

**THE IMPACT OF JOB SATISFACTION ON LABOUR
TURNOVER IN PROCESSING INDUSTRY
CASE STUDY: KAKIRA SUGAR WORKS**

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**A REEACH REPORT SUBMITTED TO THE SCHOOL OF
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DECLARATION

I **Wainaina Catherine**, declare that this research report is my original work and has never been submitted to any university for any award. Where the works of others have been cited acknowledgment has been made.

Signature.....

WAINAINA CATHERINE

Date.....

APPROVAL

I certify that the work submitted by this candidate was under my supervision. Her work is ready for submission, to be evaluated for the award of a bachelor of education with guidance and counseling at Kampala International University.

Supervisor.....

MUKIIBI SHADAL

Date.....

DEDICATION

I dedicate this research report to my parents Joel Wainaina and Mary Nyambura for the support and my brother, sister and niece James Kiguru, Esther Wanjiku, and Grace Wanjiku for all the prayers.

ACKNOWLEDGMENT

My gratitude goes to my supervisor Mr. Mukiibi Shadal for the advice and guidance while I was writing this research report and also for providing useful reference in order to improve the quality of this report. On the same note I would like to thank my parents, brother, sister and nice for all the prayers.

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ABSTRACT

Recent research has shown that processing industry is faced by higher impacts of job satisfaction on labor turnover. Managers cannot afford to be complacent about it, thus there arises an immediate need to conduct an investigation on the issue of impact of job satisfaction on labor turnover. The study adopted a descriptive research design. This enhanced the researcher to obtain a better understanding of the impact of job satisfaction on labor turnover at Kakira Sugar processing Industry, Uganda. The method chosen allowed a collection of comprehensive and intensive data provided an in-depth understanding of the topic under study. Information collected was analyzed and edited to create consistency and completeness. After collecting the questionnaires they were edited for completeness and consistency across the respondents and to locate the omissions. Information obtained from the research study was presented and analysed using bar chart, pie chart and statistical figures. This report provides suggestions for more effective practice in the field of processing industries and the measures based on the lesson learned from the practical experience of the respondents. It is designed for the policy makers' planners and stakeholders who have the responsibilities in the industry sectors in the country.

CHAPTER ONE

INTRODUCTION

This chapter includes the statement of the problem which really shows the existence of the problem, the reasons as to why the study will be carried out; geographical location of where it will be carried out, its importance and the conceptual frame work that relates the independent and dependent variables.

1.1 BACKGROUND OF THE STUDY

Job satisfaction is the comprehensive work attitude the degree to which an individual feels positive or negative about work, and it's various aspects. This simply because people had different attitudes about such things as; policies, bosses, and goals. Job satisfaction is being evaluated by for example; pay, workers, advancement opportunities, supervision, and work setting and worked.

Employees are satisfied with their jobs tend to be more committed to the organization; they are likely to be royal and dependable. Employees who are dissatisfied tend to work in a ways that are detrimental to the organization. They are likely to experience high rates of turnover, absenteeism, tardiness, accidents, strikes and grievances.

In Hertzberg two factory theories, job dissatisfaction is caused by things like; working conditions, interpersonal relations, organizational policies and administration, technical quality of supervision and the base wage.

1.2 AREA OF THE STUDY

Kakira Sugar Work is located in Kakira sub county Jinja district Kakira sub-county on the northern shores of Lake Victoria and is one among the Madhvani group of companies. It is 96km from Kampala and 16km from Jinja town along Iganga highway. It is Uganda's leading sugar work.

1.3 STATEMENT OF THE PROBLEM

According to Noe Hellebook, Garhart and Wright (2004) organizations need employees who are carefully engaged in and committed to their work. Therefore, retaining employees goes beyond prevented them from quitting, which means organization need to prevent a broader negative condition, withdrawal asset of behaviors in which employees try to avoid work physically, mentally or emotionally.

1.4 PURPOSE OF THE STUDY

The purpose of this study is to establish the relationship between labor satisfaction and labor turnover in Kakira Sugar Woks Jinja District.

1.5 OBJECTIVES OF THE STUDY

The following are the objectives under which the research will be carried out:

1. To find out the impacts of job satisfaction on voluntary labour turnover
2. To find out impact of job satisfaction on involuntary labour turnover..
3. To establish the relationship between job satisfaction and labor turnover.

1.6 RESEARCH QUESTIONS

- 1, what is the impact of job satisfaction on voluntary labour turnover_
- 2, what is the impact of job satisfaction on voluntary labour turnover
- 3, what is the relationship between job satisfaction and labor turnover?

1.7 SCOPE OF THE STUDY

The research was carried out between year 2000 and 2010. The study focused on the impact of job satisfaction on labor turnover. The research was conducted at Kakira Sugar industry. The respondents to the research were employees (labor) and employers.

