

**EMPLOYEE PARTICIPATION AND LABOUR
TURNOVER.
ACASE STUDY OF CHILD CARE KITGUM
SERVANTS.**

BY

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULLFILLMENT OF THE
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DECLARATION

I declare that this is a result of an independent study and where I indebted to the works of others due acknowledgement has been accorded. It's an original paper and has never been presented to any institution for any academic award before.

Ismail. K.salimah

Signature 

Date..... 30th - July - 2009

APPROVAL

This research report has been under my supervision and submitted for examination with my approval as a university supervisor.

Supervisor Wanda B. Augustin

Signature 

Date 20/08/09

DEDICATION

This research is dedicated to my loving mother Ms.kajoina Margaret, my family and friends who have been of great inspiration and support through out my entire struggle.

ACKNOWLEDGEMENT

Much as this research has been undertaken as an individual, it owes its existence to many. First of all I thank the Almighty GOD for giving me a good life, good family and friends and the ability to carry out my studies and most importantly this research.

I extend my special thanks to Mr.Wandiba Augustine for encouragement and guidance and time spared to keep me going through out this research study.
May God Bless You.

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ABSTRACT

The study seeks to find out the relationship between employee participation and labour turn over in child care kitgum servants an NGO (formerly started as childcare international)

At child care organization emphasis has been put on reducing labour turn over but the organization has failed to perform to its expectations. The lack of employee participation at child care has resulted in to poor relation ships among employees, and employers and this has resulted to dissatisfaction at work where by most employees feel alienated and of no value to the organization which has greatly contributed to labour turn over.

The major objectives of the study are to find out employee participation in decision making and how it can impact on labour turn over.

The study is mainly the literature review based on published materials like journals and reports of different scholars, text books and the online sources from the internet. It is also based on the findings from the employees at child care whom we interviewed and extracted information from them.

The study is carried out at child care kitgum servants located in kitgum district and has residential offices in Kampala -Rubaga Mubanda road, and branches in Australia.

Findings revealed that employee participation reduces labour turn over since participative management approach is viewed as management that has concern for its people.

As a result of employee participation, employees feel empowered and part of the organization .it is this sense of belonging that motivates employees which reduces labour turn over.

Through employee participation employees are capable of airing out their grievances and dissatisfaction to the employers so as corrective measures can be taken to maintain the employees thus reducing labour turn over.

The recommendation put forward to ensure that employee participation becomes successful like formation of committees by employees or representatives in charge of representing their view to management.

Management should treat their employees as part of the organizations assets and not just liabilities because without the human capital the organization would find it hard to operate.

CHAPTER ONE

EMPLOYEE PARTICIPATION AND LABOUR TURNOVER

1.0 INTRODUCTION

This chapter contains the background of the study, statement of the problem purpose of the study, research objectives, research questions, scope of the study, and significance of the study.

1.1 BACKGROUND OF THE STUDY

Labour turnover according to Johnson(2008)is inevitable and while some labour turnover can be usefull,loosing good performers is not only a brain drain of the organization's human capital ,it also carries with it direct and indirect costs associated with separation and replacement of the very employees the organization world rather retain. to a greater degree, voluntary labour turn over is manageable and investing in retention solutions that result in even small reduction of the organizations turnover rate can realize substantial turn over expenses over a long time. (Bliss,2006).

some employees and the general society regard long stay of employees with pride and the organization is viewed at as a good employer and seeing only new faces will always instill the lookers a sense of concern like why are there new faces Only here?, does this organization concern itself with employees?, Fisher (1995)

According to Cole (2000) participation of ordinary employees in decision making is one of the ways of reducing labour turnover because employees are given a chance to have a say on what will impact onto them and hence improve on their commitment to the organization objective.

This gives sound practical reasons for finding ways of increasing participation of ordinary employees in the day today running of the organization's activities since a clear understanding of this helps managers design internal system that increase employees satisfaction and productivity by reducing turnover.

Davar, (2002) identifies several benefits employees' participation which include;

Acceptance to management ideas, improved job satisfaction, reduced absenteeism and low labour turnover. Once organization fail to embrace employee's participation in decision, employees will find hard to execute management plans or ideas and reconciling the two parties may not be easy which in the end will result into industrial unrest like strike which eventually lead to dismissal of employees hence causing labour turnover.

For example a case kyambogo university, Ahimbisibwe (2008) where lecturers felt that the university never consulted them and where consultation was done their views were not sought.

This resulted into a sit down strike which led to temporally closure of the university. Some ring leaders of the strike were suspended and others dismissed hence labour turnover.

So organizations are called upon to design internal system that allow employee participation in decision making by building trust in employees, eliminating status differentials, committing organizations to vigorous training and development and breaking some of the barriers to change.(Armstrong 2006)

Labor turnover is the rate at which an employer gains and loses employees. Simple ways to describe it are "How long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

David (1999) refers labour turn over to the rate at which employees join and leave the organization at a given period of time. However the term is commonly used to refer to 'wastage' or a number of employees leaving.

