achieved. Management should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees.

Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be in a position to retain employees in their organisation to enhance their competitiveness in this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organisation which would make the organisation to withstand the waves of globalization. This asset needs to be monitored with due care, otherwise their organizations would cease to exist. Employees should be given challenging work and all managers should be hired on the basis of knowhow by following laid down procedures of the organisation and this would make organisation to have competent managers at all levels of management and hence good supervision. Griffeth et al. (2000) noted pay and pay-related variables have a great effect on employee turnover.

Turnover is not only destructive to organisations, it is also costly. Every time an employee quits, a replacement must be recruited, selected, trained and permitted time on the job to gain experience. Apart from the costs that are directly associated with recruiting and training a new employee, other indirect costs exist. Bliss (2017) and Sutherland (2014) contend that organisations lost productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organisation constitutes a huge loss. These attributes are, in most cases, lost to a competitor organisation that may use this to gain competitive advantage. Ramlall (2003) estimates the cost of employee turnover as 150% of an individual employee's annual

salary. This cost can be substantial especially when high profile employees or high number of employees is involved. Managers should control employee turnover for the benefit for the organisation success turnover.

## **2.5 Empirical Review**

### **2.5.1 Studies Conducted on Employee Turnover in Asia**

China's staff turnover rate was highest in Asia, more than twice that of Japan (China Youth Daily Report, (2008). Unsatisfactory compensation and limited career progression were blamed China's high turnover level. Among respondents 22% agreed that limited career progression was a major cause of high turnover while 18% believed it resulted from dissatisfaction over money, the report predicts persistent increases in salary levels in China because of limited talent resources.

The research done by Kawabe (2006), also found that turnover among professional employee in Malaysia is due to monetary reasons. The changes in economy and social life in Malaysia had influenced employee to look for better pay and high income. In Malaysia turnover rate has started to increase in early 2001. Inagami (2008). Due to high demand and huge opportunities that exist in the market. With the increase trend of turnover and its impact, it has been monitored seriously by the senior management, human resources and industrial psychologist in Malaysia. It has been verified to be one of the major impacts to the organization's long- term plan, objective and monetary as well.

Besides to Hewitt Associates (2009/2010), the turnover rate in Malaysia has increased from (9.3%) in year 2009 to (10.1%) in year. The highest turnover rate found to be recorded by the financial services (18.3%) and high-tech/IT industry (20%). However the chemicals industry with (6.3%) of turnover rate is the lowest rate among the industries. According to the research, it is a difficult task to retain employee due to the demand and opportunity factor, which encourage employee to leave an organization. The top three reasons for the employee to leave an organization are due to better external opportunity (67.3%), limited growth opportunities (46%) and further studies (38%).

### **2.5.2 Studies Conducted on Employee Turnover in Europe**

Most academics (Bluedorn, 2012; Kalliath and Beck, 2001) have looked into various antecedents of employee intentions to leave in order to answer the question of what determines people's intention to resign. There has been little consistency in findings to date,



which is partly owing to the diversity of employees covered by the researchers and the lack of consistency in their findings. As a result, there are a variety of reasons why people resign or leave organizations. Employees quit because of job-related stress (job stress), a variety of reasons that lead to job-related stress (stressors), a lack of commitment in the organization, and job discontent.

There is a need for managers to develop a complete understanding on the employee turnover especially the sources that determine the employee, affect and strategies that managers can put in order to minimize turnover. With globalization which is heightened by computation organization we must continue to develop tangible products and provide services which are based on strategies created by employee.

### **2.5.3 Studies Conducted on Employee Turnover in Africa**

Evaluation of employee turnover in Africa is through studies focused on manufacturing and public sectors where workers exercised voluntary labour turnover. Experience of South Africa indicated increasing rates of turnover from 13% in 2005, 13.5% in 2006 and 2.5% in 2007 (Lewis 2008). In addition the annual turnover cost for Unilever Company in South Africa recorded R4.35 billion or 56% of total turnover (Maganga, 2011). Apart from South Africa other countries in East Africa, West Africa and Central Africa are also experiencing relatively high rates of employee turnover with escalating costs and loss of public resources, the affected departments include Health, Education, Police, Military and others.

However in Nigerian Universities, teachers are not affected by this general state of anomaly and frustration. The lecturers are not happy with their jobs. Labour turnover rates are high, while strike actions are common occurrences. The Guardian Newspaper Editorial Comment of 2003 noted that in the last 20 years a sizable number of Nigerian academics have migrated abroad in search of green pastures. Many of them have been absorbed into universities and centers of research in Europe, America and the Middle East.

Over the years, Kenya Airways has been experiencing a high turnover of engineers as compared to other staff cadres seriously affecting its internal capacity to maintain and service its aircrafts. Currently all major aircraft servicing and maintenance is currently being carried out in various parts of the world mostly in Europe and Asia where the hourly cost of labor is higher than that of Kenya. This has resulted in the organization losing the much needed revenue to other countries and a confirmation of the inadequacy of the engineering

capacity at Kenya Airways. One major reason attributed to this trend is that Kenya Airways has been unable to attract qualified engineers whereas the existing ones have been leaving for greener pastures in other competitor organization Naikumi (2007).

#### **2.5.4 Studies Conducted on Employee Turnover in Uganda**

The National Employment Policy of (1995) and the National Employment Promotion Act of (1996) both call for attainment of efficient and adequate utilization of the human resource in Uganda yet the goal has not been attained due to free market economy where there exist freedoms of vocation from one office to another.

#### **2.6 Research gap**

From the reviewed literature, it is found that there is a limited previous study focused on turnover in local governments in both developed and developing countries. The available literature such as Shaw et al; (2010) revealed that salary growth had a pronounced effect on turnover, most especially for high performing employees. Kelvin et al. (2004) said that organization invest a lot on their employees during the terms of induction and training, developing, maintaining and retaining them in their organization. Indeed Fajana (2007), endeavored to avoid Peter principles which is promoting employees above their capability as such upward movement can exposed weakness of such employees and frustration can set in which can inevitably lead to exit at the long run.

Additionally, Fajana (2007) and Shaw et al. (2010) spoke of general factor that led to employees turnover and Kevin et al. (2003) spoke of mechanism to retain employees in organization. Shaw and Fajana (2007) specified only two factors but the intention of this study is to go beyond these two factors as did Kevin who spoke of the mechanism to retain employees in organization but failed to specify whether this mechanism are used in public or private sector. This reveals that there is a gap of information about trends and extent of employees turnover in local governments authorities particularly in Kabale District Local Government of which this study covered. Thus, the study attempted to get rid of those gaps by finding a clear answer relating to staff turnover and organizational performance using a case of Kabale District Local Government.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research design, study population and area, sampling technique, data collection technique, sampling size and selection, data collection methods, sources of data, quality control, data analysis, data processing, ethical clearance and limitations.