1.8 SIGNIFICANCE OF THE STUDY

The study will be useful in finding out how effectively the aspects of job satisfaction can be considered in order to reduce or prevent job dissatisfaction within employees, and therefore reduce on the rates of turnover.

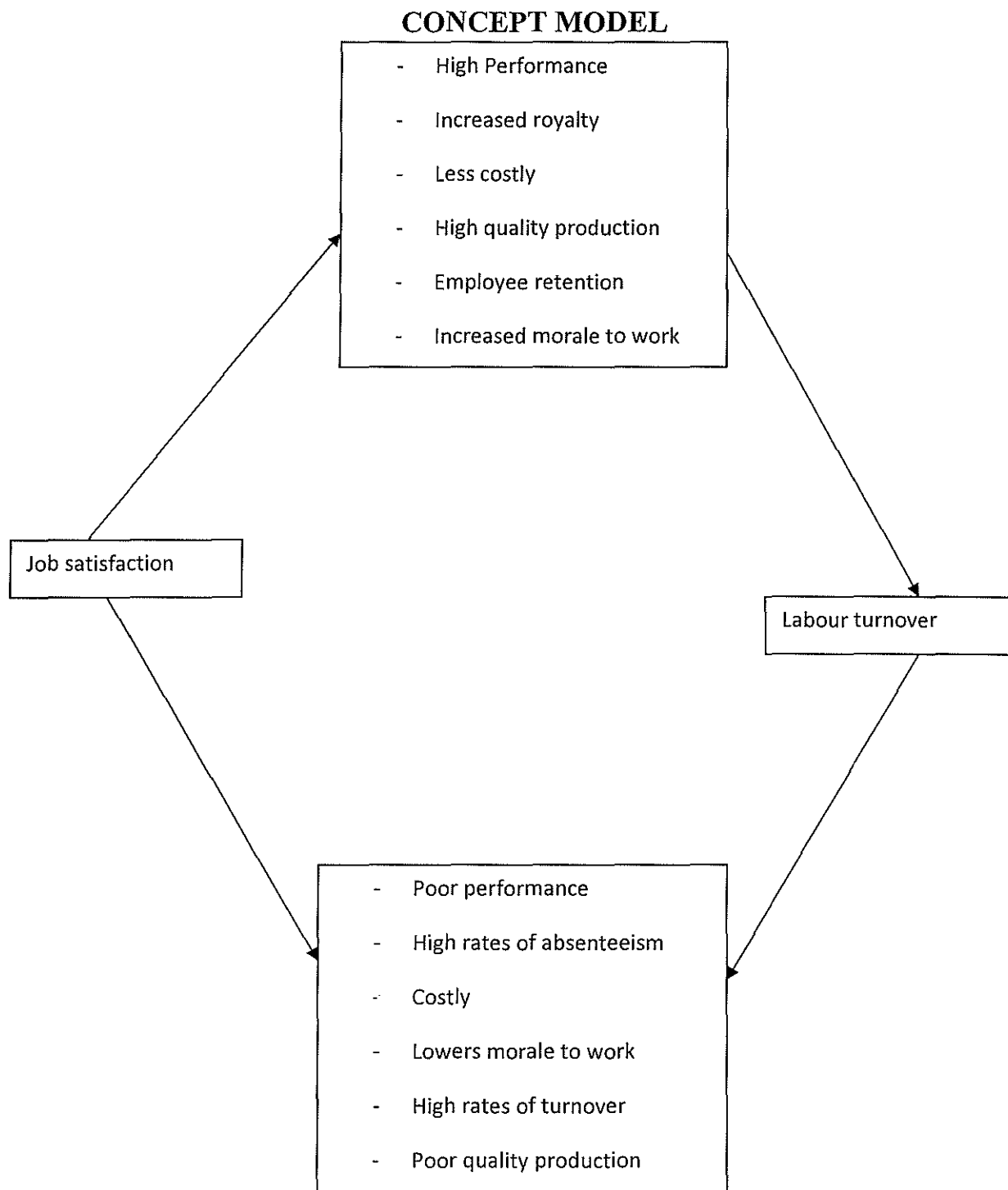
The study will also be useful to the policy makers of Kakira Sugar Works to implement policies in favor of job satisfaction for organizations effectiveness.

It is important because it contributions to the researchers fulfillment of the requirement for the ward of a bachelors degree in economics.

It can also be used by other researchers, students, lecturers and the administration of Kampala International University for further references

1.9 CONCEPTUAL MODEL

The model shows the factors that lead to labor turnover and job satisfaction.
Is also a show what is caused by labor turnover and job satisfaction?



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter includes ideas, views and suggestions of other researchers being related to the identified topic by the researcher. This literature helps the researcher investigate further understanding the topic under study. This is the secondary source of data.