Appleby (2000) looked at labour turnover as a measurement of a number of employees leaving the organization and it can be calculated by dividing either the total separations or the replacement, by average number of workforce and expressing the result as a percentage.

Marchington (2000) defines participation as a term that cover employees' influence which may be exercised through bargaining and negotiation over a

wider range of issues associated with the organization and conduct of work and terms and conditions of employment.

Wilpert (1998) differs a bit and he defines participation as "the totality of forms by which individuals, groups collectively secure their interests or contribute to the choice process through self determined choices among possible actions.

Wilpert (1998) emphasizes that different forms of participation may imply a degree of influence termed as "intensity of participation' participation may encompass the single employee, work groups representatives, or all employees as a group and participative decision making.

Guests and fatchett (1974) define participation as any process through which a person or a group of persons determine what another person or group of persons will do.

Stevens (1990) believes that participation is about employees playing a greater part in the decision making process.

Employee participation is a process where by employees are involved in the decision making process in an organization they are given a chance to contribute their views in the organization.

Through employee participation organizations are able to reduce labour turn over, able to produce more or high output, and improve job satisfaction than would have been where employee participation is only limited to specific sections of employees.

A case study taken from Child care kitgum servants formerly known as child care international which was founded by an Australian lady Ms.Irene Glesson in 1990 with offices in Kampala, Australia and its headquarters in kitgum district.

It has over 500 employees and it provides free services to orphans in northern Uganda where over 6500 students receive free training and food with a vocational collage with over 1500 youth.

It sponsors medical, law, teaching, and university students, operates a Christian f.m radio station (mighty f.m) with over one million listeners. It operates an AIDS hospice centre, has built local churches, and feeds AIDS children, mulnaurished children from war torn areas. Provides counselling services to ex-child rebels and provides free medical clinics/drugs.

However the problem of low employee participation at child care headquarters kitgum has led to high labour turn over, poor relationships among employees and employers, inability to develop a sense of belongingness amongst staff members, reduced commitment and morale of employees toward objectives of child care organization.

1.2 STATEMENT OF THE PROBLEM

Organizations involve employees in decision making mainly to improve on their job satisfaction, commitment and reduction on the rate of labour turnover (Guthrie 2001);

Pearson and Duffy (1999) Witt, Andrews & Kacmar, (2000). However most organizations have not embraced this and rate of labour turnover is still a problem (Davar 2002)

Organizations incur a lot of cost as a result of high labour turnover. These costs are both direct and indirect associated with both separation and replacement of the very employees the organization would rather retain like brain, Johnson (2007).

The problem of low employee participation at child care headquarters kitgum has led to, poor relationships among employees and employers, inability to develop a sense of belongingness amongst staff members, reduced commitment and morale of employees toward objectives of child care organization and this has contributed to high labour turn over at child care organization.

1.3 PURPOSE OF THE STUDY

The study was intended to investigate the relationship between employee participation and labour turnover at child care organization.

1.4 OBJECTIVE OF THE STUDY

- I. To identify the benefits of employee participation at child care organization.
- ii. To examine the causes and cost associated with labour turnover at child care organization.
- iii. To identify the measures that can reduce labour turn over at child care organization.

1.5 RESEARCH QUESTIONS

- I. What are the benefits of employee participation at child care organization?
- ii. What are the causes and costs associated with labour turnover at child care organization?
- iii. What are the measures that can reduce labour turnover at child care?

1.6 SCOPE OF THE STUDY

The study is carried out in northern Uganda in kitgum district. The researcher has chosen kitgum district due to easy access to required information from the respondents.

1.6.1 Content scope

The study examines literature on benefits of employee participation, requirements for successful Employee participation, causes and costs of labour turnover and lastly the measures that can be taken to reduce labour turnover.

1.6.2 Geographical scope

The study is carried out at child care headquarters in northern Uganda kitgum district.

1.7 SIGNIFICANCE OF THE STUDY

I. The findings will help to build on the existing inventory of knowledge about employee participation on motivation in reducing labour turnover.

ii. The study will help management to put in place conducive atmosphere that promotes creativity and innovativeness as employees are given a chance to participate in organization activities.

iii. The general society also will benefit from the study as participation depicts democracy in performance of duties

iv. The study will help me in the fulfillment of the requirement of the award of bachelor's degree in human resource management.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter provides literature on employee participation and labour turn over. It also includes the conceptual frame work, theoretical framework causes and costs of labour turnover.

2.1 THEOROTICAL FRAMEWORK

Employee participation is the process of involving employees in the decisioion making in an organization.

According to vroom and yetton's normative decision model it focuses on two key variables that determine the effectiveness of the decision, that is quality and acceptance. Quality means the degree of excellence of the course of action that is chosen and acceptance refers the amount of subordinate commitment in implementing the chosen alternative. Acceptance is especially important when high levels of subordinate effort and motivation are needed to execute decisions after they are made.