#### **3.1 Research design**

This study used a cross-sectional research design by adopting both quantitative and qualitative approaches. It was based on variables measured with numbers and analyzed using descriptive statistics and inferential statistics. Using these approaches, this study derived and described the findings on time management and organizational performance at Kabale District Local Government. This study took a cross-sectional research design because the information on both independent (Staff turnover) and dependent (organizational performance) variables needed to be correlated in order to establish the relationship between the variables. The degree of relationship between the variables was expressed as a correlation coefficient.

#### **3.2 Study population**

Kabale District Local Government has staff of over 192 employees both administrative and non-administrative staff, and over 40 district council members. (KDLG, 2019). The study considered participants from kabale district local government headquarters, the target population comprised of 137 respondents who only included administrative staff, non-administrative staff, and district council members of Kabale District Local Government.

**Table 3.2 showing study population**

The table considered participants from Kabale District Local Government headquarters

<b>Respondents' category</b>	<b>Population</b>
Health Department	33
Office of CAO	03
Education Department	49
Finance Department	03
Human Resource department	02
Environmental Department	01
Procurement department	02
Planning Department	02
Office of RDC	02
District Council members	40
<b>Total</b>	<b>137</b>

*Source: KLDG (2020)*

### **3.3 Sample size**

A sample size of 127 respondents was determined from a population of 137 respondents was determined by adopting Morgan and Krejcie's table of sample size selection approach as indicated in Appendix IV.

**Table 3.3 showing sample size**

<b>Respondents' category</b>		<b>Population</b>	<b>Sample Size</b>	<b>Sampling</b>
Health Department	D.H.O	01	01	Purposive Sampling
	Asst. D.H.O	01	01	
	Medical officers	03	03	Simple random sampling
	Nurses	28	25	
District Council Members		40	36	Simple Random Sampling
Education Department	D.E.O	01	01	Purposive Sampling
	D.I.S	01	01	
	S.E.O	01	01	
	Education officer	01	01	
	Teachers	35	32	Simple random sampling
	Headteachers	10	10	Purposive sampling
Finance Department	CFO	01	01	Purposive Sampling
	Auditor	01	01	
	Assit. Auditor	01	01	
Human Resource department	Principal H.R	01	01	Purposive Sampling
	Ass. Principal H.R	01	01	
Environmental Department	Environmental officer	01	01	Purposive Sampling
Procurement department	Procurement officer	01	01	Purposive Sampling
	Ass. Procurement off	01	01	
Planning Department	District planner	01	01	Purposive Sampling
	Asst. district planner	01	01	
Office of RDC	R.D.C	01	01	Purposive Sampling
	Deputy R.D.C	01	01	
Office of CAO	CAO	01	01	Purposive Sampling
	Deputy CAO	01	01	
	Principal assistant	01	01	

	secretary			
<b>Total</b>		<b>137</b>	<b>127</b>	

*Source: Kabale District Local Government, 2020, modified by researcher with ideas of Morgan and Krejcie's table (1970) of sample size determination*

### **3.3.1 Sampling Techniques**

The following techniques were used by the researcher to select respondents in the field.

#### **Purposive Sampling**

This one was applied in the selection of administrative staff at Kabale district local government. By virtue of their positions and their relationship with other members, they were automatically included in the sample size. Their expertise in staff management affairs were very crucial in this research.

#### **Random sampling**

This technique was used in the selection of non-administrative staff and clients of Kabale district Local government. This technique was applied because the non-administrative staff and clients are many, and in order to avoid bias, the researcher resorted to this where snowball was used, i.e. after identifying one respondent, she or he led the researcher to another.

### **3.4 Data Sources**

Data was obtained from primary sources. Primary data was solicited from the respondents, which was collected using both questionnaires and interview guide. Here stakeholders of Kabale District Local Government was availed with questionnaires that consisted of only unstructured questions. Then the interview guide was used to collect data for triangulation purposes. Primary data is factual and first-hand (Yin, 2009), so highly considered reliable and relevant to explain the position of the study variables.

**Table 3.4 showing data sources**

Data type	Data source
Primary data	Respondents from KDLG
Secondary data	Journals, textbooks, reports

*Source: Primary data, 2022*

The source of data will be from both primary and secondary sources.

#### **3.4.1 Primary data source**

The source of primary data was from the field by the researcher. Primary source of data was adopted in order to obtain reliable data to help achieve the stated objectives of this study. Primary data was collected using Self-Administered Questionnaire and Interview guide. These helped the research to gain in-depth understanding of the current problem at hand. Grazianno (2010).

#### **3.4.2 Secondary data source**

Source of secondary data was from journals, textbooks, previous research publications, reports and newspapers.

### **3.5 Data Collection Methods**

Data collection is gathering empirical evidence in order to gain new insights about a situation and answer questions that prompt undertaking of the research (Kothari 2004).

This study used both secondary and primary data collection methods as described below:

#### **3.5.1 Secondary data collection methods**

The study gathered data on the topic from a variety of secondary sources, including textbooks, magazines, journals, the internet, and dissertations, all of which were available at a low cost.

#### **3.5.2 Methods of primary data collecting**

Due to the limitations of secondary sources, such as outdated data and inadequacies in terms of coverage, the study went beyond secondary sources and used Self-Administered Questionnaires to contact respondents for accurate data (SAQs). This method allowed the researcher to reach a broad audience fast and at a low cost; also, Self-Administered Questionnaires were appropriate for the target respondents due to their English proficiency (Saunders et al, 2003). Administrators were given structured interviews because they were rare and could provide in-depth information to support the SAQs. Methods like as observation and documentation examination were also used.

### **3.6 Data collection Instruments**

#### **3.6.1 Self-Administered Questionnaires**

Self-Administered Questionnaires were directed to selected clients and non-administrative staff at Kabale District Local Government. All questions in the instrument were close-ended to allow respondents express their opinions as they keep focus of research objectives. Quantitative data was collected using closed-ended questions with prepared multiple responses measured on a likert scale (Creswell, 2003). This instrument was used in the study because it allowed the researchers to cover a large number of respondents in a short amount of time, it was simple to ensure the respondents' confidentiality, and it produced reliable data because respondents answered questions in their own mood without being influenced by the researcher's presence.

#### **3.6.2 Interview guide**

Interview guide was used to collect qualitative data from key informants. These included administrative staff of Kabale District Local Government, an interview guide was used to collect data from them, and questions were limited to Staff Turnover and Performance of Local Governments in Uganda. (Appendix D).

#### **3.6.3 Observation check list**

An Observation checklist was used to record observations as in a Yes/No option in order to establish observable items e.g. working conditions, which is one of the factors leading to high staff turnover. Through observation, additional and vital information to supplement the questionnaire and interview was obtained.

#### **3.6.4 Documentary review guide**

A Documentary review guide was used to view and analyse the existing documents that show evidence on rate of staff turnover at Kabale District Local Government (Appendix E).