2.1 DEFINITION OF CONCEPTS

According to P. Subba Rao (2001), job satisfaction is the person's feeling of satisfaction on the job which acts as a motivation to work.

John R. Schermerhorn, JR (2005) defines job satisfaction as the degree to which individuals feel positive or negative about work and its various aspects.

Turnover is any permanent departure beyond organizational boundaries (Wayne F. Cascio 1998)

According to Robert L. Mathias and John H. Jackson (1988), turnover occurs when employees leave the organization and then have to be replaced.

2.2 JOB SATISFACTION ISSUES

Reported by most people they show quite satisfaction with their work situation (Page and Wiseman 1993). Although there are high percentages of people reporting high levels of job satisfaction, not all are satisfied with all aspects of their

jobs. They just report overall satisfaction. For example, being satisfied with pay but not with working conditions and how they relate with coworkers.

Job satisfaction varies with types of employees, job seniority and minority of majority groups. White collar employees are more satisfied than blue collar employees. Older people are more satisfied than younger and less experienced people. Older people are with more job seniority (Eichar, Brandy and Fortiroky 1991). Women and the minority groups are less satisfied with their jobs (Lambert 1991).

Some people are relatively satisfied with whatever jobs they occupy. In contrary, others are never satisfied- they are dissatisfied with whatever jobs they hold (Staw and Ross 1985). Job satisfaction can be carried by people from job to another having a relatively stable tendency.

Individual differences contribute somewhat to expressed levels of job satisfaction with many persons. Genetic factors also contribute to job satisfaction.

2.3 THEORIES OF JOB SATISFACTION

These are differences which experts hold about the concept of job satisfaction and therefore the identified theories include:

2.3.1 EQUITY THEORY

The person's satisfaction is determined by his or her input-output balance being compared to others input-output balance. The ratio of what a person receives from the job in relation to what he contributes. This theory has it that rewards lead to

dissatisfaction; over- rewards to a feeling of guilt and discomfort while under rewards cause feelings of unfair treatment.

2.3.2 FULFILMENT THEORY

Under this theory is the measure of satisfaction considering the rewards a person receives or how his needs are satisfied? There is a positive between job satisfaction and actual satisfaction of expected needs. However, job satisfaction in this theory is not only what a person receives from the job but also what he feels he should receive, making a difference between the actual and expectations of a person expected needs.

Job satisfaction can also be accurately predicted by the strength of the individual desire of aspiration in a particular area, leading to the development of the discrepancy theory of job satisfaction.

2.3.3 DISCREPANCY THEORY

Job satisfaction under the discrepancy theory is the function of what a person receives from his job as well as what he thinks he should or expect to get.

In this theory, dissatisfaction results when actual satisfaction is less than expected satisfaction; both job satisfaction and dissatisfaction are due to the perceived relationship between what one wants from the job and what one perceives it is offering.

2.3.4 TWO FACTOR THEORY

It was developed by Herzberg, Mausner, Peterson and Capwell who identified some factors as satisfiers whereas others as dissatisfiers. Satisfiers cause satisfaction but their absences don't cause dissatisfaction. They include; recognition, responsibility and achievements. Dissatisfiers include; salary, working conditions, level of supervision which when absent cause dissatisfaction but their presence does not result in job satisfaction. This theory however is valid as it seems a person can get both satisfied and dissatisfied at the same time.

2.4 CAUSES OF JOB SATISFACTION

This concerns aspects of the job that influences satisfaction. Why some people in particular jobs express positive views about their jobs and therefore remain in them for long. On the other hand why people in some jobs leave for other jobs due to dissatisfaction.

2.4.1 WORK RELATED INFLUENCES

Reward system. The fair and impartial operation of the system, the higher the job satisfaction got by individual than when the system is unfair, with signs of favoritism (Miceli and Lane, 1991). Individual participation in decision making especially on matters that concern or affect them.

Perceived quality of supervision, that is, how employees believe in the competence of their bosses, respect and consider them. When employees have an opportunity to communicate with their supervisors, it means high job satisfaction (Collan, 1993).

Many people seem to be satisfied with jobs that provide a workload that is neither boring nor overwhelming.

Pleasant work setting also make individual report higher levels of job satisfaction than in unpleasant ones. This means comfortable temperature, fresh air, adequate lighting, absence of noise and adequate space.

2.4.2 PERSON-RELATED INFLUENCES

Ones seniority and high status on the job report higher levels of satisfaction than those without. A higher self-esteem person reports higher job satisfaction than one with a low self esteem.

Person-job fit. The extent to which people are performing jobs consistent with their interests. When people are interested with the jobs they doing make them have high job satisfaction, implying that people should choose jobs consistent to their interest, “the higher the person-job fit, the higher is job satisfaction”.