The model proposes that leaders have basic decision making procedures that range from highly autocratic to highly to highly participative where employees are involved in decisions making.

Another theory is McGregors theory Y.the managers use people centered or employee oriented style of leadership. the theory Y leaders view work as rewarding experience for all employees .people are seen as reaching out for management for increased responsibility and productivity.

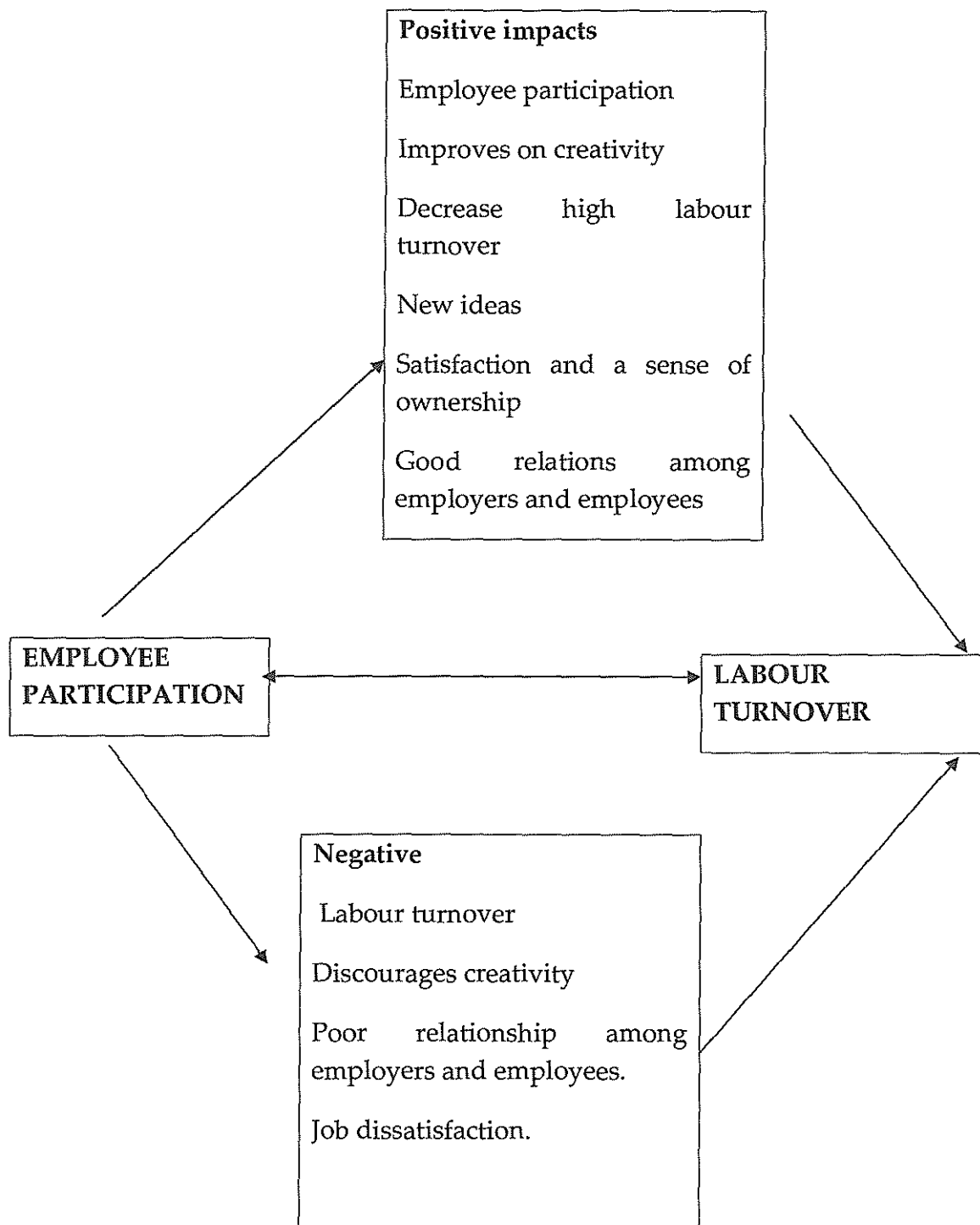
Democratic leaders encourage their employees to participate in decision making process .emphasis is shifted from punishment to reward, communication flow openly from both leader to follower and from follower to leader.

Rensis linkert developed a comprehensive model with four basic leadership systems among which there is system 4 called the participative leadership style where by subordinates are actively involved in decisions making process.

2.2 CONCEPTUAL FRAME WORK

Independent

Dependent



2.3 RELATED LITERATURE

Related literature review is done objective by objective.

2.3.1 BENEFITS OF EMPLOYEE PARTICIPATION

Frederick Taylor's introduction of scientific management was based on the inability of the rank and file employees to make effective decisions about their work. He therefore placed the task upon management to decide.

