

**IMPACT OF STAFF TURNOVER ON THE PERFORMANCE OF AIDS
INFORMATION CENTER (AIC) MBALE IN HEALTH SERVICE DELIVERY**

**BY
ANYANGO TEDDY**

BHR/40369/91/DU
BHR/40369/91/DU

**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF BUSINESS AND
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR AWARD OF A BACHLOR OF HUMAN RESOURCE
MANAGEMENT DEGREE OF THE KAMPALA
INTERNATIONAL UNIVERSITY**

OCTOBER, 2012

ABSTRACT

Staff turnover greatly impacts on the performance of any given organization. This research aimed at finding out the impact of staff turnover on the performance of AIC in health service delivery in Mbale.

Both qualitative and quantitative methods were used to collect data which minimized the level of biasness from the respondents from the researcher and thus coming up with more sounding responses.

Upon analysis of data, the following results and conclusions were made;

Finding out cause of staff turnover where 57% of the respondents said it was caused the pulls and push factors and 43% argued that it was caused by retirement and death. The effect of staff turnover on employees' performance where 75% of the respondents said it was because of poor motivation and pay as the root cause. The staff levels of turnover affecting performance where 70% of the respondents provided a majority response rate of 92.8%. They pointed out that turnover affects task accomplishment negatively.

This made me to conclude that the staff turnover is mainly caused by the popular decision made by the top managers that the workers find not convenient to work with which forces them to ask for transfers or look for other jobs.

I do recommend that AIC Mbale Centre implements the following strategies;

The employees should be highly motivated as the way of retaining them for better delivery of health services at the centre. There should be a broad participation in policy making that every body feels part of it which makes the implementation easy. Employees should be taken for further training and get more skilled on what they do and also to be flexible to widen the delivery of services.

APPROVAL

I certify that this research report has been compiled under my supervision and is satisfactory enough for further progress.



.....
Supervisor

Mr. Tindi Seje

Date: 15 Sept. 2012
.....

DECLARATION

I Anyango Teddy declare that the information in this research report is original to the best of my knowledge. This work has not been published for any other degree award to any other academic institution before.



ANYANGO TEDDY-BHR/40369/91/DU
Student-Researcher

Date 15-sept-2022

ACKNOLODGEMENTS

I thank the Almighty God for the time and life given to me through my academics, glory be to him, special thanks goes to my supervisor, Mr. Ruteganda Michael for his effort and guidance he gave me that I came up with this piece of work.

Special thanks also go to my family members for they have been there for me throughout to this last day especially my beloved mother Mrs. Betty.

Appreciation goes to the entire Administration of AIC for their cooperation and support they gave me to come up with these results, my the Lord God grant them with a gift of life and bless their work.

TABLE OF CONTENTS

ABSTRACT	i
APPROVAL	ii
DECLARATION	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	viii
LIST OF APPENDICES.....	ix
GLOSSARY OF TERMS/ACRONYMS	xi

CHAPTER ONE 1

INTRODUCTION..... 1

1.0	Introduction.....	1
1.1	Problem Statement	2
1.2	General Objective	3
1.3	Specific Objectives	3
1.4	Purpose of the study	3
1.5	Research Questions.....	3
1.6	Scope of the Study	4
1.7	Significance of the Study	4
1.8	Conceptual Frame Work	5

CHAPTER TWO 6

LITERATURE REVIEW 6

2.0	Introduction.....	6
2.1	Causes of Staff Turnover	6
2.2	Level of the effect of Staff Turnover on Employee's Performance.....	7
2.3	Relationship between Staff Turnover and Organizational Performance	8

CHAPTER THREE	10
METHODOLOGY	10
3.0 Introduction	10
3.1 Research Design	10
3.2 Study Population	10
3.3 Sample Size	10
3.4 Sampling Techniques	11
3.4.1 Data Collection Methods	11
3.4.2 Questionnaires	11
3.4.3 Interviews	11
3.5 Reliability and Validity of Instruments	12
3.6 Data Analysis and Presentation	12
 CHAPTER FOUR	 13
DATA PRESENTATION AND ANALYSIS	13
4.0 Introduction	13
4.1 Respondents Characteristics	13
4.1.1 Gender of the Respondents	13
4.1.2 Age of the Respondents	14
4.1.3 Marital status of the respondents	14
4.1.4 Level of Education	15
4.2.1 Causes of staff turnover in AIC, Mbale branch	16
4.2.2 Understanding of the term turnover	16
4.2.3 Causes of staff turnover	17
4.2.4 Staff turnover undermine policy implementation	20
4.2.5 Environmental factors that lead to staff turnover	21
4.2.6 Pull and push turnover aspects affecting productivity	22
4.3.0 Level of effect of staff turnover on employee's performance in AIC, Mbale branch	24
4.3.1 Factors that influence turnover and performance	24
4.3.3 Staff level of turnover affecting performance	26

4.3.4	Extent to which turnover is effective on performance.....	27
4.3.4	Turnover and performance undermining motivation.....	27
4.4.0	Relationship between Staff Turnover and Organizational Performance in AIC Mbale Branch.....	28
4.4.1	Turnover and performance in AIC.....	28
4.4.2	Staff Turnover affecting morale.....	30
4.4.3	Staff turnover working against performance	31
4.4.4	Extent to which turnover is related to future Organizational Performance	32
CHAPTER FIVE		34
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS		34
5.0	Introduction.....	34
5.1	Conclusion	34
5.2	Recommendations.....	34
REFERENCES		36
APENDIX 1:.....		38
APPENDIX II:		41
APPENDIX III:.....		45
APPENDIX IV: INTRODUCTORY LETTER.....		50

LIST OF TABLES

Table 4.1: Gender of the Respondents	13
Table 4.2: Age of the Respondents	14
Table 4.3: Marital Status of the Respondents	15
Table 4.4: Level of Education of respondents	15
Table 4.5: Understanding of the term turnover	16
Table 4.6: Causes of staff turnover	17
Table 4.7: Staff turnover undermine policy implementation.....	20
Table 4.8: Environmental factors that lead to staff turnover	21
Table 4.9: Pull and push turnover aspects affecting productivity	22
Table 4.10: Turnover in an organizational setting	24
Table 4.11: Turnover in an organizational setting	26
Table 4.12: Turnover in an organizational setting	27
Table 4.13: Turnover and performance enhancing motivation.....	28
Table 4.14: Turnover and performance in AIC	29
Table 4.15: Turnover and performance in AIC	30
Table 4.16: Turnover of staff working against performance	32
Table 4.17: Extent to which turnover is related to future organizational performance	33

LIST OF FIGURES

Figure 1.1: Conceptual Frame Work	5
---	---

LIST OF APPENDICES

Appendix 1: Questionnaires

Appendix 2: Letter

GLOSSARY OF TERMS/ACRONYMS

AIC- AIDS Information centre

NGOS- Non Governmental Organizations

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The proposed study is about an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch. Armstrong (2009) asserts that whereas organizations have for quite long tended towards retention of staff as a vital human resource policy, it has rather sometimes proved futile as valuable personnel leave and thus posing very serious organizational challenges regarding policy implementation and service delivery to the targeted beneficiaries. Staff turnover entails the movement of staff within and outside the organization or the failure to effectively attract and retain staff into organizations overtime and eventually not realizing the best out of them in as far as performance is concerned. It is generally agreed that in the event of acquiring the right people with the right skills, the organization eventually loses them due to various internal and external forces (Cole: 2005: 347)

Armstrong (2006) argues that one of the most significant motives behind the existence of an organization is service delivery to the targeted beneficiaries on a qualitative basis as a matter of standing the tight competition common in the modern business world. It is argued that what an organization does in an interface with the external world is service delivery through policy implementation. Result-oriented and purposeful organizations in modern times should therefore put into consideration the various options to ensure more desirable service delivery and equally work towards minimizing staff turnover.