Holland scales, an approach developed by Holland (1973), attempts to categorize people in terms of the most enjoyable types of activities, for example, investigative and problem saving. Therefore, the good fit between people’s interests and jobs requirements lead to happiness and productivity, a sign of job satisfaction.

2.5 EFFECTS OF JOB SATISFACTION

Dissatisfied people withdraw whereby they don’t show up for work (absenteeism) or quitting, that is, voluntary withdrawal. This is attitude behavior inconsistency reflected in people’s actions.

production lost on both short term and long term absenteeism. Absenteeism can be due to; illness, death in the family or any other personal reasons.

Turnover can be classified as voluntary or involuntary, where the former occurs when an employee leaves an organization on his or her choice. The latter usually occurs when an employee is fired.

2.6 IMPACTS OF VOLUNTARY TURNOVER

According to Michael Harris (2000), voluntary turnover makes the remaining employees get new promotion opportunities. These opportunities will be increased if the remaining employees possess the required educational qualifications. Turnover also increases chances of hiring employees with innovative ideas. This adds new and fresh ideas to the organization, thus development.

According to Stephen P. Robbins (2001), turnover may create an opportunity to replace a non performing employee with one with high skills. Quitting of a non performing employee won't affect the organization. According to Robbins, high rates of turnover disrupt the efficient running of the organization especially when knowledgeable and experienced personnel leave who will need replacement to assume position of responsibility.

According to Michael Harris (2000), the remaining employees become demoralized. This is especially so when the employee who quit was their moral booster in performing their tasks.

There are also training, recruitment and selection costs for the replacement of those who leave the organization (Stephen P. Robbins 2001).

2.7 IMPACT OF INVOLUNTARY LABOUR TURNOVER

Involuntary turnover might influence the remaining employees engage in stealing company property thinking and knowing any time they will be fired. In this, the company will be losing property and employees risking severe cases when caught.

It leads to low production, employees will lose moral to work and also the initial produced by the fired employee will be no more. Some of the important information would be lost if the fired employee happens to be, for example, a supervisor. That is the performance of the employees he was supervising.

Costly to the organization. An employee who is fired might sue them to the court of law where they will use a lot of money in the process.

Loss of popularity. If an organization is sued to court by the fired employee, their name is destroyed thereby losing popularity.

2.8 LABOUR TURNOVER AND ITS REDUCTION

This paper analyses the effects of job satisfaction on labor turnover. It was confirmed that job satisfaction is a very good predictor of future quits and more important reveal that job satisfaction does not influence the inclination to become non employed; that is, neither men nor women self select out of the labor force due to dissatisfaction. This result clearly due to the claim that the gender or job satisfaction paradox (i.e., the fact that women tend to be more satisfied at work than men) is being driven by self selection. This paper also shows that, based on job satisfaction information and quitting behavior, there is no apparent difference in firm attachment between men and women. www.Missouribusiness.Net/sbtde/docs/reducingemployeeturnover).

Turnover can be classified as voluntary or involuntary, where the former occurs when an employee leaves an organization. The impact of turnover has received considerable attention by senior management, human resource professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting organizations. This paper provides a summary of information, abstracted from published research on the cost of turnover in organizations and proposed remedies.

Turnover costs for many organizations are very high and can significantly affect the financial performance of an organization. Direct costs include recruitment, selection and training of new people. Much time and expense go to this process. Indirect costs includes such things as increased work load and overtime expenses, poor coworkers, as well as reduced productivity associated with low employee morale. Costs vary from organization to organization.

A company must also measure the cost of turnover, develop retention strategies and plan for some expected turnover and a changing work force culture. Employers must recognize that quality of work life is becoming more and more important to employees.

Turnover can be controlled by improving selection and matching applicants to better jobs. By turning the selection process and hiring people who are likely to stay, managers can decrease the chances that employees will leave.

Good employee orientation also helps to reduce turnover. Employees who are properly inducted into the company and are well trained are less likely to leave.

A fair and equitable pay system can help prevent turnover. An employee who is underpaid relative to employees in other jobs with similar skills may leave when there is an inviting alternative job available.

2.9 RELATIONSHIP BETWEEN JOB SATISFACTION AND LABOUR TURNOVER

According to Norman R.F Mayer (1973), during periods of harmony, when job satisfaction is high, the turnover rates are very low, but when there are unrests, turnover rates are very high (voluntary turnover).

Norman (1973) also says that, turnover rates drop from high to low when wage policies are altered and there are merit raise procedures concerning promotions and some other job changes. These increases job satisfaction.

According to Michael Harris (2000), there are factors people consider when changing jobs. Employees first consider satisfaction with the current job. “The more satisfied you are, the less likely you are to change jobs”, and vice versa.

Employees consider the expected satisfaction of alternative employment. Prediction of how one believes to be on the other job opportunity. The less satisfied one believes to be, the less likely one will change jobs.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter entails the research design, population, sampling size, instruments used to collect the data and data analysis on Job satisfaction and labor turnover with reference to Kakira Sugar Works.