However the recent trend in management literature is to stress and advocate the need for participation by subordinates, particularly in discussions that affect them and the benefits are discussed below (Davar,2002);

Employee participation increase in acceptance of management's ideas (Davar,2002). This is because employees see themselves as part of the brought on board. Armstrong (2006) also believes that employee participation increase employees, acceptance of management's ideas since they are all given the opportunity to influence and be involved in these decisions before employees take them on.

Wagner, Leana, Locke, Schweiger, (1999) also emphasizes that participation programs have long been regarded as a way to decrease, resistance to change and increase organizational adaptability as employees participate in change process to break down barriers to change.

According to Anderson and McDanniel (1999) employee participation increases on job satisfaction which is described as how well a person likes his job. it seems that a higher ranked positions and levels of skill ,smaller group size and lower emphasis on profit making all contribute to great dispensation of information and encourages participation in decision making,(connor,1999).this influences communication and teamwork which in turn promotes employee involvement (shadur,kienzle, and Rodwell_1999).when employees are thus engaged ,they understand the process and this subsequently reduces ambiguity and role conflicts to further enhance satisfaction .(danniells and Balley 1999).davar (2002)also looked at this as improved attitudes towards the job and the organization.

Participation by employees also reduces political behavior in the organization as employees view the work place as a fair place (Witt Andrews and KAchmar,2000).this is also a result of improvements in information flow and increased diversity of opinion to enrich decision.

The job satisfaction argument is based on the belief that employees are more likely to value the outcomes if they can influence decisions that impact on them (Black and Gregersen,1997) this will reduce on organizational politics.

Employees perceive greater levels of procedural justice when they are able to 'voice' their opinions and aspirations (Robrtson_Moye and Locke,1999) and this influences their acceptance and commitment .This suggests matching employees' expectations when implementing decision making and goal setting will give the most promising satisfaction results.(Hunton at al 1998) However it is important to point out that while employees may like to participate ,this does not necessarily lead to positive impacts on productivity, commitment or job satisfaction. (Black&Gregersen 1997) that is satisfaction is no guarantee of improved performance or commitment.

Participation in decision making when defined clearly improves in performance. implementing participation in decision making through goal setting (latham,winter,and locke 2000), locus of knowledge(scully,Kirkpatrick&locke 1995), involvement in generating alternatives ,planning and evaluating results ,task strategy formation and cooperative problem solving (Black and Gregersen 1997), have all returned positive results .However it needs to be pointed out that if individuals lack the experience and competence to participate effectively this will confound results. Similarly unclear roles and process for employee participation can create role confusion ,frustrations and unmet expectations, roles that end in decision making becoming more time consuming than expected (Stanton,1995). In all this suggests that regardless of how participation concepts are applied, the role and level of participation need to be made very clear.

Employee participation reduces absenteeism and labour turn over. (Armstrong 2006). The coloration between job satisfaction and commitment play a big role in reducing labour turnover. (Meyer.1997,Wright 1997) Humphreys,(2000) define commitment as the strength of employees' 'identification with and involvement in an organization' Allen& Meyer (1995) have identified three types of commitment, these being effective ,continuance and normative commitment. The motivation for each type of commitment has different implications. Effective

commitment refers to the individuals emotional attachment to the organization, continuance commitment occurs when individuals remain with the organization because the cost of leaving outweigh the cost of staying where as normative commitment occurs when individuals retain membership out of obligation. Previous researchers have identified that effective commitment offers the most positive organizational outcomes in terms of performance (Allen and Meyer 1995), reduced labour turn over and absenteeism and improved job satisfaction.

Participation in decision making will positively influence perceptions of rewards or gains (Becker, Billings, Eveleth, Gilbert, 1996), Meyer et al (1995). while participation in decision making increased performance effectiveness, it must be supported by human resource practices that reward and recognize change (Brown, 1996). Employees expect compensation for their increased contribution and disappointments are perceived inequalities are likely if expectation is 'not me' (Brown, Leigh 1996). If leaving a dissatisfying job can be implemented ranging from outright sabotage to achieving minimum level of performance to maintain job security and reward levels and such behaviors clearly impact performance negatively.

2.3.2 CAUSES OF LABOUR TURNOVER AND ITS ASSOCIATED COSTS

Bliss (2006) believes that though labour turnover can be inevitable and while some labour turn over can be important or useful, losing good performers is not only brain drain to the organizations human capital but it also carries direct and indirect costs associated with both separation and replacement of the very employees the organization would rather retain.

The causes of labour turn over in most organizations are attributed to the following according to Johnson (2007).

Johnson (2007) looked at the prospect of getting higher pay else where as one of the most obvious contributors to labour turnover. Davar (2002) observed that this practice can be seen at higher levels in economic ladder professionals in high stress position to entry level workers in relatively undemanding jobs.