Globally, issues of staff turnover are considered crucial and are normally pre planned for as a matter of ensuring continuity of efficient and effective organizational performance in terms of service delivery. This is premised upon the argument that staffs that are retained overtime tend to attach more significance to the organization and are likely to promote continuity and endurance into the future. The bottom line therefore is that staff turnover can

have a negative bearing upon service delivery in most modern organizations as based upon the views of Dowling P.J & Schuler R.S (1990).

In the third world countries, Uganda inclusive and particularly AIC, Mbale branch, the policy of staff turnover is given due to consideration due its damaging effects. It should be noted that institutions are empowered to manage human resources as evidenced in the Human Resources Management/Development Handbook (2004), the Human Resources Management Manual (1999). In the context of this study however, the AIC performs several human resource functions in medical related organizations, among others to handle issues related to staff turnover.

However, the Aids Information Centre has adopted the strategies of handling staff turnover issues in medical institutions through succession planning, supporting better motivation and other related human resource functions, the extent of its contribution to staff retention seems to remain unclear. This is because of the situation on ground that is characterized by staff exit through voluntary retirement, resignation, unforeseen circumstances such as death and search for greener pastures all of which are likely to negatively affect performance and service delivery. It is argued that, health worker instability still persists in most medical centers due to internal and external factors ranging from poor motivation in financial and non financial terms, poor infrastructure and facilities, rural-urban pull forces. The study therefore was timely and relevant given the ongoing situation on ground in Mbale District.

1.1 Problem Statement

The purpose of the study in AIC among other reasons was to minimize turnover and thus promote staff retention with the view of ensuring more meaningful performance and service delivery. Factors that lead to staff turnover in AIC seem to have not been explored and analyzed and thus leaving a lot to be desired. This is due to poor working conditions in terms of pay, and non financial motivators as well as evidenced from the AIC quarterly manual (2008:32). Whereas efforts are directed towards promoting the retention of staff for better service delivery, through attempts to promote desirable

motivation levels and creation of a conducive working environment, staff instability still persists in most AIC due to internal and external movements or losses.

The Quarterly AIC performance Report (2008) outlines that the performance index of staff is worrying, because clients are at times not attended in field outreach units as was expected due to staff turnover. This therefore creates a need to revisit the situation on ground in order to retain staff for more desirable performance and service delivery to the targeted beneficiaries. The proposed study therefore intended to establish and recommend the way forward.

1.2 General Objective

The general objective of the study was to find out the impact of staff turnover of performance on Aids Information Centre (AIC) in service delivery, Mbale Branch

1.3 Specific Objectives

- i.) To the causes of staff turnover in AIC, Mbale branch
- ii.) To find out the level of effect of staff turnover on employee's performance in AIC, Mbale branch
- iii) To establish the relationship between staff turnover and organizational performance in AIC, Mbale

1.4 Purpose of the study

The study was carried out to know how the staff turnover affects the performance in AIC in the delivering of health services to the beneficiaries.

1.5 Research Questions

- i) What are the causes of staff turnover in AIC, Mbale branch?

- ii) What is the level of effect of staff turnover on employee's performance in AIC, Mbale branch?
- iii) What is the relationship between staff turnover and organizational performance in AIC, Mbale?

1.6 Scope of the Study

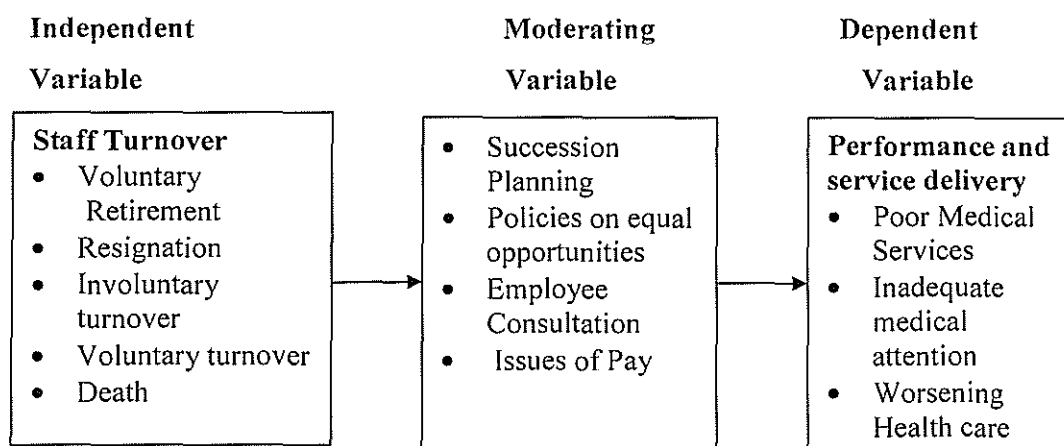
The study was conducted in AIC, Mbale branch. This is because it was characterized by a series of personnel performance gaps arising from retention challenges. The study covered a period effective from 2011-2012 because it dates the time when staff turnover became more pronounced due to pulling urban factors in search for greener pastures. Above all, the study was limited to the causes of staff turnover, level of the effect of staff turnover on employee's performance and the relationship between staff performance and organizational performance in AIC, Mbale branch.

1.7 Significance of the Study

- The study findings are expected to act as a benchmark for working out appropriate modalities that may mitigate the turnover challenges facing AIC. This may in turn streamline the acquisition and retention of result-oriented staff thereby ensuring desired performance in terms of performance and service delivery.
- To all the critical stakeholders involved in personnel management, the findings may broaden their knowledge in issues of staff recruitment and retention. This may therefore not only streamline staff retention but equally performance levels.
- It is also anticipated that the study findings may reform the existing public service strategies particularly Aids Information Centre towards medical centers with the view of minimizing staff turnover. This may eventually enhance more desirable performance and service delivery to the targeted beneficiaries.

1.8 Conceptual Frame Work

Figure 1.1: Conceptual Frame Work



Source: Investigator: 2012

According to figure 1.1 representing the conceptual framework, staff turnover is the independent variable while performance in service delivery represents the dependent variable. It should be noted that due to turnover aspects like voluntary turnover, involuntary turnover, retirement, resignation and death, performance and service delivery is therefore likely to be poor characterized by inadequate attention and worsening health care. The underlying assumption however is that moderating variables need to be exploited if staff turnover is to be minimized and thus promote more meaningful performance and service delivery.

The critical stakeholders therefore should promote employee consultation by consulting regularly with staff about general morale and how satisfied they are with their work and working conditions. It is equally vital to enhance succession planning by putting together and regularly review organizational plans for covering and replacing leavers, and training and inducting new starters. Issues of pay and policies of equal opportunities as a matter of promoting staff retention need to be given due consideration. This may go a long way in enhancing more meaningful performance and service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature related to the subject matter under study which involves the use of text materials, Journals, newspaper articles and local government operation manuals. This is however in line with aspects of Staff Turnover in relation to Performance and service delivery; factors leading to Staff Turnover that affect performance and service delivery and the effects of staff turnover on performance and service delivery in AIC, Mbale branch.

2.1 Causes of Staff Turnover

Several scholars allude to the view that several aspects constitute aspects of staff turnover in all forms of organizations, both health and none health ones with an internal and external perspective. As Armstrong (1999) puts it, aspects of staff turnover involve the movement of employees in and out of the organization during a particular period of time and normally affect policy implementation. In this regard, Taylor (2002) and Acas (2010) advance aspects such as voluntary and involuntary. It is argued that this takes the form of resignation, retirement or desertion and separation of staff from the organization through dismissals, forced retirement and redundancy respectively, all of which affects service delivery.