### **3.7 Validity and Reliability**

#### **3.7.1 Validity**

Validity helps to indicate the degree by which an instrument measures what it is supposed to measure. (Nielsen, 2014). The questionnaires were structured to ensure that they remain focused, accurate and consistent in the course of the study. Content validity index was performed using the following formula.

$$CVI = \frac{\text{Total number of items rated as valid}}{\text{Total number of items on the instrument}}$$



The C.V.I of 0.70 and above is recommended for the research instrument to be considered valid. (Golafmani, 2003; Beebwa, 2007).

### **3.7.2 Reliability**

Reliability refers to the consistency, stability and repeatability of a data collection instrument (Hair et al., 2010). Reliability of the data collection instrument was tested using the Cronbach's alpha coefficient. Validity, which is the extent to which a set of measures is representative of the study concepts, were measured in terms of both internal validity and external validity. The Cronbach alpha measures whether the scale consistently reflects the construct it is measuring (Olowu, 2004).

Reliability of 0.7 or higher indicates good reliability (Mugenda, 2008).

## **3.8 Data Analysis**

Data analysis process involved screening and performing various statistical tests that are relevant in explaining the study variables. Before data is analyzed, it was cleaned by checking for errors and completeness, edited, coded, transcribed and entered into the SPSS software.

The quantitative data was analyzed through descriptive statistics which comprised of frequency tables, mean and standard deviation. The data was presented using tables for ease of comparison and understanding.

Qualitative data was coded, analyzed using content analysis techniques and coded for entering into SPSS software.

### **3.8.1 Univariate / Descriptive analysis**

Basic statistical inferential techniques such as frequency tables, mean, standard deviation, variance, and other descriptive statistics were used to examine the individual characteristics. An ungrouped collection of data was subjected to measures of central tendency such as mean.

### **3.8.2 Bi-variate Analysis**

This is the analysis of two variables at the same time (attributes). It aided in the exploration of the concept of a relationship between two variables, whether or not there is an association and the strength of that correlation, or whether or not there are differences between two variables and the significance of those differences. Pearson's correlation analysis was carried out to establish the degree or direction of relationship between staff turnover and performance of local governments in Uganda.

### **3.9 Ethical Considerations**

The researcher obtained an introductory letter from the Post graduate office showing that she has been cleared to go to the field to collect data, and it is this letter which the researcher took to Kabale District Local Government offices from where she was given permission to go ahead and administer questionnaires. A copy of the same introductory letter was presented to the participants requesting their consent to participate. The questionnaire had brief introductions about the researcher and clearly stated that all the information collected would be kept confidential by the researcher and used strictly for Academic purposes.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter covers presentation, analysis and discussion of findings from the data obtained from the field about staff turnover and organizational performance. A case of Kabale District Local Government. Data obtained is presented in form of tables and figures. Presentation, analysis and discussions are done basing on specific objectives of the study. Correlations and regressions are also presented to determine the significance of the relationship of the variables involved and the effect respectively.

#### 4.1 Response Rate

The study presented the response rate to indicate whether the returned questionnaires and interviews was sufficient enough for analysis

**Table 4.1: Response rate**

<b>Respondents' category</b>	<b>Sample Size</b>	<b>Return rate</b>	<b>% of return</b>
Health Department	33	29	87.9
District Council Members	40	32	80
Education Department	49	43	80
Finance Department	03	03	100
Human Resource department	02	02	100
Environmental Department	01	01	100
Office of CAO	03	02	66.7
Planning Department	02	02	100
Procurement department	02	02	100
Office of RDC	02	02	100
<b>Total</b>	<b>137</b>	<b>118</b>	<b>86.1</b>

*Source: Field Data (2022)*

From table 4.1 above, it indicated that most of the targeted respondents actually responded to the questionnaire and interviews set to them making a total of 86.1% of the average response rate. This exceeds the requirement indicated by Holbrook, Jon, and Alison (2007), that emphatically stated that response rate above 60% is considered as one with satisfactory results.

## 4.2 Background Information of the Respondents

### 4.2.1 Age of the respondents

The age bracket of the respondents was premised upon the four levels. This was done to determine the representation of all age brackets and the findings are presented in table 4.2.1 below;

**Table 4.2.1: Shows the age of the respondents**

	Frequency	Percent (%)
20 – 30	18	15.3
31 - 40 years	35	29.7
Valid 41-50 years	30	25.4
above 51 years	35	29.7
<b>Total</b>	<b>118</b>	<b>100.0</b>

*Source: Primary data (2022)*

Table 4.2.1, shows that 29 (45.3 %) of the respondents were in the age bracket of 21-30 years, 23 (35.9%) of the respondents were in 31-40 age brackets, those above 40 years 9 (14.1%) and 3 (4.7%) of the respondents were 20 years and below. This means that majority of the respondents were in the age bracket of 21-30 years. This implies that most the respondents were mature enough to respond the research questions.

### 4.2.2 Gender of respondents

The gender of the respondents was premised upon the two levels of the male and female. This was done to determine their representation and the findings are presented in table 4.2 below;

**Table 4.2.2: Gender of the respondents**

	Frequency	Percent (%)
Male	72	61
Valid Female	46	39
Total	118	100.0

*Source: primary data (2022)*

According to table 4.2.2 above, 72 (61%) of the respondents were male whereas 46 (39%) of the respondents were female. This suggests that the vast majority of those who took part in the study were men.

### 4.2.3 Designation of respondents

The designation of the respondents is presented in three levels that includes Administrator, Non-Administrator, Others. This was done to determine their representation and the findings are presented in table 4.2.3 below;

**Table 4.2.3: Designation of respondents**

	Frequency	Percent (%)
Administrator	21	17.8
Non-Administrator	52	44
Others	45	38.2
Total	118	100

*Source: Field data, (2022)*

In accordance with table 4.2.3, 221 (17.8%) of the respondents were administrators, 52 (44%) of the of the respondents were non administrators, and lastly the rest 45 (38.2%) were categorized in others which means they were either clients or other stakeholders at Kabale District Local Government. This means that percentages of responses from the respondents from Kabale District Local Government were clients/stakeholders was average implying that responses from the respondents were balanced in terms of participation in the study.