However there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in employee decisions to quit (Robertson, Moye, & Locke, 1999).

Some experts believe there are other factors or reasons that employees give as a cause for their labour turn over although money is a convenient factor.

Middle Brook & John (1999), attached labour turn over to environmental contributors that are directly traced to management practices. Turnover tends to be high in environment where employees feel that they are taken advantage of, where they feel under valued or ignored and where they feel helpless or unimportant. If managers are impersonal, arbitrary and demanding, there is great risk of alienation and turn over. (Griffeth, Peter, & Home, 1999). Management policies can also affect the environment in basic ways such as whether employee benefits and incentives appear generous, stingy or whether the company is responsible to employee needs and wants.

Harris, Jim, and Brannick (1999) believe that some turnover is demographically specific, particularly for women who are balancing significant work and the family may choose to leave the organization instead of sacrificing their other interests and responsibilities in order to make the job work out. Some women choose to quit their jobs at child birth rather than simply taking maternity leave. Hom and Griffeth (1995),

Women's perception of either career path may also be tinted by their awareness of the glass ceiling which may lower their level of commitment to any particular organization, since they believe they are not in contention for top level jobs. These factors translate in to high turn over rates for women in organizations.

Work stress experienced at particular jobs can also create labour turnover. (Johnson, 2007). child care workers watching over constantly crying children, waiters dealing with demanding customers, and truck drivers facing long hours and heavy traffic are all in job categories experiencing high levels of turnover.

According to Jigyasa (2004) labour turn over is a result of uncertainty about the organization's future. People will always leave organizations as long as they are not sure or certain about the organization's existence in the future. This will create insecurity with in these employees and they will opt for other alternatives elsewhere and hence labour turnover.

The failure of organizations involve the employees in different organizational activities like decision making that directly affect them is another cause of employee turnover, Jigyasa (2004). Once employees are not involved in decision making that affects them, they will feel that the organization just uses them on the expense of how these decisions are going to impact on them, and for employees who cannot work under such decisions will end up leaving the organization. (Davar).

2.3.3 MEASURES TAKEN TO REDUCE LABOUR TURNOVER

Management is called upon to observe their employees as part of their big asset because without the human capital the organization may find it hard to operate other than treating them as the organizations liabilities. Because they play the most important role towards the organization's success. Employees should be given a chance to participate in the decision making. This is because employee participation gives a sense of ownership to employees and they will not think of leaving organizations without clear reasons, when there is employee participation in the organization employees feel wanted and asence of belonging in the organization thus this gives them satisfaction in an organization which reduces turnover. Grimsrud and Kvinge (2003).

Through employee participation employees are given a chance in influencing corporate decision making, have a chance to voice their interests through informal and formal means to minimize conflicts, improve Communication and encourage this will reduce labour turn over through motivation and fair treatment (Stone 2005)

When employees feel they are competent in such a way that when employees feel they are competent and belong, they are more likely to want to stay in the organization and participation in decision making is one of the ways of achieving this (Allen and Meyer 1993. These scholars argue that regardless of the Foci motivating their behavior; effectively committed employees are more likely to increase their performance and willingness to stay at their place of work.

Management should examine the requirements for successful employee participation. This will help to identify the capable employees who can engage in the participation exercise and how management will do it.

There is need for management to form committees or representatives who will be in charge of representing their views to management .this is intended to reduce on the time that would be wasted by involving all the employees in the process of decision making.

The organization should provide equitable pay system. This is important since it will prevent the employees to go else where to look for an equitable pay system. Organizations that are well known for rewarding their employees well suffer less from the problem of turnover.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter concentrates on methodology of data collection, research design, study population, sampling design, data presentation and analysis .

3.1 RESEARCH DESIGN

The research was mainly descriptive analytical and in nature describing data relating to the two variables

3.2 STUDY POPULATION

The population under study comprised 60 correspondents and this sample was selected from Different departments of child care organization.

3.3 SAMPLING DESIGN

The researcher used simple random sampling techniques in a sense that whether one is on probation or conformed would be put in to consideration. Respondents were identified depending on their willingness and availability to take part in the exercise or study .the various departments formed samples where respondents were selected at random.

3.4 DATA COLLECTION INSTRUMENTS

Both secondary and primary data was collected .secondary data was collected using past literature from authors, and using magazines, journals and the internet.

Primary data was collected using self administered questionnaires which comprised of open and close Ended questions that required respondents to answer all the questions to the best of his or her knowledge.

Interviews were also used in data collection from which the researcher asked questions and respondents answered from the selected departments.

Interviews

An interview guide was used especially with the human resource coordinator, Administrative officer and employees. The researcher carried face to face interview with the respondent.

The researcher also explained to the respondent why the study was carried out .The research was preferred because of the fact that the researcher would have to face interaction with the respondent and to be able to ask for questions relevant to the study. Probing questions.

Questionnaires

These are pre- formulated written set of questions to which the respondents recorded their answers. It is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest.