Makina (2000) conducted research studies about the impact of labour turnover on performance in Kisoro Health Center IV. It was found out that aspects of voluntary and involuntary turnover had a negative bearing upon policy implementation since critical manpower was severely lost. It should be noted that as a result of dismissals and desertion, poor performance is bred and in the context of this study, the fore mentioned seems to have a bearing. Little is however mentioned about what can be done to minimize the former undesirable circumstances and thus the need for this investigation.

Janas (2009) and Lawler (2008) equally stress that there several aspects of staff turnover that generally affect service delivery in varying dimensions.

They point out that issues of staff turnover that affect service delivery are categorized on the basis of several circumstances. In support of this argument, Armstrong (2001) asserts that terminations are viewed as temporary or permanent separations, resignation and death. Whereas all forms of organizations have age limits, beyond which employee services are terminated, little attention is given. Above all, even when some staff pass-away, replacements are not easily enhanced. In a survey undertaken by Kyotuhare (1999), it was revealed that aspects of staff turnover are inevitable in health organizations due to competitiveness and affects service delivery.

2.2 Level of the effect of Staff Turnover on Employee's Performance

Harris, Jim, and Brannick (1999) and Middlebrook (1999) argue that the prospects of getting higher pay elsewhere are one of the most obvious contributors to the turnover level which affects performance. This practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs. Cole (1999) however adds that, there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit. Rather, some experts believe that high turnover persists in certain jobs and companies because they have an atmosphere in which employees look for reasons to leave, and money is a convenient and sometimes compelling justification.

Griffeth, Peter Hom, and Rodger Griffeth (1992) and Arthur (1998) hold the view that most environmental contributors to turnover levels in organizations can be directly traced to management practices. Turnover levels tends to be higher in environments where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant and this can compromise performance. Clearly, if managers are impersonal, arbitrary, and demanding, there is greater risk of alienation and turnover. Mullins (2002) adds that management policies can also affect the environment in basic ways such as whether employee benefits and incentives

appear generous or stingy, or whether the company is responsive to employees' needs and wants.

Retirement and death of experienced employees can sanction high turnover levels and extreme loss in productivity in modern organizations, both health and non health especially where there is high demand for services. Robbins (2002) and Cole (2005) attest to this view and further note that in the event of unforeseen circumstances like death and abrupt exit from the organization, turnover is sanctioned and it eventually affects performance.

Sometimes it is the attraction of a new job or the prospect of a period outside the workforce which 'pulls' them and thus impacting on the turnover level in relation to performance in terms of productivity. On other occasions they are 'pushed' (due to dissatisfaction in their present jobs) to seek alternative employment. It can also be as a result of both 'pull' and 'push' factors. Another reason for voluntary turnover is a change in domestic circumstances outside the control of any employer. It is argued that more often than not, organizations have their manpower depleted due to a multiplicity of factors and all this has a negative bearing upon service delivery (Armstrong:2006).

2.3 Relationship between Staff Turnover and Organizational Performance

Philips (1990) and Acas (2010) hold the view that high turnover can be a serious obstacle to productivity, quality, and profitability at organizations of all sizes. For the smallest of organizations, a high turnover rate can mean that simply having enough staff to fulfill daily functions of policy implementation and service provision is a challenge, even beyond the issue of how well the work is done when staff is available. Turnover is no less a problem for major sectors, which often spend enormous financial resources on turnover-related costs. For service-oriented professions, such as management consulting and health management, high employee turnover can also lead to customer dissatisfaction, as clients feel little attachment to a revolving contact. Customers are also likely to experience dips in the quality of service each time their representative changes.

Rankin (2008) and MacAfee, M. (2007) assert that the cost of turnover varies with the difficulty of the job to be performed. It is argued that in a health sector organization, showing staff how to perform medical functions may take long since it involves life and death. Thus the cost of training someone to handle this job would high be high. This however may not be the case with other organizations. It is therefore arguably true to assert that turnover in the health sector may cause death since the human resources that could have saved lives are depleted and yet replacing them is gradual, bureaucratic and complex.

According to Torrington and Hall, (1998), it is generally agreed that reducing employee turnover saves the organizational financial resources for other purposes. Money saved from not having to find and train replacement human resources can be used elsewhere, including the bottom line of the organization's profit statement more adequate service delivery to the clients. Caplan, (1997) found out that the U.S. Department of Labor estimates that it costs about 33 percent of a new recruit's salary to replace a lost employee. In other words, it could cost \$11,000 in direct training expenses and lost productivity to replace an experienced employee making \$33,000. This is comparable to the health service industry in the third world countries with regard to staff turnover and thus the need for this investigation.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the methodology that was applied while conducting the study. It therefore discusses the research design, methodology and procedures that will be used in the study. The chapter further focused on the Study Population, Sample Size, and Sampling Techniques, Data collection techniques and Data Processing and analysis.

3.1 Research Design

A descriptive design was used by the researcher with both qualitative and quantitative methods of collecting data. It presents a picture or a phenomenon of the way it is, through participant observation and personal documents and because covered a wide area and using different sections of people so as to acquire adequate data. The design endeavored to put into account all the necessary steps involved in the study related to the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch.

3.2 Study Population

The study population included policy implementers like administrators particularly medical staff, field staff, counselors and heads of department. For the case of the study findings however, three outreach AIC centers were used. These therefore were representative of the study. (AIC Personnel Department: 2010)

3.3 Sample Size

The population that was interviewed and filled questionnaires was 100. This included 20 medical officers and 5 heads of department, 30 field staff were sampled from each whose responses equipped the researcher with the level of performance in the sector, and 15 counselors were also sampled which furnished the researcher with broader knowledge in the subject matter.

3.4 Sampling Techniques

As for most of the policy implementers, the study used purposive sampling because they are knowledgeable about the research problem. This is because they were quite informed about the research problem. However for the case of the field officers, the researcher used simple random sampling because they were quite many and homogeneous which likely gave them an equal opportunity to participate in the study.

3.4.1 Data Collection Methods

Two basic instruments were used to collect data and these included questionnaires and interviews. This is on the argument that the use of two or more research instruments is more likely to minimize biases in research. It was therefore more likely to enable the researcher to minimize biases and thus come up with more sound responses (Uma: 2000)

3.4.2 Questionnaires

Kakinda (1995) asserts that a questionnaire is a set of related questions designed to collect information from respondents. Questions that require straight forward answers were closed ended while questions that require some explanation were open ended. This was done to ease the respondents' role of filling the questionnaires. In line with Kothari (1990) a questionnaire is advantageous because it is free from bias of the interviewer since answers are in the respondent's own words and large samples can be used and thus the results can be more valid and reliable. It was addressed to all policy implementers apart from field officers. This instrument was used for easy coding and enhancing data collection on a wide range of opinions because the respondents are free to write their own mind without intimidation and limitations particularly for open ended questions.

3.4.3 Interviews

The technique involves face to face interaction between individuals leading to self report. The researcher becomes the interviewer and the respondent becomes the interviewee. With regard to Kakoza (2000) holds the view that

an interview is a conversation in which the researcher tries to get information from the interviewee and records it by him/herself. Face to face interviews were conducted to collect primary qualitative data from field officers. Interviews were employed because they were easily adaptable and effective since they encourage probing for deeper information on part of the researcher. (Bell: 1999:135)

3.5 Reliability and Validity of Instruments

Reliability in this study meant the dependability or trustworthiness of the tool. It is the degree to which the instrument consistently measures whatever it is measuring. Both instruments were pre-tested on 15 respondents from all categories in order to ascertain accuracy and ability to elicit the necessary and adequate responses. The respondents were requested to make constructive criticisms, positive changes and suggest improvements. Amendments that were proposed by the respective respondents were incorporated into the final versions of the fore mentioned research instruments. Mbabazi (2006) is of the view that the instrument applied should be valid and free from bias and practical. In this case, before the researcher administers the instrument, it was validated by examining its contents, whether it can measure to the assumed attributes, free from bias, contamination and deficiency. It therefore aided the researcher to minimize bias as much as possible while undertaking the study.