### 4.3 Causes of staff turnover among Local Government workers at Kabale District Local Government

**Table 4.3 Descriptive statistics on causes of staff turnover among local government workers (N=118)**

Statement	Response	Frequency	Percent	Mean	Std. dev
I don't feel satisfied with my current job salary	Strongly Disagree	45	38.1	2.14	1.183
	Disagree	34	28.8		
	Not Sure	25	21.2		
	Agree	06	5.1		
	Strongly Agree	08	6.8		
There are possibilities for a career advancement in my current job	Strongly Disagree	30	25.4	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		
	Strongly Agree	06	5.1		
I am not contented with conditions at work	Strongly Disagree	50	42.4	2.34	1.445
	Disagree	21	17.8		
	Not Sure	20	16.9		
	Agree	11	9.3		
	Strongly Agree	16	13.6		
There is lack of employee assistance at Kabale District Local Government	Strongly Disagree	24	20.3	3.69	1.113
	Disagree	10	8.5		
	Not Sure	15	12.7		
	Agree	60	50.8		
	Strongly Agree	09	7.6		
Staff members are not involved in decision making in my organization	Strongly Disagree	03	2.5	3.17	.857
	Disagree	08	6.8		
	Not Sure	15	12.7		
	Agree	32	27.1		
	Strongly Agree	60	50.8		
My job offers time for other personal activities to avoid boredom	Strongly Disagree	24	20.3	3.53	1.556
	Disagree	11	9.3		
	Not Sure	05	4.2		
	Agree	34	28.8		
	Strongly Agree	44	37.3		
I'm valued and appreciated by management for my input	Strongly Disagree	06	5.1	4.21	.837
	Disagree	01	0.8		
	Not Sure	15	12.7		

	Agree	60	50.8		
	Strongly Agree	36	30.5		
Working environment is satisfactory enough for employees to stay in this organization	Strongly Disagree	10	8.5	3.92	1.320
	Disagree	15	12.7		
	Not Sure	03	2.5		
	Agree	38	32.2		
	Strongly Agree	52	44.1		
Salary meets the needs of employees/workers in this organization	Strongly Disagree	03	2.5	4.17	1.057
	Disagree	08	6.8		
	Not Sure	15	12.7		
	Agree	32	27.1		
	Strongly Agree	60	50.8		

*Source: Primary data, 2022*

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

When respondents were asked, as shown in the table above about whether they feel satisfied with their current job salary, majority (38.1%) strongly disagreed with the statement, 28.8% just disagreed with the statement, 21.2% were not sure with the statement, 5.1% agreed with the statement, and lastly 6.8% of respondents strongly agreed with the statement. This was supported by mean and standard deviation of 2.14 and 1.183 respectively.

On the respondents' views on whether There are possibilities for a career advancement in their current job, Majority (31.4%) of them disagreed with the statement, this was followed 25.4% who stated that they strongly disagree with the statement. 21.2% of them were not sure. 16.9% and 5.1% of the respondents agreed and strongly agreed respectively. This was also represented by mean of 2.45 and standard deviation of 1.118.

When asked whether they are not contented with conditions at work; a biggest percentage (42.4%) strongly disagreed with the statement, 17.8% of the respondents disagreed, 16.9% of the respondents were not sure whether they have specific time for answering incoming calls and email during working hours. However, 9.3% agreed, and 13.6% of the respondents strongly agreed with the statement. This was aided by mean of 2.34 and standard deviation of 1.445

On the question of whether there is lack of employee assistance at Kabale District Local Government, respondents had this to say; majority (50.8%) of them agreed with the statement, 20.3% of them strongly disagreed with the statement while 12.7% were not sure. 8.5% of respondents disagreed with the statement, while 7.6% of them strongly agreed.

When asked whether they are not contented with conditions at work; a biggest percentage (42.4%) strongly disagreed with the statement, 17.8% of the respondents disagreed, 16.9% of the respondents were not sure whether they have specific time for answering incoming calls and email during working hours. However, 9.3% agreed, and 13.6% of the respondents strongly agreed with the statement. Mean for the above is 2.34 and standard deviation is 1.445

When asked whether Staff members are not involved in decision making in my organization; a biggest percentage (50.8%) strongly agreed with the statement, 27.1% of the respondents agreed, 20.3% of the respondents strongly disagreed. However, 12.7% were not sure, and 6.8% of the respondents disagreed with the statement. Lastly, 2.5% of the respondents strongly disagreed with the statement. Mean for the is 3.17 and standard deviation is 0.857

On the question of whether respondents' job offers time for other personal activities to avoid boredom at Kabale District Local Government, respondents had this to say; majority (37.3%) of them strongly agreed with the statement, 28.8% of them agreed with the statement while 4.2% were not sure. 9.3% of respondents disagreed with the statement.

When asked whether they are valued and appreciated by management for their input; a biggest percentage (50.8%) agreed with the statement, 30.5% of the respondents strongly agreed, 12.7% of the respondents were not sure whether they are appreciated by their managers for their work input. However, 5.1% strongly disagreed, and lastly, 0.8% of the respondents disagreed with the statement. This was supported by mean of 4.21 and standard deviation of 0.837

On the respondents' views on whether working environment is satisfactory enough for employees in their organizations, Majority (44.1%) of them strongly agreed with the statement, this was followed 27.1% who stated that they strongly agree with the statement. 8.5% of them strongly disagreed. 12.7% disagreed and lastly 2.5% of the respondents were not sure. This was also represented by mean of 3.92 and standard deviation of 1.320

Salary meets the needs of employees/workers in this organization

On the respondents' views on whether salary meets the needs of employees/workers in their organization, Majority (50.8%) of them strongly agreed with the statement, this was followed 27.1% who stated that they agree with the statement. 12.7% of them were not sure. 6.8%



disagreed, and lastly 2.5% of the respondents strongly disagreed. This was also represented by mean of 4.17 and standard deviation of 1.057

Qualitative research findings indicate that the major causes of staff turnover at Kabale District Local Government as stated in the verbatim below;

*“...I have been working with this organization for the past 16 years. One of the major causes of staff turnover I have witnessed in my organization is Lack of Growth and Progression. Opportunity for growth and development is very important for retaining good employees. If an employee feels trapped in a dead-end position, they are likely to look towards different companies for the chance to improve their status and income.*

Another key informant was on record saying

*“...to my point of view, overworking employees in my organization has greatly contributed to staff turnover. It might seem natural that, in periods of economic pressure, you ask your staff to take on extra responsibilities. You might need to let people go and ask remaining employees to pick up the slack by working longer hours or even weekends. But asking workers to choose between their work life and personal life will never sit well. Instead, it will contribute to a higher turnover, as employees grow frustrated”.*

#### 4.4 Relationship between staff turnover and organizational performance

**Table 4.4 showing Descriptive statistics on relationship between staff turnover and organizational performance at Kabale District Local Government (N=118)**

Variable	Response	Frequency	Percent	Mean	Std. dev
High turnover in this organization is as a result of employees leaving voluntarily	Strongly Disagree	09	7.6	3.92	1.217
	Disagree	12	10.2		
	Not Sure	02	1.7		
	Agree	52	44.1		
	Strongly Agree	43	36.4		
High staff turnover causes reduction in the quality services rendered this an organization	Strongly Disagree	20	16.9	3.46	1.430
	Disagree	13	11		
	Not Sure	10	8.5		
	Agree	43	36.4		
	Strongly Agree	32	27.1		
High staff turnover cause employee not to meet their deadlines	Strongly Disagree	03	2.5	4.17	1.057
	Disagree	08	6.8		
	Not Sure	15	12.7		
	Agree	32	27.1		
	Strongly Agree	60	50.8		
Staff turnover causes a decline in services provision	Strongly Disagree	23	19.5	3.54	1.511
	Disagree	10	8.5		
	Not Sure	05	4.2		
	Agree	40	33.9		
	Strongly Agree	40	33.9		
Staff turnover disrupts service delivery	Strongly Disagree	01	2.5	3.64	1.196
	Disagree	06	5.1		
	Not Sure	46	39		
	Agree	30	25.4		
	Strongly Agree	35	29.7		
Service provided results in loss of clients	Strongly Disagree	24	20.3	3.53	1.556
	Disagree	11	9.3		
	Not Sure	05	4.2		
	Agree	34	28.8		
	Strongly Agree	44	37.3		
High staff turnover increases work load for each employee	Strongly Disagree	30	5.1	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		