Questionnaires can be administered personally or mailed to respondents .For this case study the questioner was self administered to the targeted respondents .The questionnaire was preferred because they save time especially when the group is big and geographically scattered ,they can be stored for future reference ,they will give straight forward answers ,and there fore easy to evaluate.

Observation

Well as questionnaires and interviews elicit response from the respondent ,it is possible to gather without asking questions by observing people in their natural work environment and recording their behaviors .The researcher played one or two roles ;None participant observer, or participant observer. As non participant observer, the researcher collected data in the role of a pure researcher without trying to become an integral part of an organization. The researcher also played a role of a participant observer .Here the researcher became part of the team and in the process observed the employees behavior and performance.

3.5 DATA PRESENTATION AND ANALYSIS

After collection of data ,only correctedly filled questionnaires were coded ,edited and analyzed. Analyses and true findings were carried out by use of ;percentages and represented using charts.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.0 INTRODUCTION

This chapter presents and interprets findings of the study basing on the study objectives

The first objective sought to identify the benefits of employee Participation.

4.1 Benefits of employee participation.

Many scholars have agreed on the fact that employee participation in decision making increase on the acceptance of management ideas by employees (Davar 2002, Armstrong, 2006). This is because employees see themselves as part of the ideas initiated by management. In the end this will create less resistance to change (Wegner, Leane, Locke& Schewiger 1997). However this may not be automatic if employees are just consulted and their views not sought, Ahimbisibwe (2008).

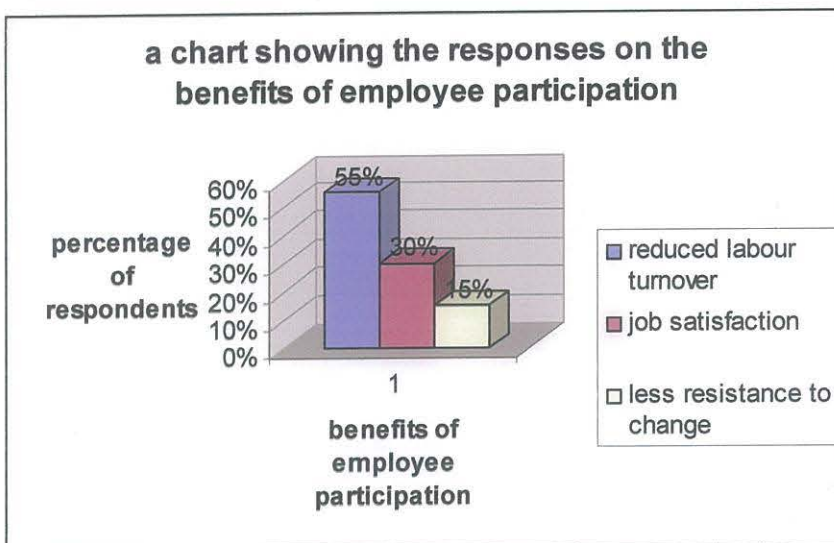
It is practically true that a participative management style will increase on employees' acceptance to management ideas and also less resistance to change as these ideas and changes are discussed together with management and employees or their representatives.

Employee participation in decision making is seen as a way of increasing on employee job satisfaction. Participation enhances acceptance, which positively influences satisfaction (Black and Gregersen, 1997, Daniel, 1999; Kienzle & Rodwell,1999) with job satisfaction, organizational politics which may not be desired is also reduced as many scholars conquer (Black and Gregersen, 1997). However, employee job satisfaction will be in line with equitable or fair pay or (Becker, et al; 19996). Once the reward system is not equitable however much participation is made employees will never derive satisfaction from jobs. It is very true that, employee participation increase on job satisfaction but still once

the reward system is not equitable this may create no sense as employee will continuously demand for equitable pay system.

According to the chart below ,55% represents those employees that suggested that employee participation reduces labour turnover, 30%represents those employees that believe employee participation leads to job satisfaction and 15% representing those employees that believe that employee participation leads to less resistance to change.

A table showing the responses of employees towards employee participation expressed in percentages.



4.2 Causes and costs of labour turnover

The major cause of labour turnover has been the prospect of getting higher pay else where. People will always opt to leave once they are not satisfied with the current pay at the work place regardless of what level they are in the organization.

(Johnson ,2007,Davar,2002).however there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in employee's decision to quit. (Robertson,Moye &Clocke) some experts believe there are other

factors or reasons employees give as their cause to quit although money is a convenient factor for example environmental contributors (Niddle Brook & John 1999).

Much as there are factors other than money that employees give as their cause for labour turnover, A very big number of employees leave because of the prospect of getting higher pay else where in other organizations. This is evidenced from the fact that organizations that are well known for rewarding their employees well suffer less from the problem of turnover.