3.1 RESEARCH DESIGN

The study adopted a descriptive research design. The researcher used descriptive research design so as to measure the impacts of job satisfaction. Quantitative data was collected, analyzed and interpreted to establish the relationship between job satisfaction and labor turnover.

3.2 STUDY POPULATION

The researcher used a population of sixty respondents. All respondents were employees of Kakira Sugar works. The researcher chose to use a population of sixty respondents because these populations were easy to handle. Also the study population was easy to facilitate in terms of questionnaires and motivation.

3.3 SAMPLING SIZE

With regard to the above study, random sampling was employed. Ten employees were selected from each of the six departments in Kakira Sugar Works

3.4 DATA COLLECTION INSTRUMENTS

The researcher used questionnaire, interviews and observation to collect primary data that is needed in the course of conducting the research on the impacts of job satisfaction on labor turnover.

3.4.1 QUESTIONNAIRES

The researcher used questionnaires in collecting data from respondents. Questions were designed in both open and closed ended form. Open ended questions were used because they give the respondents detailed information on the question in the questionnaires. On the other hand, the researcher used closed ended questions because they are easy to analyze. Closed ended questions were used so as to avoid unnecessary information from respondents. The researcher used both open ended and closed ended questionnaires so as to reduce the weaknesses of each type of questionnaires.

3.4.2 INTERVIEW

The researcher employed interviews in the course of obtaining information from top management and supervisors. The interview was conducted through face to face interaction with the respondents.

3.4.3 OBSERVATION

The researcher used non participative observation in conducting the research. Observation was used so as to supplement the contributions of the other instruments of data collection.

3.5 RESEARCH PROCEDURE

The researcher had an introductory letter from the university and presented it to the company authority to obtain permission for study. This gives directive to the local

administrators at grass root levels for acceptance. After acceptance by the authority the major task of collecting data begun immediately.

3.6 DATA ANALYSIS

The information collected was analyzed and edited to create consistency and completeness. After collecting the questionnaire they were edited for completeness and consistency across the respondents and to locate omissions. Information obtained from the research study was to be presented and analyzed using pie charts, bar charts and statistical figures.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter is a presentation, interpretation and discussion of the findings that was gathered by the researcher in the course of conducting the research on the impacts of job satisfaction in labor turnover in processing industry of Kakira sugar works. In this chapter the researcher made interpretation of the brief statements and analyzed the data that was gathered. The results are presented inform of tables, percentages and on graphs.

4.1 RESPONDENT RATE ANALYSIS

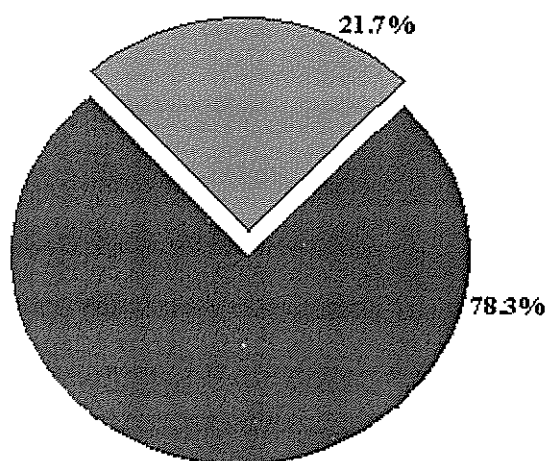
Out of sixty employees who were given questionnaires to participate in the study, only forty seven respondents responded. The respondent rate of 78.3 was quite encouraging. The respondent rate has been summarized in the table below.

Table 1 showing respondent rate

Number of respondents who responded	78.3%
Number of respondents who never responded	21.7%
TOTAL	100%

Source: Primary data (2011)

Pie chart showing the respondent rate.



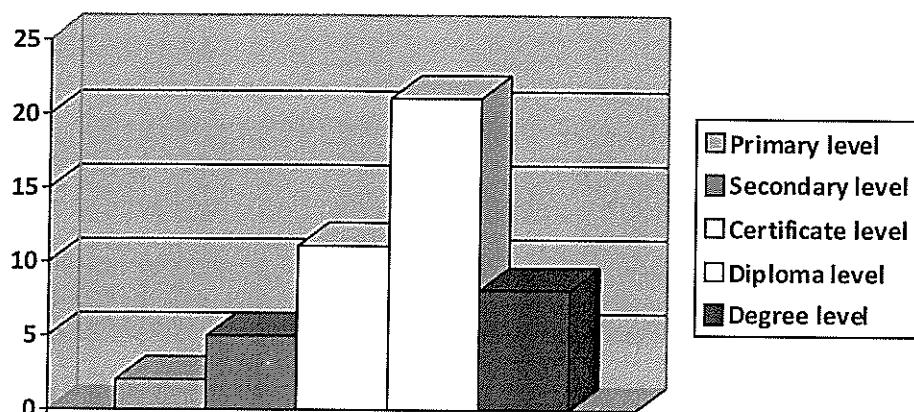
4.2 LEVEL OF ACADEMIC QUALIFICATION ANALYSIS

Two of the respondents had attained their studies up to primary level, five secondary levels, eleven certificate levels, twenty one diplomas and eight were degree holders. This was summarized in the table below.