	Strongly Agree	06	5.1		
High staff turnover increasing work stress to present workers	Strongly Disagree	24	20.3	3.69	1.113
	Disagree	10	8.5		
	Not Sure	15	12.7		
	Agree	60	50.8		
	Strongly Agree	09	7.6		
Employees are asked to work overtime because of high turnover rate.	Strongly Disagree	09	7.6	3.92	1.217
	Disagree	12	10.2		
	Not sure	02	1.7		
	Agree	52	44.1		
	Strongly Agree	43	36.4		
High staff turnover breaks teamwork which in the end imparts negative impact on organizational performance	Strongly Disagree	24	20.3	3.69	1.113
	Disagree	10	8.5		
	Not Sure	15	12.7		
	Agree	60	50.8		
	Strongly Agree	09	7.6		

Source: Primary data, 2022

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether High turnover in their organization is as a result of employees leaving voluntarily, majority (44.1%) agreed with the statement, 36.4% strongly agreed with the statement, this was followed by 10.2% who disagreed with the statement, 7.6% strongly disagreed with the statement, and lastly the least of respondents 1.5% were not sure with the statement. In fact one of the respondents stated that;

*“...here at Kabale District Local government, most employees who leave simply leave voluntary without anyone forcing them to leave...”*

The overall mean and standard deviation for the above statements is 3.92 and 1.217 respectively.

On the respondents' views on whether high staff turnover causes reduction in the quality services rendered their organization, Majority (36.4%) of them agreed with the statement, this was followed 27.1% who stated that they strongly agree with the statement. 16.9% of them strongly disagreed. 11% disagreed and lastly 8.5% of the respondents were not sure. This was also represented by mean of 3.46 and standard deviation of 1.430

When asked whether at Kabale District Local Government, high staff turnover cause employees not to meet their deadlines, a biggest percentage (50.8%) strongly agreed with the statement, 27.1% of the respondents agreed, 12.7% of the respondents were not sure.

However, 27.1% of the respondents agreed with the statement, 6.8% disagreed, and lastly 2.5% of respondents strongly disagreed. This was supported by mean of 4.17 and standard deviation of 1.057

On the question of whether at Kabale District Local Government Staff turnover causes a decline in services provision, respondents had this to say; majority (39%) of them were not sure with the statement, 29.7% of them strongly agreed with the statement while 25.4% agreed with the statement. The rest 5.1% of respondents disagreed with the statement and lastly 2.5% of the respondents strongly disagreed. The supporting Mean was 3.64 and standard deviation was 1.196

When respondents were asked whether staff turnover disrupts service delivery, they had this to say; majority (31.4%) disagreed with the statement, 25.4% strongly disagreed, 21.2% were not sure, 16.9% agreed, and lastly 5.1% strongly agreed with the statement. One of the respondents was on record saying;

*“...I came here on merit, I have been working with other people here for almost 6 years, to a biggest extent, I have not experienced any form of disruption though inform of high staff turnover...”*

Mean for the above is 3.64 and standard deviation is 1.196

Upon respondents being asked whether Service provided results in loss of clients, majority 50.8% agreed with the statement, 20.3% strongly disagreed, while 12.7% were not sure with the statement. 8.5% of the respondents disagreed with the statement, then the least percentage 7.6% of the respondents strongly agreed.

On the question of whether high staff turnover increases work load for each employee, respondents had this to say; a biggest percentage of respondents (44.1%) agreed with the statement, this was followed by 36.4% who actually strongly agreed with the statement. 10.2% of the respondents disagreed with the statement. The rest 7.6% and 1.7% of the respondents strongly disagreed and were not sure with the statement respectively.

Supporting mean is 3.92 and standard deviation is 1.217

#### **Table 4.4.1: Pearson’s Correlation of staff turnover and organizational performance**

The correlation results were generated to establish whether staff turnover was related to organizational performance at Kabale District Local Government. The Pearson correlation coefficient which explains the relationship (strength of association and direction) between the study variables was generated and results are presented in the Table 4.4.1 below.

**Table 4.4.1: Correlation results for rewards management and staff turnover**

		Staff turnover	Organizational performance
Staff turnover	Pearson Correlation	1	<b>.684**</b>
	Sig. (2-tailed)		.000
	N	<b>118</b>	<b>118</b>
Organizational performance	Pearson Correlation	<b>.684**</b>	1
	Sig. (2-tailed)	.000	
	N	<b>118</b>	<b>118</b>

\*\* . Correlation is significant at the 0.05 level (2-tailed).

*Source: Primary data, 2022*

Table 4.4.1 above comprises depiction between staff turnover and organizational performance, sig (2- tailed) at .000 ( $p < 0.05$  at 95% confidence level) and n as 118. The above correlation value of .684\*\* indicates a significant positive relationship between staff turnover and organizational performance meaning that staff turnover (both voluntary and involuntary turnover) significantly affect organizational performance at Kabale District Local Government.

#### 4.5 Mitigation strategies to staff turnover at Kabale District Local Government

**Table 4.5 showing Descriptive statistics on mitigation strategies to staff turnover at Kabale District Local Government (N=118)**

Variable	Response	Frequency	Percent	Mean	Std. dev
Work relationship between employees must be improved for the betterment of an organization	Strongly Disagree	3	2.5	4.01	1.041
	Disagree	7	5.9		
	Not Sure	16	13.6		
	Agree	28	23.7		
	Strongly Agree	64	54.2		
Employees must be recognized when they achieve organizational goals	Strongly Disagree	3	2.5	4.16	1.004
	Disagree	7	5.9		
	Not Sure	15	12.7		
	Agree	35	29.7		
	Strongly Agree	58	49.2		
Employees must be paid well (reasonable salary)	Strongly Disagree	1	0.8	4.08	1.042
	Disagree	11	9.3		