There are several costs evidenced from the literature review and these cost are seen as being unavoidable once the organization experiences high labour turnover, for example cost related to recruitment, selection, and placement (Cole, 2000). Whenever a person leaves, he needs a replacement and the procedure of getting one is so costly as it will involve advertising, interviewing and the person conducting the interview (Bliss 2006).

Regardless of the size of the organization, there is no single organization that does not incur cost on recruitment and selection, so organizations are trying their best to reduce turnover rates.

The other serious cost of labour turnover is the serious obstacle to productivity, quality and profitability of all firms of all sizes (John 2007).

Production will remain at a standstill as organizations are looking for the replacement of the position that fell vacant (Davar, 2002). However not all organizations are affected equally by labour turnover. There are some organizations that have immediate replacement immediately one leaves. But still this is costly as the organization pays these people a lot of money as they are not performing (Waiting bench) and these substitutes may be as good as the former employees (John 2007).

4.3 Measures taken to reduce labour turnover

Management is called upon to observe their employees as part of their big asset because without the human capital the organization may find it hard to operate other than treating them as the organizations liabilities. Because they play the most important role towards the organization's success. Employees should be given a chance to participate in the decision making. This is because employee participation gives a sense of ownership to employees and they will not think of leaving organizations without clear reasons, when there is employee

participation in the organization employees feel wanted and asence of belonging in the organization thus this gives them satisfaction in an organization which reduces turnover. Grimsrud and Kvinge (2003).

Through employee participation employees are given a chance in influencing corporate decision making, have a chance to voice their interests through informal and formal means to minimize conflicts, improve Communication and encourage this will reduce labour turn over through motivation and fair treatment (Stone 2005)

When employees feel they are competent in such a way that when employees feel they are competent and belong, they are more likely to want to stay in the organization and participation in decision making is one of the ways of achieving this (Allen and Meyer 1993. These scholars argue that regardless of the Foci motivating their behavior; effectively committed employees are more likely to increase their performance and willingness to stay at their place of work.

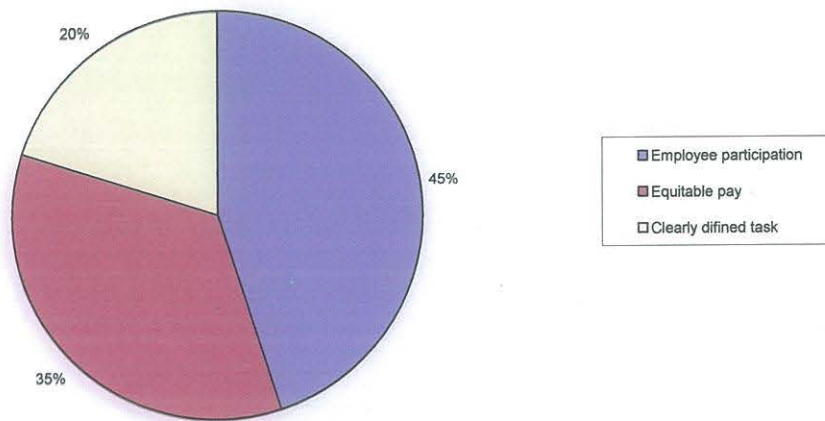
Management should examine the requirements for successful employee participation. This will help to identify the capable employees who can engage in the participation exercise and how management will do it.

There is need for management to form committees or representatives who will be in charge of representing their views to management .this is intended to reduce on the time that would be wasted by involving all the employees in the process of decision making.

The organization should provide an equitable pay system. This is important since it will prevent the employees to go else where to look for an equitable pay system. Organizations that are well known for rewarding their employees well suffer less from the problem of turnover.

According to the chart below 45% of employees suggest that when there is employee participation, there will be reduced labour turnover,35% of employees suggest that there is need for an equitable pay system to reduce labour turnover and 20% believe that the tasks should be clearly defined so that employees know what is expected of them.

Chart showing the percentage of respondents towards measures taken to reduce labour turnover



CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMEDATIONS

5.0 INTRODUCTION

This chapter presents the conclusion shown from the findings on the study and Suggested recommendations which can be used to counter the problems of the study.

5.1 DISCUSSIONS

Many scholars have agreed on the fact that employee participation in Decision making increase on the acceptance of management ideas by employees (Davar 2002, Armstrong, 2006). This is because Employees see themselves as part of the ideas initiated by Management. In the end this will create less resistance to change

(Wegner, Leane, Locke& Schewiger 1997). However this may not be Automatic if employees are just consulted and their views not sought, Ahimbisibwe (2008).

It is practically true that a participative management style will Increase on employees' acceptance to management ideas and also less resistance to change as these ideas and changes are discussed together with management and employees or their representatives.

Employee participation in decision making is seen as a way of increasing on employee job satisfaction. Participation enhances acceptance, which positively influences satisfaction (Black and Gregersen, 1997, Daniel, 1999; Kienzle & Rodwell,1999) with job satisfaction, organizational politics which may not be desired is also reduced as many scholars conquer (Black and Gregersen, 1997). However, employee job satisfaction will be in line with equitable or fair pay or (Becker, et al; 19996). Once the reward system is not equitable however much participation is made employees will never derive satisfaction from jobs.