Table 2 showing level of academic qualification of respondents

Level of academic qualification	Number of respondents
Primary level	2
Secondary level	5
Certificate level	11
Diploma level	21
Degree level	8
TOTAL	47

Bar showing the level of academic qualification of respondent.



Source: Field data (2011)

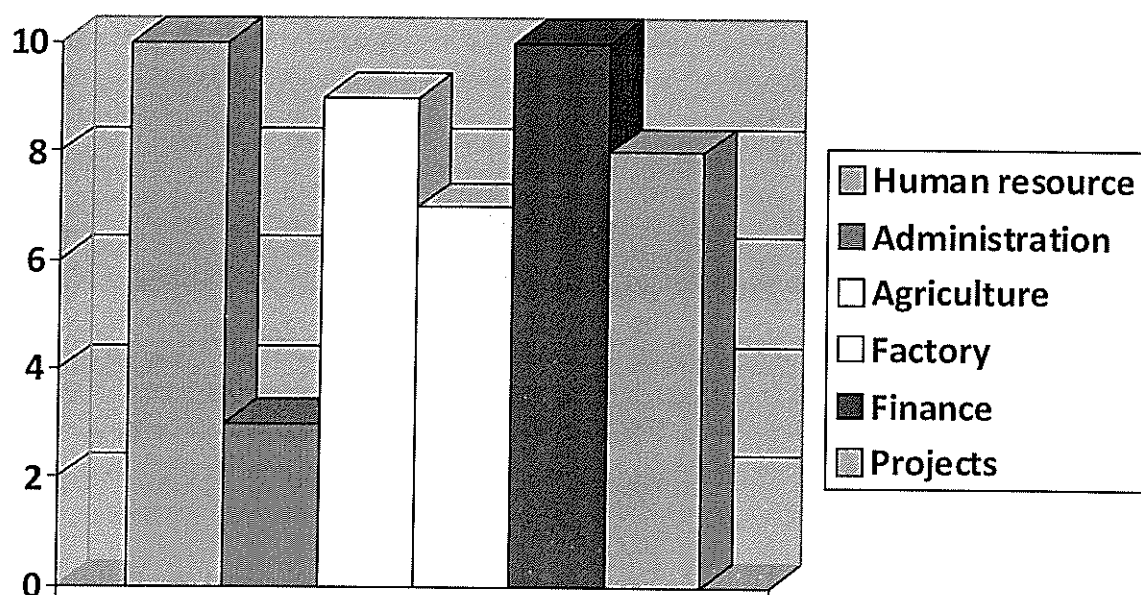
4.3 WORK DEPARTMENT ANALYSIS

The research employed respondent from three departments. Initially the researcher had targeted 20 respondents from each department. However all of them never returned their questioners for this case, 10 respondents were from human resource department, 3 from administration, 9 from agriculture, 7 from factory, 10 from finance and 8 from projects. This can be summarized in the table below.

Table 3 showing work departments of respondents

Work department	Number of respondents
Human resource	10
Administration	03
Agriculture	09
Factory	07
Finance	10
Projects	08
Total	47

Bargraph showing respodents work deperment



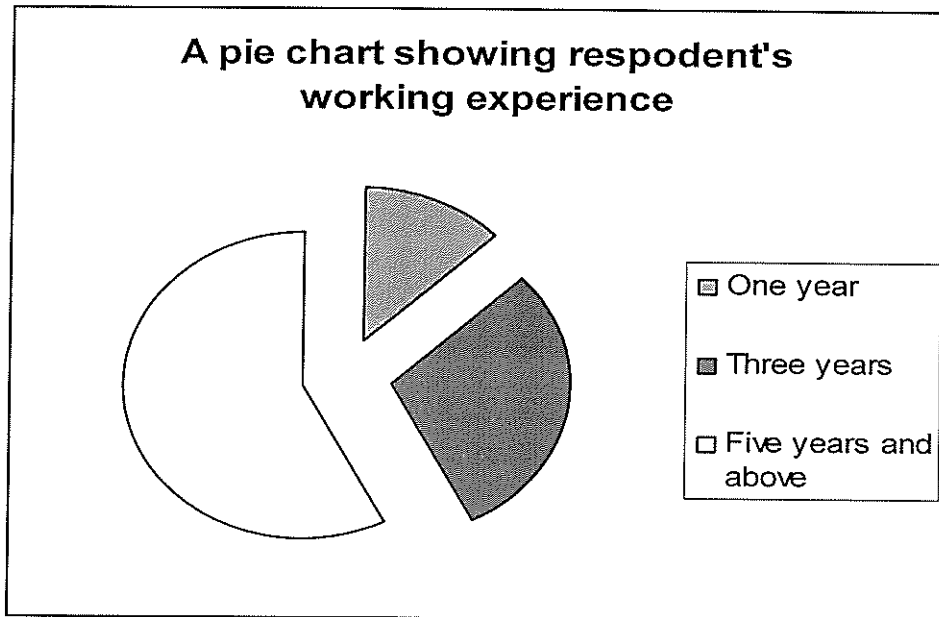
Source: primary data (2011)