Employees at this workplace are given allowances (transport, medical, housing and airtime)	Not Sure	20	16.9	3.77	1.105
	Agree	31	26.3		
	Strongly Agree	55	46.6		
	Strongly Disagree	5	4.2		
	Disagree	6	5.1		
	Not Sure	40	33.9		
	Agree	32	27.2		
	Strongly Agree	40	33.9		
My organization hires right people	Strongly Disagree	1	0.8	4.30	.990
	Disagree	6	5.1		
	Not Sure	46	39		
	Agree	30	25.4		
	Strongly Agree	35	29.7		
Kabale district local government fires people who don't fit	Strongly Disagree	2	1.7	3.98	.952
	Disagree	16	13.4		
	Not Sure	29	24.4		
	Agree	37	31.1		
	Strongly Agree	35	29.4		
Kabale district local government keeps compensation of its employees and benefits current	Strongly Disagree	24	20.3	3.53	1.556
	Disagree	11	9.3		
	Not Sure	05	4.2		
	Agree	34	28.8		
	Strongly Agree	44	37.3		
My organization recognizes and rewards its employees	Strongly Disagree	30	5.1	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		
	Strongly Agree	06	5.1		
I discuss with my supervisor about the working conditions	Strongly Disagree	09	7.6	3.92	1.217
	Disagree	12	10.2		
	Not sure	02	1.7		
	Agree	52	44.1		
	Strongly Agree	43	36.4		
I discuss with my supervisor about the working conditions	Strongly Disagree	01	2.5	3.64	1.196
	Disagree	06	5.1		
	Not Sure	46	39		
	Agree	30	25.4		
	Strongly Agree	35	29.7		

Source: Primary data, 2022

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether work relationship between employees must be improved for the betterment of an organization, (54.2%) strongly agreed with the statement, 23.7% agreed with the statement, this was followed by 13.6% who were not sure with the statement, 5.9% disagreed with the statement, and lastly the least of respondents 2.5% strongly disagreed with the statement.

On record was one of the respondents who clearly stated that;

*“...Employee relations is one of the key fundamental elements of organizational performance, prosperity and sustainability. Good employee relations results in a highly committed, motivated and loyal employees in the organizations. ...”*

This was supported by mean and standard deviation of 4.04 and 1.041 respectively.

On the respondents' views on whether employees must be recognized when they achieve organizational goals, Majority (49.2%) of them strongly agreed with the statement, this was followed 29.7% who stated that they agree with the statement. 12.7% of them were not sure. 5.9% disagreed and lastly 2.5% of the respondents strongly disagreed.

When contacted, one of the respondents had this to say;

*“...I have been doing everything much possible to ensure that my workmates share with me what's on their mind. At times they be open and tell me how best we can recognize them. This has helped us to find ways of recognizing them such as promotions, delegation of duties among others for better performance of Kabale District Local Government”.*

This was also supported by mean of 4.16 and standard deviation of 1.004

When asked whether employees must be paid well (reasonable salary); a biggest percentage 46.6% strongly agreed with the statement, 26.3% of the respondents agreed, 16.9% of the respondents were not sure. However, 9.3% of the respondents disagreed with the statement, 0.8% strongly disagreed.

One of the respondents clearly stated that;

*“...at Kabale District Local Government, we always hold meetings where our employees, councilors, and other leaders participate in decision making relating to better salary pay and because of that, we have been able to efficiently manage them at workplace...”*

This was supported by mean of 4.08 and standard deviation of 1.042

On the question of whether employees at KDLG are given allowances (transport, medical, housing and airtime), respondents had this to say; majority (33.9%) of them were not sure and strongly agreed with the statement respectively, 27.1% of them agreed with the statement while 5.1%% disagreed with the statement. The rest 4.2% of respondents strongly disagreed with the statement. The supporting Mean was 3.77 and standard deviation was 1.105

When respondents were asked whether they hold meetings at their organization both important and less important, they had this to say; majority (39.0%) were not sure with the statement, 29.7% strongly agreed, 25.4% agreed, 5.1% disagreed, and lastly 0.8% strongly disagreed with the statement. Mean is 4.30 and standard deviation is 0.990

Respondents' views on whether their organization hires right people, majority 31.1% of them agreed with the statement, this was followed by 29.4% of respondents who strongly agreed with the statement. 24.4% of the respondents were not sure with the statement. 13.4% of the respondents disagreed with the statement, while the least percentage (1.7%) of the respondents strongly disagreed.

On the record was one of the respondents saying

*“....as a senior in this organization, we have taken all measures to see our organization grow. I therefore cannot seat and see my co-workers underperform or absent themselves without my consent. This is unacceptable here...!”*

Mean for the above statement in question was 3.98 and standard deviation was 0.952

On the respondents' views on whether employees they discuss with their supervisor about the working conditions, Majority (39%) of them were not sure with the statement, this was followed 29.7% who stated that they strongly agree with the statement. 25.4% of them agreed. 5.1% disagreed and lastly 2.5% of the respondents strongly disagreed.

Supporting mean is 3.64 and standard deviation is 1.196

#### **4.6 Interpretation of Findings**

Objective one of the study sought to examine the causes of staff turnover among local government workers at Kabale District Local Government.

Results from research findings indicated that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment are some of the major causes of staff turnover at Kabale District Local Government. Several other questions were asked as respondents provided their opinions



about their study for instance respondents indicated that they were highly committed to perform their duties and responsibilities with the intent that they would be paid for the extra work. The findings are a complementary from Van der Meer & Ringdal (2009), who argue that commitment of personnel towards their work is equally important as committed employees tend to perform their work diligently and beyond expectation of their management. The scholars further add that to increase employees' commitment was important that organizations employed high- performance personnel. The fact is higher performing employees have a multiplier effect on expected productivity and it's therefore important that organization continue to hire committed employees to realize better results.

Objective two of the study sought to establish relationship between staff turnover and organizational performance at Kabale District Local Government. In order to achieve that objective, Pearson correlation was performed to establish the degree of relationship between staff turnover and organizational performance at Kabale District Local Government. From table 4.4.1, correlation value of .684\*\* indicates a significant positive relationship between staff turnover and organizational performance meaning that staff turnover (both voluntary and involuntary turnover) significantly affect organizational performance at Kabale District Local Government. Thus hypothesis **H<sub>0</sub>** which stated that there is a significant relationship between staff turnover and organizational performance was accepted, and then the alternative hypothesis **H<sub>1</sub>** which stated that there is no significant relationship between staff turnover and organizational performance at Kabale District Local Government was rejected.

The third objective of the study thought to identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. Respondents identified various mitigation strategies such as; work relationship between employees must be improved for the betterment of an organization, employees must be recognized when they achieve organizational goals, Employees must be paid well (reasonable salary), Employees should be given allowances (transport, medical, housing and airtime).

#### **4.7 Testing hypotheses**

**H<sub>0</sub>.** Stated that there is a significant relationship between staff turnover and performance of Kabale District Local Government.

**H<sub>1</sub>.** Stated that there is no significant relationship between staff turnover and performance of Kabale District Local Government.

On testing the hypothesis, results revealed a significant relationship between, staff turnover and Organizational Performance of Kabale District Local Government, (correlation is .684), thus null hypothesis which stated that there is a significant relationship between staff turnover and performance of Kabale District Local Government is accepted and alternative hypothesis which stated that there is no significant relationship between staff turnover and performance of Kabale District Local Government is rejected.