3.6 Data Analysis and Presentation

Data collected through questionnaires and interviews schedule was edited, coded, classified and tabulated. However, data with significant similarities was categorized accordingly. Respective questions were then cross-examined to confirm authenticity and correctness. Above all, data was presented with the use of the use of tables in order to enhance the interpretation and analysis of the findings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter used qualitative and quantitative approaches to present and analyze data regarding an analysis of the impact of staff turnover on health service delivery in AIC, Mbale branch District. It's particularly focused on the causes of staff turnover, effect of staff turnover on employee's performance and relationship between staff turnover and organizational performance in AIC, Mbale.

4.1 Respondents Characteristics

4.1.1 Gender of the Respondents

The gender of the respondents was premised upon the male and female. An attempt was made to ensure that there is gender balance in order to avoid biased findings. This is presented in Table 4.1

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Male	40	57.1
Female	30	42.8
Total	70	100

Source: Primary Data: 2012

From Table 4.1, it is shown that there were 40(57.1%) female and 30(42.8%) male in the sample. This was in line with the population ratio in the four schools studied. The gender of the respondents was considered relevant to the study because the researcher wanted to gather information from the beneficiaries who include both sexes. This is supported by Metha (1989) who argued that data collection that incorporates the responses from both sexes is reliable than the data collected from a single sex sample size.

4.1.2 Age of the Respondents

The age of the respondents helps to determine the reliability on the responses given. Asch (1989) argued that including the majority age (considering 18 years and above) adds value to the responses given that mature people are more composed and take time to think about a particular aspect of life.

Table 4.2: Age of the Respondents

Age group	Frequency	Percentage
18-30	00	00
30-34	15	21.4
35-39	22	31.4
40-44	20	28.5
45-49	10	14.2
50-above	03	4.2
Total	70	100

Source: Primary Data: 2012

Table 4.2 shows that the majority, 22 respondents were found in the age group of 35-39 (31.4%). However, the age group 50-above, 03 respondents gave a minority response rate of 4.2%. On the other hand, 20 respondents were in the age group of 40-44 (28.5 %), while 10 of them in the age group of 45-49 (14.2%). However, none of the 70 respondents were found in the age bracket 18-30. It can therefore be deduced that whereas other age groups took part in the study, the majority one were more influential in as far as providing responses to the study were concerned.

4.1.3 Marital status of the respondents

The analysis of the marital status of the respondents was conducted around four levels. These included the married, single, divorced and widow. The marital status of the respondents is presented in Table 4.3

Table 4.3: Marital Status of the Respondents

Marital status	Frequency	Percentage
Married	55	78.5
Single	00	00
Divorced	09	12.8
Widow	06	8.5
Total	70	100

Source: Primary Data: 2012

According to table 4.3, majority of the respondents were married. In this case, 55 respondents gave a response rate of 78.5%. However, 6 respondents gave a minority response rate of 8.5%, (9) indicating to be in the divorced category. This implies therefore that since the majority was stably married, they were more focused to the study while providing their responses. Thus, whereas others took part, the contribution of those married was quite immense in aiding the success of the study.

4.1.4 Level of Education

The analysis of the level of education of the respondents was done at four levels. These were primary, secondary; tertiary/college and University level of education of the respondents is presented in Table 4.4.

Table 4.4: Level of Education of respondents

Level of education	Frequency	Percentage
Primary	00	00
Secondary	00	00
Tertiary	50	71.4
University	20	28.5
Total	70	100

Source: Primary Data: 2012

According to table 4.4, majority of the respondents, 50 (71.4%) were of tertiary level while the minority, 20 (28.5%) were of university level. On the

other hand, none of the 85 respondents were of primary and secondary level. Since the majority was educated, at university and tertiary level, it can be deduced that they gave quite informed responses about the study and this was significant in enhancing the success of the research study.

Research Question One

4.2.1 Causes of staff turnover in AIC, Mbale branch

This objective was premised upon the understanding of the term turnover, causes of staff turnover in, and how staff turnover undermine policy implementation in, in AIC, Mbale branch district. It also gave focus upon how environmental factors that lead to staff turnover affect productivity, ways in which turnover aspects like death and retirement affect productivity and how pull and push turnover aspects affect productivity in, in AIC, Mbale branch.

4.2.2 Understanding of the term turnover

The researcher began by finding out from the respondents what they understood by the term turnover of staff in the context of a health unit. They responded to the expectation of the researcher as was presented in table 4.5

Table 4.5: Understanding of the term turnover

Turnover	Frequency	Percentage
Separation from the firm	41	58.5
Organizational exit	29	41.4
Total	85	100

Source: Primary Data: 2012

An interpretation of table 4.5, the majority 41 respondents provided a response of 58.5%. They simply understood turnover as separation from the firm. It was found out staff can leave the organization due to competing forces and the respondents showed it has a negative effect upon performance at organizational level.

On the other hand, 29 minority respondents gave a response of 41.4%. They showed that they understood turnover is all about organizational exit. It was found out that the process of staff preferring to leave the organization in favor of another and this was equally intimated to have a negative bearing upon the degree of performance.

In the context of this study, the respondents held that turnover affects productivity levels. It was found out that as staff exit, gaps are created and eventually creates a manpower gap which makes which renders efficient and effective performance difficult. Cases were cited in AIC, Mbale branch. This was therefore found to undermine productivity levels.

4.2.3 Causes of staff turnover

The researcher went on to question the respondents regarding the causes of staff turnover in AIC, Mbale branch. Responses from the respondents were in turn provided as was expected and the researcher accordingly presented them in table 4.6

Table 4.6: Causes of staff turnover

Causes	Frequency	Percentage
Retirement and death	30	42.8
pull and push factors	40	57.1
Total	85	100

Source: Primary Data: 2012

An interpretation of table 4.5, the majority 40 respondents provided a response of 57.1%. They showed that pull and push factors normally contribute to turnover of staff in, in AIC, Mbale branch. It was found out that whereas pull factors are largely external, the push ones were found to be internal in outlook. In the regard of the pull factors, the respondents highlighted a number of issues;

They intimated that the emergency of Non Governmental Organizations with competitive benefits had impacted upon staff turnover in. It was found out that in some sections of AIC, Mbale branch County, north and west Budama, NGOS like Plan International had emerged to among other services provide health services.

The analysis of the responses pointed out that without good pay to their staff; they had been attracted to Government sector and thus undermining productivity. The respondents cited a case of AIC, Mbale branch County Health Centre IV that had registered a high turnover in 2008. The effect of this was rather making it difficult to perform to the expectation as far as overall medical service delivery is concerned.

On the other hand, 30 respondents gave a response of 42.8% with regard to the causes of staff turnover in AIC, Mbale branch. They showed that retirement and death though not very common can also go a long way in contributing to staff turnover. It was found out that whereas retirement is normally planned for in time, attracting medical personnel to AIC, was rather complex.

The respondents held that apart from retirement, death was found to be difficult to plan for and enhance effective replacement. The analysis of the responses revealed that despite using the remaining personnel to perform health unit duties in the event of retirement and death, they did not perform to the expectation. They showed that death and retirement have a negative bearing upon productivity with regard to treatment, immunization and generally policy implementation.

It is argued that staff members that are duty bound is likely to be negatively affected by the increased work load resulting from turnover. This affects health service productivity since the remaining staff cannot effectively handle all the tasks. It is therefore deduced that with the excessive demand for health services in, extreme loss productivity is likely to be registered in the event of death and retirement.