4.4 WORKING EXPERIENCE ANALYSIS

The researcher asked the respondent to indicate their working experience. 6 employees had an experience of 0-2 year, 14 had an experience of 2-3years, and 27 had a working experience of 5+ years. The working experience of the respondents was summarized in the table below.

Table 4 showing working experience of the respondent.

Working experience (year)	Number
One year	06
Three years	14
Five years and above	27
Total	47



Source: primary data. (2011)

4.5 ANALYSIS OF THE IMPACTS OF JOB SATISFACTION ON VOLUNTARY TURNOVER

The research finding on the impact of job satisfaction on voluntarily labor turnover indicated the job satisfaction has an impact on voluntary turnover. The higher the job satisfaction the lower the labor turnover and lower the satisfactions the higher the voluntary turnover. Majority of respondent indicated that when employee is less satisfied, or not satisfied and he is faced with an alternative employment opportunity else where he or she quits. On the other hand a satisfied employees turns down job offers in the organizations.

These findings were in line with previous scholars Tett and Mayor 1993 who noted that job satisfaction is slightly related to absenteeism and voluntarily quitting,

whereby low levels of satisfaction influences other people to seek for other job or remain in their current jobs.

However, the researcher revealed that job satisfaction does not influence labor turnover single handedly. Other factors such as availability of alternative jobs in other organizations, levels of academic qualification and age of an employee also affect voluntary labor turnover.

4.6 ANALYSIS OF THE IMPACTS OF JO SATISFACTION ON INVOLUNTARY LABOUR TURNOVER.

The findings on the impacts of job satisfaction on involuntary labor turnover indicated no derived impacts. However, indirect impacts do exist. Majority of the respondents illustrated that employees who have low levels of job satisfaction are likely to be less motivated and less partners. In addition, they tend to absent themselves as result of poor behaviors', employees end up seeking or dismissing their employees from work hence involuntary turnover.

4.7 ANALYSIS OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND LABOUR TURNOVER.

The research findings indicated the there is a positive relationship between job satisfaction and labor turnover. When job employees are satisfied with their jobs, they do not think of quitting their jobs. On the other hand, when employees are dissatisfied with their jobs, they easily quit. Therefore, the research reflected that the higher the levels of job satisfaction, the lower the rate of labor turnover. This finding was in line with Rao (20

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter covers the discussion of the researchers findings in line with the research questions (see research questions in chapter one). In this case the researcher handled research question by research question. From there the researcher concluded and finally made recommendations.

5.1 DISCUSSION OF FINDINGS

In discussing the findings, the researcher dealt with one research question at ago.

5.1.1 RESEARCH QUESTION 1

The findings of the study on the impact of job satisfaction on labor turnover helped the researcher to answer question 1 of the research that was seeking to find out the impact of job satisfaction on voluntary labor turnover in Kakira Works Limited.

It was found out that job satisfaction has an impact on voluntary labor turnover. The higher the job satisfaction, the lower the rate of voluntary labor turnover. Also the lower the level of job satisfaction, the higher the rate of labor turnover.

This finding was in line with provides scholars. Gomez- Mejia, Balkin and Canady (2001) quoted that, “the decision of an employee to quit an organization depends on an employee’s level of dissatisfaction with the job near he or she holds and the number of attractive jobs he or she is likely to get outside”.

5.1.2 RESEARCH QUESTION 2

The findings of the research enabled the researcher to find and answer research question 2. Research question two was to find out the impact of job satisfaction on employee involuntary turnover.

The researcher found out that, job satisfaction does not have a direct impact on involuntary turnover. However, indirect impacts between job satisfaction and involuntary labour turnover do exist.

It was found out that an employee who is not or less satisfied with his or her job is likely to develop bad behaviors. These bad behaviors include absenteeism, late coming and early departures. Later this makes management to dismiss such indiscipline employees.

These findings were contrary with Tett and Mayor (1993) who pointed out that job satisfaction only affects voluntary turnover on any organization.