This implies that when staff turnover (voluntary and involuntary) is mitigated in an organization like Kabale District Local Government through better pay, recognition, improving working environment, and motivating staff in an organization, there are always higher chances of improving the organizational performance. More so, the result implies that as harmony (team building) exists among the employees, trust, lesser conflict, accountability, and commitment give way to results of better service in the organization. These findings are in line with the previous findings of Kirkman and Shapiro (2011) who investigated the relationship that exists between staff turnover and organizational performance of Kabale District Local Government; the result showed that employee service delivery improved as a result of improving staff pay, commitment, cohesion and understanding of the team dynamics. This is because when there is motivation among employees in a team expands the output of individuals through collaboration. In affirmation to this finding, Onyeneke and Iruo (2015) confirm that a significant relationship exists between effective staff engagement through motivator factors, and organizational performance.

## **CHAPTER FIVE**

### **DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter is divided into four sections; Discussion of findings, Summary, Conclusions and, Recommendations. These sections were guided by the study objectives.

#### **5.1 Discussion of Findings**

##### **5.1.1 To examine the causes of staff turnover among local government workers at Kabale district local government**

Results from research findings indicated that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment are some of the major causes of staff turnover at Kabale District Local Government.

Several other questions were asked as respondents provided their opinions about their study for instance respondents indicated that they were highly committed to perform their duties and responsibilities with the intent that they would be paid for the extra work.

Employees are overwhelmed by amount work; If an employee has too much work on their plate and feels overwhelmed at the sheer amount, it is likely that they will start looking elsewhere for a different opportunity. It's not uncommon for employees to feel like this on the odd occasion, however, if this becomes part of their daily work life, then it may just become too much. They may have to spend longer hours at work to keep on top of the workload and as a result, the work/life balance can become majorly unbalanced.

Line Managers need to keep an eye on workload and productivity. It could be that an employee is spending too much time on a task and there is a more streamlined process. Or, it could be they don't understand the tasks and would benefit from a learning and development program. Or, there could be other members of the team who don't have enough to do and the workload could be better distributed. Whatever the reason, make sure that as a manager, you're aware and actively working to solve the issue.

These findings are a complementary from Van der Meer & Ringdal (2009), who argue that commitment of personnel towards their work is equally important as committed employees tend to perform their work diligently and beyond expectation of their management. The

scholars further add that to increase employees' commitment was important that organizations employed high- performance personnel. The fact is higher performing employees have a multiplier effect on expected productivity and it's therefore important that organization continue to hire committed employees to realize better results.

Research also revealed that actually to a biggest percentage of workers at Kabale District local Government do not engage in job discrimination, they work with equal opportunity basis. Research also revealed that workers at Kabale district local government are not aggressive at workplace. Talking about time management, managing your time effectively requires a distinction between what is important and what is urgent. (Kaufman, Lane & Lindquist, 2001) categorizes activities into four quadrants in their time management matrix: urgent, not urgent, important and not important.

### **5.1.2 To determine the relationship between staff turn-over and organizational performance at Kabale District Local Government**

Results from the findings of the study established a significant association between staff turnover and Organizational Performance correlation is .684\*\*. Thus null hypothesis which stated that there is no significant relationship between staff turnover and organizational performance was rejected and alternative hypothesis which stated that there is significant relationship between staff turnover and organizational performance is accepted.

The above results are in line with Davies & Omer (2006) who posit that there is a significant relationship between employee turnover and organizational performance.

First, the human capital perspective suggests that turnover negatively affects organizational performance because of a loss of organizational memory as well as a loss of the knowledge, skills and abilities that employees have developed through experience and training (Ployhart et al. (2014); Pollitt 2000). Second, following social capital theory, we can expect high turnover rates to disrupt the social ties and to negatively affect trust amongst colleagues. Stable job tenure and high-quality professional networks on the contrary have a positive impact on performance (Leana and Van Buren 1999). Siciliano (2015) for instance found that the performance of public school teachers is shaped by the social networks in which the individual teacher is embedded. Lee and Kim (2011) found that network characteristics shape affective organizational commitment, which in turn may have an impact on performance.

Moynihan and Pandey (2008) found that strong intra-organizational networks reduce turnover intentions. In addition to the disrupted social networks, turnover may have a negative impact on morale of those employees that chose to stay (Felps e.a., 2009).

Therefore null hypothesis which stated that there is no significant relationship between staff turnover and organizational performance was rejected and the alternative hypothesis which stated that there is significant relationship between staff turnover and organizational performance was accepted.

### **5.1.3 To identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government**

Creating employee relations is one of the key fundamental elements of reducing staff turnover and improve organizational performance, prosperity and sustainability. Good employee relations results in a highly committed, motivated and loyal employees in the organizations.

Organizations like Kabale District Local Government, should always hold meetings where employees, councilors, and other leaders should participate in decision making relating to better salary pay to efficiently manage the employees at workplace.

Various other mitigation strategies for staff turnover such as giving allowances to employees (transport, medical, housing and airtime), employees discussing with their supervisor about the working conditions, employees being recognized when they achieve organizational goals among many others were stated by respondents.

This is in line with Griffeth et al. (2000) who noted that Managers should investigate the sources of employee turnover and offer the best way for filling the gap created by the source so that they can retain people and improve their competitiveness in this globalized environment. Managers must recognize that personnel in their businesses must be handled as the most liquid assets of the company in order for it to endure the waves of globalization. This asset must be carefully monitored; otherwise, their businesses will cease to exist. Employees should be given demanding work, and all managers should be hired based on their knowledge of the organization's procedures, ensuring that the business has competent managers at all times of management and hence good supervision. Griffeth et al. (2000)

## **5.2 Summary of Findings**

The summary of findings is presented according to the study objectives.

The first objective of the study sought to examine the causes of staff turnover among local government workers at Kabale district local government. Results from research findings indicated that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment were the major causes of staff turnover at Kabale District Local Government.

The second objective sought to determine the relationship between staff turn-over and organizational performance at Kabale District Local Government. In order to achieve this objective, the researcher performed correlation analysis using Pearson correlation coefficient. Results from the findings of the study established a significant relationship between staff turnover and Organizational Performance correlation is .684\*\*, Thus, null hypothesis which stated that there is no significant relationship between staff turnover and organizational performance was rejected and alternative hypothesis which stated that there is significant relationship between staff turnover and organizational performance is accepted.

The third objective sought to identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. Study findings indicate various mitigation strategies among which include; Creating employee relations, organizations should hold meetings where employees, councilors, and other leaders should participate in decision making relating to better salary pay giving allowances to employees (transport, medical, housing and airtime).

## **5.3 Conclusions**

It was concluded from the study objective one that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment are some of the major causes of staff turnover at Kabale District Local Government.

Therefore, the above causes of staff turnover have an impact on organizational performance. From objective two, it was concluded that staff turnover has a significant relationship with Organizational Performance. Therefore, if high staff turnover has a negative effect on organizational performance, and low staff turnover implies that organizational performance is most likely to improve.

The last objective of the study which sought to identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government,

Based on the summary of findings, research can conclude that various mitigation strategies can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. Such strategies include; creating employee relations, organizations should hold meetings where employees, councilors, and other leaders should participate in decision making relating to better salary pay giving allowances to employees (transport, medical, housing and airtime).