It was further found out that issues of death and retirement that eventually lead to staff turnover undermine teamwork spirit, coordination and task accomplishment. In support of these views, respondents responding through questionnaires and interviews provided convincing evidence.

Clinical officers provided questionnaire responses in support of the fore analyzed. They upheld that in the event of death and retirement, breeding teams and enhancing coordination becomes difficult since a wide gap is created and thus undermining overall organizational productivity levels. Comprehensive nurses also attested to this view.

The fore mentioned respondents also intimated that accomplishing health unit tasks becomes difficult in the event of staff turnover. They stressed that failure to have the right numbers of health personnel due to turnover related aspects made productivity in terms of treatment, conducting birth and awareness ineffective. The service users particularly clients attested to this view through interviews.

Further still, with regard to death and retirement, the respondents intimated that skilled personnel are eventually lost. It was found out that death and retirement of staff like clinical officers undermines mentoring new recruits at junior level. It can therefore be deduced that both the short and long run, turnover as a result of death and retirement can undermine productivity.

It was also found out those turnover aspects like death and retirement impact on the extent of workload and implementation of health related policies. The analysis of the responses revealed that due to staff exit, duties are over concentrated around the remaining personnel left in.

The respondents held that whereas those left in charge of policy implementation performed set duties, it was not to the expectation. They pointed out in questionnaire responses that policy implementation is likely to

be poor and also leaving some tasks un attended to and hence denying clients health services.

4.2.4 Staff turnover undermine policy implementation

The researcher further took time to find out from the respondents how staff turnover undermine policy implementation in relation to productivity, in AIC, Mbale branch district. In light of this, they responded by providing some responses that were presented in table 4.7;

Table 4.7: Staff turnover undermine policy implementation

Staff turnover	Frequency	Percentage
Heavy workload	10	14.2
Deteriorating quality	25	35.7
Low output	35	50
Total	70	100

Source: Primary Data: 2012

An interpretation of table 4.7 shows that 35 respondents provided a majority response of 50%. They showed that staff turnover undermine policy implementation in relation to productivity, in AIC, Mbale branch district since it leads to low output. It was found out that those left behind after others leaving are usually de-motivated since the spirit of teamwork is undermined.

On the other hand, 25 respondents gave a minority response of 35.7%. They showed that staff turnover undermine policy implementation in relation to productivity, in AIC, Mbale branch district since it leads to heavy workload. It was found out that in the event of turnover in the health sector, the few left in service are over worked since they tend to cover up the gap until replacements are made.

The analysis of the responses pointed to the fact that turnover is a manifestation of gaps within the health sector. It was found out that exit of nurses, mid wives and other related medical personnel breeds inefficiency and

ineffectiveness in performance due to heavy load. Kavuma (2009) adds in his research studies adds his voice to the argument of the respondents.

It is important to note that of the 70 respondents, 10 of them provided a response of 14.2%. They showed that staff turnover undermine policy implementation in relation to productivity, in AIC, Mbale branch, since it leads deteriorating quality. It was found out that productivity in terms of quality can be compromised in the event of staff exit from the.

The respondents showed that whenever turnover takes place especially without sound reasons, the quality of services delivered is rather compromised. They attributed this view to the argument that left behind lack certain specialized skills that are crucial to quality enhancement. It was therefore found to undermine the overall health unit productivity goals.

4.2.5 Environmental factors that lead to staff turnover

In order to establish how environmental factors that lead to staff turnover affect productivity in , in AIC, Mbale branch district, the research questioned the and interviewed the respondents. They retrospectively responded and their responses were presented in table 4.8

Table 4.8: Environmental factors that lead to staff turnover

Environmental factors	Frequency	Percentage
Demoralizes staff	10	14.2
Undermines effective service delivery	20	28.5
Compromise productivity level	40	57.1
Total	70	100

Source: Primary Data: 2012

An interpretation of table 4.8 shows that 40 respondents provided a majority response of 57.1%. They showed that environmental factors that lead to staff

turnover affect productivity in , in AIC, Mbale branch district. This was nevertheless attributed to the argument it compromises the level of productivity. The analysis of the responses revealed that;

The output expected is normally not realized in several dimensions within the health sector. The respondents held that several cases of treatment and diagnosis remained pending due to staff exit in AIC, Mbale branch County in 2008. Interview and questionnaire responses provided evidence to this effect especially from the clinical officers and clients.

4.2.6 Pull and push turnover aspects affecting productivity

The researchers also made an inquiry to establish from the respondents how pull and push turnover aspects affect productivity in, in AIC, Mbale branch district. The respondents responded accordingly and their views were presented in table 4.10

Table 4.9: Pull and push turnover aspects affecting productivity

Pull and push turnover	Frequency	Percentage
Poor task enhancement	15	21.4
Retention difficulties	25	35.7
Low staff capacity to perform	30	57.7
Total	70	100

Source: Primary Data: 2012

An interpretation of table 4.9 shows that 30 respondents provided a majority response rate of 57.7%. They showed that pull and push turnover aspects affect productivity in, in AIC, Mbale branch district. This was on the basis that it promotes low capacity to perform health related duties. It was found out that with staff turnover, optimum staffing is undermined.

On the other hand, 15 respondents gave a minority response of 21.4%. They showed that pull and push turnover aspects affect productivity in AIC, Mbale branch district since they lead to Poor task enhancement. It was found out that

with turnover inefficiency and ineffectiveness is bred in the course of task performance.

With respect to Poor task enhancement, comprehensive nurses and nurses provided questionnaire responses. They showed that in the event of turnover of doctors, clinical officers took up their tasks though without adequate competence. In effect therefore, implementing of tasks like conducting operations was not as effective as was expected and sometimes resulted into death of patients.

It is important to note that 25 respondents presented a response of 35.7%. They pointed out that pull and push turnover aspects affect productivity in, in AIC, Mbale branch district since they lead to retention difficulties in. It was found out that the more staff exits; the more it became difficult to retain the remaining staff and thus affectivity productivity levels.

The respondents further showed that pull and push factors affect productivity in varying dimensions in AIC. The analysis of the responses revealed that;

Loss of productivity associated with the interim period before a replacement can be placed on the job. It was found out that in the course of that period, the available staffs are overworked as a matter of covering those that have left the health unit.

Loss of productivity due to the time required for a new worker to get up to the normal speed on the job. It was found out that despite replacing those that have exited; they cannot perform to the expectation immediately and thus affecting the attainment of the desirable productivity.

Loss of productivity associated with the time that coworkers must spend to stand in the gap of those that have left and away from their work to help a new worker. It was found out that in the event of turnover, productivity cannot be as effective as expected in a setting of AIC, Mbale branch.

Objective Two

4.3.0 Level of effect of staff turnover on employee's performance in AIC, Mbale branch

This objective was premised upon the factors that influence the level of turnover and performance and how turnover affects performance in terms of task accomplishment. It further focused upon the extent to which turnover is effective in performance, how turnover affects team work in relation to performance and whether turnover and performance enhances motivation among AIC, Mbale branch.

4.3.1 Factors that influence turnover and performance

The respondents were asked to show some of the factors that influence turnover and performance in AIC, Mbale branch. In this regard, the respondents responded affirmatively by pointing out issues of employee benefits, internal policies and decision making approach. This was presented in table 4.6

Table 4.10: Turnover in an organizational setting

Factors	Frequency	Percentage
Employee benefits	27	38.5
Internal policies	33	47.1
Decision making approach	10	14.2
Total	70	100

Source: Field Research: 2012

According to table 4.10, 33 of the 70 respondents gave a response rate of 47.1%. They were able to show that internal policies influence turnover and performance in AIC. It was found out that policies that have a bearing upon the staff determine their degree of attachment to the organization and performance or otherwise. It was found out that,

Internal organizational policies geared towards developing the human resource capacity influence the level of turnover and performance. The respondents held that failure to subject staff to further training impacts upon their degree of performance. This is in line with Dessler et al (2004) assertion that development and training constitute a significant part in as far as level of turnover and performance of staff is concerned and or otherwise.