It is very true that, employee participation increase on job satisfaction but still once the reward system is not equitable this may create no sense as employeesb will continuously demand for equitable pay system.

5.2 CONCLUSIONS

The results and findings of the study lead to conclusions on employee Participation and labour turnover. The conclusions of this study were drawn from the achievements of the study objectives.

The study revealed that employee participation increases employees' Acceptance to management ideas and less resistance to change because with Employee participation all the parties come together to pave a way forward for Dealing with any issue at hand. The participative management style has been Viewed as a style that has positively benefited organizations in improving Employees' commitment and job satisfaction though it is a time consuming Practice if issue to be dealt with at hand needs quick resolutions.

The causes of labour turnover differs from one organization to another but most important to all organization is the management style and inequitable pay within the organization. Once inequitable pay within the organization. Once the management style is autocratic and does not address the interest of employees coupled with poor reward system, Labor turnover will be inevitable as employees will opt to look for other jobs with higher or equitable pay elsewhere.

The cost of high labour turn over has been looked at as a very big obstacle to organizations productivity ,quality and profitability of all organizations of all sizes whether big or small.

Research has shown that there is a very big correlation between employee participation and labour turn over given the fact that employees views and interests will be reconciled with the organizations interests during the consultation process so management should go for the practice of employee participation,

5.3 RECOMMENDATIONS

In order to improve on employee participation and reduce on labour turnover the research study recommends thee following :

Management should examine the requirements for successful employee participation. This will help to identify the capable employees who can engage in the participation exercise and how management will do it.

There is need for management to form committees or representatives who will be in charge of representing their views to management .this is intended to reduce on the time that would be wasted by involving all the employees in the process of decision making.

Management is called upon to observe their employees as part of their big asset because without the human capital the organization may find it hard to operate other than treating them as the organizations liabilities. Because they play the most important role towards the organization s success.

The findings of this research recommend other areas for further research that may be important in reducing labourturnover and they include;

Categories of employee participation,

Scholars and researchers are called upon to measure the contribution of management's style towards labour turnover.

5.4 LIMITATIONS OF THE STUDY

Most o f the employees at child care organization are busy people .There fore too limited time is likely to be posed on the researcher. The researcher will solve this by socializing with few of them to link him with more of them.

Some of the people are not willing to give out information due to lack of trust on which the researcher really is.

Some payments have been asked in order to reveal information on their organizations for instance, organizational profile and names of the employees.

Confidentiality in that some information has been disclosed by the respondents.

Hostility from some of the respondents which makes it difficult to freely get information from them.

APPENDIX

The time frame of the study

Proposal	June
Data collection	July
Dissertation	July
Submitting	July

Budget of the study

item	Amount in Uganda shillings
Typing	50,000
printing	30,000
airtime	20,000
Data collection	200,000
internet	30,000
transport	50,000
miscellaneous	50,000
Total	430,000

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QUESTIONNAIRES

I'm called ismail.k.salimah a bachelor student of Kampala international university, am conducting a research on the 'impact of employee participation and labour turnover a case study of Childcare kitgum servants.

The purpose of this study is to fulfill my academic requirements .there fore I kindly request you to answer for me the following questions.

Note; your responses will be treated with the highest degree of confidentiality.

SECTION A

Background information

Please tick in the most appropriate space

1. Age

- | | | | |
|----------|-----|----------|-----|
| a) 15-19 | ___ | d) 31-35 | ___ |
| b) 20-25 | ___ | e) 36-40 | ___ |
| c) 26-30 | ___ | f) 41-45 | ___ |

2. Sex

- | | | | |
|---------|-----|-----------|-----|
| a) Male | ___ | b) Female | ___ |
|---------|-----|-----------|-----|

3. Marital status

- | | | | |
|------------|-----|-----------|-----|
| a) Married | ___ | b) single | ___ |
|------------|-----|-----------|-----|

4. Level of education

- | | | | |
|-----------------------------|-----|--------------------|-----|
| a) Primary level | ___ | b) secondary level | ___ |
| c) Professional certificate | ___ | d) Diploma | ___ |

f) Degree _____

5) Departments

a) Education _____

c) Administration _____

b) Health _____

d) Finance _____

OTHER QUESTIONS

1. How do you find the degree of employee participation at child care organization?

a) High _____

b) Low _____

c) None _____

d) Others (specify) _____

2. To what extent are employees allowed to participate in decision making?

a) High extent _____

b) Low extent _____

c) Others (specify) _____

3) What are the benefits of employee participation in child care organization?

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4) what are the causes of labour turn over in your organization?

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b) what are the costs associated with labour turn over in your organization?

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5) How can labour turnover be reduced in your organization?

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