5.1.3 RESEARCH QUESTION 3

The data that the researcher gathered and analyzed was able to help the researcher find an answer to research question 3. The question seeks to find out the relationship between job satisfaction and labor turnover.

The research revealed a positive relationship between job satisfactions with labor turnover. When the levels of job satisfaction are higher, the turnover rate is low and on the other hand, the researcher found out that when job satisfaction is low, turnover increases.

This finding was in line with findings of previous scholars. According to Norman (1973), during periods of harmony in organization, job satisfaction is high and labor turnover is low.

Similarly, Harris (2000) pointed out that, there are factors people consider when changing jobs. Employees first consider the level of job satisfaction in current job.

5.2 CONCLUSION

The study revealed a relationship between the independent and dependent variables. Job satisfaction has an impact on voluntary labor turnover and involuntary labor turnover. The higher the level of job satisfaction, the lower the rate of labor turnover. About the factors affecting job satisfaction, it was established that conducive environment was very important for the encouragement of labors and unconducive environment led to discouragement of labors hence leading to job unsatisfaction.

About the relationship between job satisfaction and labor turnover, it shows that they are complementary that is increase in one leads to a decrease in the other one.

5.3 RECOMMENDATIONS

5.3.1 RECOMMENDATIONS TO KAKIRA SUGAR WORKS

The management of Kakira sugar works should establish a system whereby they can meet with employees and identify factors that can reduce those levels of job satisfaction. This will require an atmosphere where management attracts only with employees. This will help to establish and maintain a highly satisfied work force.

5.3.2 RECOMMENDATIONS TO EMPLOYEES

Employees of Kakira sugar works should not shy away from updating the management on their job satisfaction. Instead of just quitting, they should first inform the management of the problems they encounter.

5.3.3 RECOMMENDATION TO RESEARCHERS

For future researchers, research should be conducted on the impact of job satisfaction on labor turnover in another organization and from that comparison of the findings should be made.

REFERENCES

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APPENDIX 1

RESEARCH INTRODUCTORY LETTER

 **KAMPALA
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E-mail: admin@kiu.ac.ug Website: <http://www.kiu.ac.ug>

FACULTY OF EDUCATION Office of the Dean

Monday, May 23, 2011

TO WHOM IT MAY CONCERN


Dear Sir/Madam,

RESEARCH INTRODUCTORY LETTER

Mr. /~~Ms.~~ /Mrs. WAINANA CATHERINE Reg.No. BEG/10023/8/10F.. is a student in the Faculty of Education. He/She is now carrying out a study about THE IMPACT OF JOB SATISFACTION ON LABOUR TURNOVER IN PROCESSING INDUSTRY.....as one of the requirements for the completion of his/her studies. He/She is thus introduced to you.

Kindly help him/her accordingly.

Thank you


Mr. Kulaba G. W.

Ag. DEAN, FACULTY OF EDUCATION

APPENDIX 2

QUESTIONNAIRE

Dear Respondent,

My name is Wainaina Catherine, a student of Kampala International University pursuing a bachelor's degree in education with guidance and counseling. I am collecting data in relation to the impact of job satisfaction on labor turnover in processing industry, a case study of Kakira sugar works. Kindly answer for me the following questions. They will be treated with confidentiality.

General instructions;

- a. Please assist me in answering the appended questions after reading carefully
- b. Please tick in the space of choice provided.
- c. Write comments in the provided space where necessary
- d. Don't write your name in the questionnaire
- e. The information collected will be confidentially kept and will only be used for academic purpose.

Part A: Background information

1. Sex

Male ()

Female ()

Age

Age bracket	Tick where appropriate
Between 12-16 years	
Between 17-25 years	
26 years and above	

APPENDIX 3

BUDGET OF THE STUDY

S/N	ITEM	UNIT COST	AMOUNT
1.	Transport costs to the industry	5,000	25,000
2.	Airtime (20 calls)	2,000	40,000
3.	Typesetting and printing		50,000
4.	Library fee while collecting secondary data (30 visits)	1,000	30,000
5.	Stationery (2 reams)	10,000	20,000
	TOTAL		165,000

APPENDIX 4

TIME SCHEDULE

S/N	ITEM	PROPOSED DATE	PARTIES INVOLVED
1.	Writing up a research proposal	August- December2010	Researcher and supervisor
2.	Designing research questionnaire and interview guide	August 2010	Researcher with help of supervisor
3.	Collecting secondary data		Researcher
4.	Distribution of questionnaires and carrying out interviews		Researcher and field assistants
5.	Collecting back the questionnaires, assembling interview and observation notes		Researcher
6.	Editing, analyzing of data for errors and bias improving on accuracy and presentation		Researcher and supervisor
7.	1 st draft of the report		Researcher
8.	2 nd and final report		Researcher/ supervisor