However, 10 of the 70 respondents gave a minority response rate of 14.2%. They were able to show that the approach to decision making influences the level of turnover and performance in AIC. It was found out that the way in which the overall organizational management makes decisions has a bearing upon the level of turnover and performance. The respondents stressed cases of popular decision making where there is broad participation.

With reference to the fore analyzed, respondents held that decisions though taken at top management level but with a bearing on the middle and bottom levels were considered popular. It was found out that decisions normally reached with the involvement of all stakeholders influenced the level of turnover of staff and their performance.

On the other hand 27 of the 70 respondents provided a response rate 38.5%. They pointed out that employee benefits also influence turnover and performance in AIC. It was found out that benefits accorded to staff in AIC at all levels had either facilitated level of turnover and performance or not.

Further still, regarding employee benefits, the respondents held that good remuneration goes hand in hand with non financial benefits. In this regard, they stressed the need for benefits like housing, medical care and transport facilitation as vital in enhancing the level of turnover and performance.

Thus, from all the fore analyzed, it is noted that there several factors that influence turnover and performance in modern organizations and AIC, in particular. Whereas these factors range from employee benefits, internal policies and decision making approach, internal policies were more stressed by the respondents. By implication therefore, it can be deduced that internal

organizational policies need to be given more attention for purposes of enhancing retention and more meaningful performance.

4.3.3 Staff level of turnover affecting performance

The respondents were asked to show how turnover affects performance in terms of task accomplishment in AIC. They pointed out that it affects task accomplishment negatively and positively. This was presented in table 4.7

Table 4.11: Turnover in an organizational setting

Factors	Frequency	Percentage
Negatively	65	92.8
Positively	5	7.1
Total	70	100

Source: Field Research: 2012

According to table 4.11, 65 of the 70 respondents provided a majority response rate of 92.8%. They pointed out that turnover affects task accomplishment negatively. It was found out that level of turnover cultivates;

Still with regard to the negative effects of turnover, it was pointed out that staffs normally lost over time demoralized others in terms of performance. The respondents held that without retaining staff for long, delays are encountered and thus hindering timely task enhancement.

Further, they were able to show that turnover affects task accomplishment negatively. It was found out that whereas level of turnover is affirmative, it sometimes turn out to be negative. The respondents attributed this to the view that doing long on routine duties creates boredom and may thus have negative bearing upon task accomplishment. Whereas this was put forward by the respondents, it is noted and supported by Dessler (2006)

Further, with regard to the fore analyzed, the respondents pointed out that sometimes level of turnover of staff denies the organization of fresh ideas that

could be crucial in policy implementation. It was found out that staff though retained but without outhouse further training may turn out to be inefficient and ineffective in performance. This is however contrary to the views put forward by Armstrong (2006).

4.3.4 Extent to which turnover is effective on performance

The respondents were asked to show the extent to which turnover is effective on performance in AIC. The respondents pointed out that it does to a greater extent and lesser extent respectively. This was presented in table 4.8

Table 4.12: Turnover in an organizational setting

Extent	Frequency	Percentage
To a greater extent	59	84.2
To a lesser extent	11	15.7
Total	70	100

Source: Field Research: 2012

According to table 4.12, 59 of the 70 respondents gave a majority responses rate of 84.2%. They were able to subscribe to the view that to a greater extent, turnover is rather not effective on performance in AIC. The respondents provided a number of views in support of their response.

Turnover de-motivates remaining staff and thus affects the level of performance and sometimes contributes to further turn over. The respondents cited a case of the where four medical officers, data management officer and pharmacy technician resigned in the year 2008. It is therefore deduced that turnover without desirable motivation affects performance.

4.3.4 Turnover and performance undermining motivation

The respondents were asked to show whether turnover and performance enhances motivation among AIC, Mbale Branch staff. In this case, an affirmative and non affirmative response was made by the respondents as presented in table 4.13

Table 4.13: Turnover and performance enhancing motivation

Enhancing motivation	Frequency	Percentage
Yes	58	82.8
No	12	17.1
Total	70	100

Source: Field Research: 2012

According to table 4.13, 58 of the 70 respondents provided a majority response rate of 82.8%. They responded affirmatively indicating that turnover undermines motivation among AIC staff. It was found out that after working over a long period of time, team work spirit and specialization is realized can be undermined as especially experienced staff leave.

Objective Three

4.4.0 Relationship between Staff Turnover and Organizational Performance in AIC Mbale Branch

This objective was premised upon the relationship between turnover and performance, ways in which the turnover affects the morale of staff in relation to performance and how the failure to retain staff works against performance in AIC Mbale branch. It was further premised upon the extent to which turnover is related to future organizational performance and ways in which the relationship between turnover and performance can further be strengthened in AIC Mbale Branch.

4.4.1 Turnover and performance in AIC

The respondents were asked to show whether there is a relationship between turnover and performance in AIC Mbale branch. Whereas some respondents held that it is true, others were of the view that is rather false. This was presented in table 4.14

Table 4.14: Turnover and performance in AIC

Relationship	Frequency	Percentage
True	68	97.1
False	02	2.8
Total	70	100

Source: Field Research: 2012

According to table 4.14, 68 of the 70 respondents provided a majority response rate of 97.1%. They were able to subscribe to the affirmative view that turnover has a significant bearing upon performance in AIC Mbale branch. It was found out that retention often leads to desirable staff performance since there is optimum staffing and stability.

Still, regarding the fore analyzed, the respondents held that it is a pre condition to effective performance. It was found out that in cases where retention had been challenging, performance had equally been difficult in AIC. This view put forward by the respondents is supported by Rudrabasavaraj (2000) and Armstrong (2006).

Whilst, the respondents upheld the view that fulfilling planned organizational activities on schedule was dependent upon the degree of turnover in some departments in AIC Mbale branch. It was found out that activities relating to field work, particularly in outreach branch had been fulfilled due to turnover.

Whereas the fore analyzed is supported by Dowling et al (2000), it was found out that where turnover was challenging, performance had turned out to be difficult. The respondents cited a case of the medical department where the difficulty to retain staff had presented an impediment to performance. This implies that turnover is related to performance.

However, whereas 2 of the 70 respondents provided a minority response rate of 2.8% showing that the relationship between turnover and performance is false, the majority upheld that it is true. The bottom line therefore is that

turnover in AIC Mbale branch forms a significant part on performance and hence the need to strictly up hold it.

4.4.2 Staff Turnover affecting morale

The respondents were asked to show the ways in which the turnover affects their morale in relation to performance in AIC Mbale branch. They pointed out aspects like killing the spirit of organizational ownership, demoralize staff and undermine optimum output. This was presented in table 4.15

Table 4.15: Turnover and performance in AIC

Inability	Frequency	Percentage
killing the spirit of organizational ownership	35	50
demoralize staff	10	14.2
undermine optimum output	25	35.7
Total	70	100

Source: Field Research: 2012

According to table 4.15, 35 of the 70 respondents provided a majority response rate of 50%. They were able to show that the turnover affects the morale of the staff in relation to performance. This was attributed to the view that it kills the spirit of organizational ownership among staff and equally undermining the feeling for the organization.

The respondents held that those normally left behind tend to develop a negative feeling and attitude for the organization. It was found out that in cases where staffs are separated from AIC without clear reasons leaves others in a similar situation. It is therefore deduced that since the failure to retain staff affects employee morale, it in turn affects performance.