#### **5.4 Recommendations**

Research objective one sought to examine the causes of staff turnover among government workers at Kabale District Local Government. Results from research findings indicated that low salary payments, lack of employee recognition at workplace, poor employee working conditions, and poor working environment are some of the major causes of staff turnover at Kabale District Local Government. The researcher recommends that the Administrators should increase employees salaries , improve working conditions if they are to improve performance of their organizations.

The second objective sought to establish relationship between staff turnover and organizational performance. Results from findings show that there is a significant positive relationship between the two variables. The researcher therefore recommends that organizations should reduce staff turnover since it significantly affect organizational performance.

The last objective of the study sought to identify the mitigation strategies that can be adopted to reduce staff turnover and stabilize performance of Kabale District Local Government. Basing on study findings researcher recommends organizations to create employee relations, organizations should hold meetings where employees, councilors, and other leaders should participate in decision making relating to better salary pay giving allowances to employees (transport, medical, housing and airtime).

#### **5.5 Areas for Further Research**

The study was limited to Public entity particularly at Kabale District Local Government. This limitation could have hindered some findings in general. Therefore, future researchers should conduct the study in other public and private sectors so as to come up with more findings

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## **APPENDIX A: QUESTIONNAIRE FOR NON-ADMINISTRATIVE STAFF AND CLIENTS AT KABALE DISTRICT LOCAL GOVERNMENT**

Title: “staff turnover and performance of Local Government in Uganda. A case of Kabale District Local Government”

Dear Respondent,

I am a student at Kabale University pursuing a Masters degree in Public Administration.

The questionnaire is intended to help the researcher get information on *Staff turnover and employee performance, a case of Kabale District Local Government*. The purpose of the study is purely academic and information given will be treated with the highest degree of confidentiality.

You have been selected as a key respondent for this study. Kindly, complete the questionnaire to enable the researcher complete the study. Please tick the answer which represents your opinion on the subject.

Your co-operation is highly appreciated.

**Pross Tukamuhebwa**

**(Researcher)**

*Please mark (tick) where appropriate*

### **SECTION A: BIO-DATA**

What is your gender?

Male ☐ ii) Female ☐

What is your age?

18-30 years ☐ ii) 31-40 years ☐ iii) 41-60 years ☐ iv) 60 and above ☐

### **SECTION B: DESCRIPTIVE STATISTICS**

#### **PART ONE: The causes for staff turnover among workers in organizations**

*SCALE: Strongly Agree= SA, Agree= A, Neutral= N, Disagree= D, Strongly Disagree= SD*

S/No.	Item	SA	A	N	D	SD
C1	I don't feel satisfied with my current job Salary					
C2	There are possibilities for a career advancement in my current job					
C3	I am not contented with conditions at work.					
C4	There is a lack of employee assistance programmes.					
C5	Staff members are not involved in decision making.					
C6	My job offers time for other personal activities to avoid boredom					
C7	Am valued and appreciated by management for my input					
C8	Working environment is satisfactory enough for employee/workers to stay in this organization					
C9	Employees are satisfied with working hours in this organization					
C10	salary satisfy/meet the needs of employees/workers in this organization					

## **PART TWO: Relationship between staff turnover and organizational performance**

*NB: Strongly Agree= SA, Agree= A, Neutral= N, Disagree= D, Strongly Disagree= SD*

No.	Item	SA	A	N	D	SD
R1	High turnover in this organization is as a result of employees leaving voluntarily.					
R2	High staff turnover causes reduction in the quality of services rendered					
R3	High staff turnover cause employee not to meet their deadlines.					
R4	Staff turnover causes a decline in services provision.					
R5	Staff turnover disrupts service delivery.					
R6	Service provided results in loss of clients.					

<b>R7</b>	High staff turnover increases work load for each employee					
<b>R8</b>	High staff turnover increasing work stress to present workers.					
<b>R9</b>	Employees are asked to work overtime because of high turnover rate.					
<b>R10</b>	High staff turnover breaks team work					

### **PART THREE: Mitigation strategies to staff turnover in organizations**

<b>M1</b>	Work relationship between employees must be improved.					
<b>M2</b>	Employees must be recognized when they achieve goals.					
<b>M3</b>	Employee must be paid well (reasonable salary).					
<b>M4</b>	Employees at this workplace are given allowances (transport medical, housing and airtime)					
<b>M5</b>	My organization Hires the right people					
<b>M6</b>	Kabale District Local Government Fires people who don't fit					
<b>M7</b>	KDLG Keeps compensation of its employees and benefits current					
<b>M8</b>	My organization Recognizes and rewards its employees					
<b>M9</b>	Prioritize employee happiness					
<b>M10</b>	I discuss with my supervisor about the working conditions					

**Thank you for your co-operation**

## **APPENDIX B. INTERVIEW GUIDE**

1. How many employees do you currently have in your department/office?
2. How many employees resigned from your department/office in 2014 up to 2021?
3. Do you conduct exit interviews for the leavers?
4. What are the cited reasons for their departure?
5. As far as you are concerned are there any effects of employee turnover to your organization?
6. What are the positive effects of employee turnover to your organization?
7. What are the negative effects of employee turnover to your organization?
8. Do you have any measures in place to control employee turnover in your organization?
9. What are the measures you have put in place to control employee turnover in your office/department?
10. Do you have any additional information that you would like to add in conclusion?



# APPENDIX C: TABLE FOR DETERMINING SAMPLE SIZE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

**Appendix D. Observation guide on visible items and activities**

<b>SN</b>	<b>GUIDING ITEMS</b>	<b>YES</b>	<b>NO</b>
1	Is there a conducive working environment at this workplace		
2	Does salary of employees come in time		
3	Are there good management styles		
4	Are you satisfied with your job		
5	Is there high staff turnover in this organization		

## Appendix E. Documentary review guide

		<b>Observed</b>	
<b>SN</b>	<b>GUIDING ITEMS</b>	<b>YES</b>	<b>NO</b>
1	Documents on staff development policy		
2	Documents on performance of KDLG for the last 3 financial years		
3	Documents on staff turnover rate at KDLG		
4	Documents on number of employees at KDLG		
5	Documents showing KDLG budgets plans		

## Appendix F. Letter for data collection

**KABALE**

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### DIRECTORATE OF POSTGRADUATE TRAINING

November, 02<sup>nd</sup> 2021

#### To whom it may concern

This is to certify that *Ms. Pross Tukamuhebwa*

*Reg. No. 2019/A/PAM/037/W* is a postgraduate student of Kabale University studying for *Masters in Public Administration and Management* in the department of *Governance*.

She has successfully defended her Research Proposal for a study entitled,

*“Staff turnover and Organizational Performance; A case of Kabale District Local Government”*

The student is now ready for field work to collect data for her study. Please give the student any assistance you can to enable her accomplish the task.

Thanking you for your assistance,

Yours sincerely,

  
Dr. Sekiya Dorei, BOX 317, KABALE  
DIRECTOR, POSTGRADUATE TRAINING