However, 10 of the 70 respondents gave a minority response rate of 14.2%. In this regard, they held that the turnover affects the morale of the staff in AIC

since they are demoralized. It was found out that in the event of staff exit, the spirit of team work breaks down and this affects performance since the morale of those left behind is undermined.

The respondents pointed out that more often than not; teams determine the extent of performance in AIC and they normally effective in cases of turnover. It was pointed out that the failure to retain staff defeats the team work spirit that in turn has a negative bearing upon performance.

As pointed out that by the respondents, Robbins argues that organizations that find it difficult to retain their staff overtime find it hard to promote the spirit of team work. The bottom line point therefore is that those left behind can hardly perform their duties with all the zeal since they are over worked at times and without increased pay and other related benefits.

On the other hand, 25 of the 70 respondents presented a response rate of 35.7%. The respondents pointed out that the failure to retain staff affects the morale of the staff since it undermines optimum output. It was found out that it is rather complex to achieve planned goals in cases of retention challenges in AIC. Armstrong (2006), Barber (1998) and Dowling, Schuler and Welch (2000) attest to the fore analyzed.

Armstrong, Barber and Dowling stress that the failure to retain staff in organizations affects performance and thus impeding the attainment of the overall goals in terms of output. It was found out that whereas those left behind may perform extra duties, desirable output may not be realized. It can therefore be deduced that the respondents were in line with the fore analyzed scholarly view.

4.4.3 Staff turnover working against performance

The respondents were asked point out how the failure to retain staff works against performance in AIC Mbale branch. In this regard, they either responded negatively or positively as presented in table 4.16

Table 4.16: Turnover of staff working against performance

Failure	Frequency	Percentage
Negatively	69	98.5
Positively	01	1.4
Total	70	100

Source: Field Research: 2012

According to table 4.16, 69 of the 70 respondents presented a majority response rate of 98.5%. They pointed out that the failure to retain staff works against performance negatively in AIC Mbale branch. The respondents this response to several views,

They advanced the view that the failure to retain staff works against performance in AIC because it compromises quality and output levels. The respondents cited a case in 2008 where a retention challenge was faced especially with the abrupt exit of four medical personnel, data management officer and a pharmacist technician. Armstrong (2006) and Drucker (1999) subscribe to the fore analyzed view.

The respondents also held that the failure to retain staff in AIC creates the need for continued recruitment. It was found apart from being costly in financial terms, inexperienced staff may be attracted and this is likely to work against performance especially in the short run. This was attributed to the view that they need time to gain the desirable expertise.

4.4.4 Extent to which turnover is related to future Organizational Performance

The respondents were asked to point out the extent to which turnover is related to future organizational performance in AIC Mbale branch. They showed that the relationship is to a greater extent and lesser extent as presented in table 4.17

Table 4.17: Extent to which turnover is related to future organizational performance

Extent	Frequency	Percentage
To a greater extent	67	95.7
To a lesser extent	03	4.2
Total	70	100

Source: Field Research: 2012

According to table 4.17, 67 of the 70 respondents provided a majority response rate of 95.7%. They were able to point out that to a greater extent turnover is related to future organizational performance. In light of this, the respondents gave several views to support their responses,

They pointed out that the fore mentioned undermines succession planning which impacts significantly upon future organizational performance in AIC. It was found out that in departments where staffing is not optimum, precedence for succession from below was not possible. The respondents cited a case of the administrative section.

The respondents equally pointed out that turnover is related to future organizational performance because it undermines regular delegation in AIC. It was found out that it is only when staff are retained that others can be delegated to perform certain tasks. They held that the superiors can delegate their subordinates to execute higher tasks and this has a bearing upon future organizational performance and therefore vice versa.

Still in relation to the majority response, it was found out that turnover in AIC undermines team building, morale and a sense of organizational ownership. The respondents amidst the fore mentioned, there was a likelihood of impacting upon future organizational performance negatively.

However, 3 of the 70 respondents gave a minority response rate of 4.2%. They pointed out that to a lesser extent; turnover is related to future organizational performance in AIC. They showed that whereas turnover is significantly related to future organizational performance, it is supported by other factors.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings, conclusions and recommendations made regarding an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch.

5.1 Conclusion

In light of the following discussion and an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch., the following conclusions were drawn;

Turnover is a reality in AIC, Mbale branch due to a number of internal and external conditions. It should be noted that it is a result of the pull and push factors and they have a bearing on the level of performance. These range from environmental, internal policies, motivation benefits and decision making approach. It should be noted that to a greater extent, turnover negatively affects performance in AIC.

Further, turnover affects the morale of those left behind. This is because it kills the spirit of organizational ownership, undermines optimum output, compromises quality and output levels and kills the spirit of teamwork among staff in different units and thus limiting the extent of policy implementation and performance.

5.2 Recommendations

In light of the fore gone conclusions about an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch, the following recommendations were derived. It is anticipated that the recommendations will go a long way in providing room for minimizing turnover of staff in order to enhance better performance in Aids Information Centre;

The respondents stressed the need to promote effective communication among all stakeholders at all levels in AIC. Creating a good working environment both internal and external and favorable policy issues is significant.

They also pointed out the need to enhance the implementation of human resource planning in a more strategic approach. This may promote more meaningful turnover in relation to performance.

Further streamlining the reward system was equally suggested by the respondents as significant. The respondents emphasized that a good reward system not only enhances retention of staff but also boosts performance levels.

REFERENCES

- Acas, (2010) Managing attendance and employee turnover, Wilson press, London,
- Armstrong, M (2006) A Handbook of Human Resource Management practice, Kogan
page publications, London
- Armstrong, M (2001) A Handbook of Human Resource Management practice, Kogan
page publications, London
- Arthur, P (1998) Attitudes in and around Organizations, Sage publications, Thousand
Oaks
- Bernadin, H.P (2003) Human Resources Management: An experimental approach,
McGraw Hall, Boston
- Caplan, Gayle, and Mary Teese (1997) Survivors: How to Keep Your Best People on
Board after Downsizing, Consulting Psychologists Press. Palo Alto, CA:
- Cole, J (1999) Office of Retention and Turnover Rates Drop, *HR Focus*, Macmillan
press, London
- Cole, K (1997) Personnel and Human Resource Management, McGraw Hill, Bostaon
- Cole, K (2005) Management: Theory and Practice, prentice Hall, Australia
- Enon, Julius Caesar (1995) Educational Research, Statistics and Measurement, 2nd ed.
Kampala, Uganda.
- Griffeth, P, H, and Rodger, G (1992) Employee Turnover, South-Western Publishing,
Cincinnati
- Harris, J, and Joan, B, (1999) Finding & Keeping Great Employees, Amacom press,
New York

- Macafee, M. (2007) How to conduct exit interviews. *People Management*. Vol 13, No 14,
- Middlebrook, John F (1999) Avoiding Brain Drain: How to Lock in Talent, *Focus press*, London
- Kakinda, F.M Mbaga (2000) Introduction to Social Research Makerere University, Kampala
- Kothari, C.R (1990) Research methodology: Himalayas publishing press, New Delhi
- Janas, K.M. (2009) Keeping good people during bad times, *Workspan*, press, Chicago
- Lawler, E.E. (2008) Why are we losing all our good people? *Harvard Business Review*, Havard
- Mbabazi, T (2008) Guide to Research and Research Methods, Jotain Company Ltd, Kampala.
- Robbins, S (2002) Essentials of Organizational Behaviour at Work, McGraw Hall, New Delhi
- Rankin, N. (2008) The drivers of staff retention and employee engagement. *IRS Employment Review*, London
- Suff, R. (2010) Labour turnover rates and costs: IRS survey, *IRS Employment Review*, Paris
- Taylor, S. (2002) The employee retention handbook. Developing practice, Chartered Institute of Personnel and Development, London
- Uma, S (2000) Research methods for Business: A skill Building Approach, John Wilyand Sons Inc Boston

APENDIX 1:

INTERVIEW GUIDE FOR: field staff AND counselors

TOPIC: An analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch

This INTERVIEW GUIDE is intended to generate information to a study that leads to the award of a Bachelor of Human Resource Management offered by the Kampala International University. It is meant to an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch. The findings will be an added input to the ongoing efforts intended to minimize staff turnover.

INSTRUCTIONS:

- Please be very sincere in order to make the research study a success.

NB: The information provided will be treated with utmost confidentiality.

SECTION A:

Background information about the respondent

1: Occupation:

Elected leaders	
Appointed leaders	
Members of the general public	

2: Age bracket

1	Below 30	
2	35 – 39	
3	40 – 44	
4	45 – 49	
5	50 – above	

3: Sex

1	Female	
2	Male	

4 Marital Status

1	Married	
2	Single	
3	Divorced	
4	Widow	

5 Level of Education:

1	Primary	
2	Secondary	
3	Tertiary/College	
4	University	

SECTION B

Causes of staff turnover in AIC, Mbale branch

1. What do you understand by staff turnover?
2. What are the causes of turnover in AIC?
3. How does staff turnover undermine policy implementation in relation to productivity , in AIC

4. What are factors lead to staff turnover affect productivity in AIC?
5. How pull and push turnover aspects affect productivity in AIC?

SECTION C

Level of effect of staff turnover on employee's performance in AIC, Mbale branch

1. What are the factors that influence turnover and performance in AIC?
2. How does show how turnover affects performance in terms of task accomplishment in AIC?
3. To what extent is turnover effective on performance in AIC?
4. How does motivation undermine turnover and performance?

SECTION D

Relationship between Staff Turnover and Organizational Performance in AIC Mbale Branch

1. Is there is a relationship between turnover and performance in AIC Mbale branch?
2. In what ways does the turnover affects their morale in relation to performance in AIC?
3. How the failure to retain staff does works against performance in AIC?
4. To what extent is turnover related to future organizational performance in AIC Mbale branch?

APPENDIX II:

QUESTIONNAIRE FOR MEDICAL STAFF, FIELD STAFF, COUNSELORS AND HEADS OF DEPARTMENT.

**TOPIC: An analysis of the impact of staff turnover on performance on Aids
Information Centre (AIC) in service delivery, Mbale branch**

This questionnaire is intended to generate information to a study that leads to the award of a Bachelor of Human Resource Management offered by the Kampala International University. It is meant to an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch. The findings will be an added input to the ongoing efforts intended to minimize staff turnover.

INSTRUCTIONS:

- Please be very sincere in order to make the research study a success.
- Please read all the questions before making your response since they are interrelated.
- Tick on your right hand side where the responses are provided.

SECTION A:

Background information about the respondent

1: Occupation:

Elected leaders	
Appointed leaders	
Members of the general public	

2: Age bracket

1	Below 30	
2	35 – 39	
3	40 – 44	
4	45 – 49	
5	50 – above	

3: Sex

1	Female	
2	Male	

4 Marital Status

1	Married	
2	Single	
3	Divorced	
4	Widow	

5 Level of Education:

1	Primary	
2	Secondary	
3	Tertiary/College	
4	University	

SECTION B

Causes of staff turnover in AIC, Mbale branch

1. What do you understand by the term staff turnover?

☐

Separation from the firm

☐

Organizational exit

2. What are the causes of turnover in AIC?
☐ Retirement and death ☐ pull and push factors
3. How does staff turnover undermine policy implementation in relation to productivity, in AIC?
☐ Heavy workload ☐ Deteriorating quality ☐ Low output
4. What are factors lead to staff turnover affect productivity in AIC?
☐ Demoralizes staff ☐ Undermines effective service delivery
☐ Compromise productivity level
5. How pull and push turnover aspects affect productivity in AIC?
☐ Poor task enhancement ☐ Retention difficulties
☐ Low staff capacity to perform

SECTION C

Level of effect of staff turnover on employee's performance in AIC, Mbale branch

1. What are the factors that influence turnover and performance in AIC?
☐ Employee benefits ☐ Internal policies
☐ Decision making approach
2. How does show how turnover affects performance in terms of task accomplishment in AIC?
☐ Negatively ☐ Positively
3. To what extent is turnover effective on performance in AIC?
☐ To a greater extent ☐ To a lesser extent
4. How does motivation undermine turnover and performance?
☐ Yes ☐ No

SECTION D

Relationship between Staff Turnover and Organizational Performance in AIC Mbale Branch

1. Is there is a relationship between turnover and performance in AIC Mbale branch?

True ☐

False ☐
2. In what ways does the turnover affects their morale in relation to performance in AIC?

☐ Killing the spirit of organizational ownership

☐ Demoralize staff

☐ Undermine optimum output
3. How the failure to retain staff does works against performance in AIC?

☐ Negatively

☐ Positively
4. To what extent is turnover related to future organizational performance in AIC Mbale branch?

☐ To a greater extent

☐ To a lesser extent

APPENDIX III:
QUESTIONNAIRE FOR MEDICAL STAFF, FIELD STAFF, COUNSELORS
AND HEADS OF DEPARTMENT.

TOPIC: An analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch

This questionnaire is intended to generate information to a study that leads to the award of a Bachelor of Human Resource Management offered by the Kampala International University. It is meant to an analysis of the impact of staff turnover on performance on Aids Information Centre (AIC) in service delivery, Mbale branch. The findings will be an added input to the ongoing efforts intended to minimize staff turnover.

INSTRUCTIONS:

- Please be very sincere in order to make the research study a success.
- Please read all the questions before making your response since they are interrelated.
- Tick on your right hand side where the responses are provided.

SECTION A:

Background information about the respondent

1: Occupation:

Elected leaders	
Appointed leaders	
Members of the general public	

2: Age bracket

1	Below 30	
2	35 – 39	
3	40 – 44	
4	45 – 49	
5	50 – above	

3: Sex

1	Female	
2	Male	

4 Marital Status

1	Married	
2	Single	
3	Divorced	
4	Widow	

5 Level of Education:

1	Primary	
2	Secondary	
3	Tertiary/College	
4	University	

SECTION B

Causes of staff turnover in AIC, Mbale branch

1. What do you understand by the term staff turnover?

.....

.....

.....

2. What are the causes of turnover in AIC?

.....

.....

.....

3. How does staff turnover undermine policy implementation in relation to productivity , in AIC?

.....

.....

.....

.....

4. What are factors lead to staff turnover affect productivity in AIC?

.....

.....

.....

5. How pull and push turnover aspects affect productivity in AIC?

.....

.....

.....

.....

SECTION C

Level of effect of staff turnover on employee's performance in AIC, Mbale branch

1. What are the factors that influence turnover and performance in AIC?

.....

.....

.....
.....
.....

2. How does show how turnover affects performance in terms of task accomplishment in AIC?

.....
.....
.....
.....
.....

3. To what extent is turnover effective on performance in AIC?

.....
.....
.....
.....
.....

4. How does motivation undermine turnover and performance?

.....
.....
.....

SECTION D

Relationship between Staff Turnover and Organizational Performance in AIC Mbale Branch

1. Is there is a relationship between turnover and performance in AIC Mbale branch?

.....

.....

.....

.....

2. In what ways does the turnover affects their morale in relation to performance in AIC?

.....

.....

.....

.....

3. How the failure to retain staff does works against performance in AIC?

.....

.....

.....

.....

4. To what extent is turnover related to future organizational performance in AIC Mbale branch?

.....

.....

.....

.....