

THE EFFECT OF LABOUR TURNOVER ON EMPLOYEES' PERFORMANCE

A CASE STUDY OF TASO UGANDA (MULAGO)

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DECLARATION

I Nuwagaba Yosia declare that this report is a result of my own research effort and investigation. It has not been submitted to any other institution for any award, and that the work is original unless otherwise stated by quotes.

Signed.....Nyosia.....

NUWAGABA YOSIA

Date.....04th, 05, 2014.....

APPROVAL

I certify that this report was under my supervision and has been submitted with my approval.

Busan

12th June 2014

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DATE

SUPERVISOR

DEDICATION

This piece of work is greatly dedicated to my dad and mum, brothers, sisters and all other relatives. For they have spent too much of their resources, times and effort making sure that as a child, I got a successful education and to be prosperous in this world that is favorably competitive in nature for the scarce resources and jobs.

ACKNOWLEDGEMENT

My sincere appreciation goes to Mrs. Busingye Suzan Kiiza who not only supervised me through my dissertation but also lectured me for three years. It has been a wonderful stay at school and I will miss you madam.

I would like to thank my parents once more that is Mr. Ruguna Kosea and Mrs. Kirabo Grace Ruguna. This is all because of them that I am coming this far for my dad the financial support and for Mum it's the moral support and her prayer that have in one way or the other opened up ways for me.

I also like to thank all my friends with whom we have toiled in the journey most especially Mugume Moses and all those I have not mentioned because you are so many, I still love so much. Thanks for all the company strength and courage to go through life's hurdles and mostly that the journey has just started and we need to work together even more.

ACRONYMS

TASO:	The AIDS Support Organization.
UMI:	Uganda Management Institute.
KIU:	Kampala International University.
HIV:	Human Immune Virus

ABSTRACT

The purpose of this study was to establish the impact of labour turn over on organizational performance and how effectively it can be managed.

The objectives of the study were to identify the causes of labour turn over in TASO Uganda and the possible solutions put in place by management to contain the situation.

The research was conducted in TASO Mulago situated in Kampala Metropolitan District in Uganda. The respondents were the staff of TASO Mulago.

The study used questionnaires, interview and observations and the research instruments, the data collection comprised of both primary and secondary data, the causes of labour turn over were many although I listed a few.

From the results a number of conclusions and recommendations were made and these include; The fact that TASO Uganda has tried to manage labour turnover by verifying the factors that cause labour turn over. It was concluded that low pay, poor working conditions and poor leadership have substantial impacts on the organisational performance.

The recommendations include;

Training and development of new recruits this will greatly help the employees of TASO to acquire new skills and knowledge hence reducing the turn over effect.

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CHAPTER ONE

INTRODUCTION

1.0. Introduction

This study is an investigation on the relationship between labour turn over and organisational performance in (Taso) Uganda. And the variables involved are labour turnover and employee performance. This chapter covers items like the back ground of the study, definitions, statement of the problem, and statement of the problem, purpose of the study, objective of the study, research questions, significance of the study, geographical scope, time scope, limitations of the study, and the conceptual frame work.

1.1 Background of the Study

Globally the problem of labour turn over has become a common phenomenon especially during the period of strong labour. This problem appears to be more pressing in Germany, U.S.A, and Japan further still the labour survey into labour turn over, (CIDP2005) reports that's the average labour turn over rate in UK is 15.7% but this varies between industries and sectors for example, 65%in hotel, catering and leisure 35% in all call centres and 12%in public sector. The International Labour Organisation study (2010) found out that over 6 million Jobs were lost in manufacturing, 2.8 in construction, and 2.3 million whole sale and retail trade in the two years to the quota of 2009 amongst the fifteen G20 countries with available data.

Regionally the problem of turn over is mainly attributed to poor working conditions, low wages, and salaries, lack of minimum wage, in some countries like Uganda, autocratic management system all these factors have greatly led to turn over in various industrial sectors of the employment sector.

On the organisational level turn over in (Taso) Uganda is greatly attributed to a number of factors say poor pay, poor working conditions ,lack of motivation ,poor welfare services and a bad management system in place.

1.2. Statement of the Problem

There exists labour turn over in (TASO) Uganda. There is a gap between the actual performance and what (TASO) Uganda expects from the employees. This was revealed through face to face interviews with some former (TASO) Uganda employees who have since left the organisation. Although (TASO) Uganda has provided Training, Motivation of Employees, Improvement of working conditions this has not realised their intended goals.

It's against this back ground that the researcher felt that there was need to carry out a study with the aim of establishing the extent of labour turn over on employee performance in (TASO) Uganda

1.3. Purpose of the Study

The study seeks to establish the relationship between Labour turnover and Employee performance in (TASO) Uganda

1.4.0. Scope of the Study

This study sought to address the impact of labour turn over on employee performance.

The study sought to examine silent issues that discourage labour turn over.

Data was collected from (TASO) Uganda in the metropolitan city of Kampala.

The researcher has chosen (TASO) Uganda because of its convenience and availability of ready available information.

1.4.1 Subject scope.

Management of Employee Labour turn over, its Effects on employee performance and the challenges to the Management of (TASO) Uganda.

1.4.2 Time scope

This research covered a period of Three years that is from Nov 2007- July 2010.

1.5. Objectives of the study

- To establish the relationship between labour turn over and employee performance in (TASO) Uganda.
- To determine the factors leading to Labour turn over in (TASO) Uganda.
- To examine solutions in place to reduce the labour turn over effect in (TASO) Uganda.

1. 6. Research questions

- What's the relationship between labour turn over and organisation performance?
- What are the impacts of labour turn over to the management of (TASO) Uganda?
- What are the remedies in place to reduce labour turn over in (TASO) Uganda?

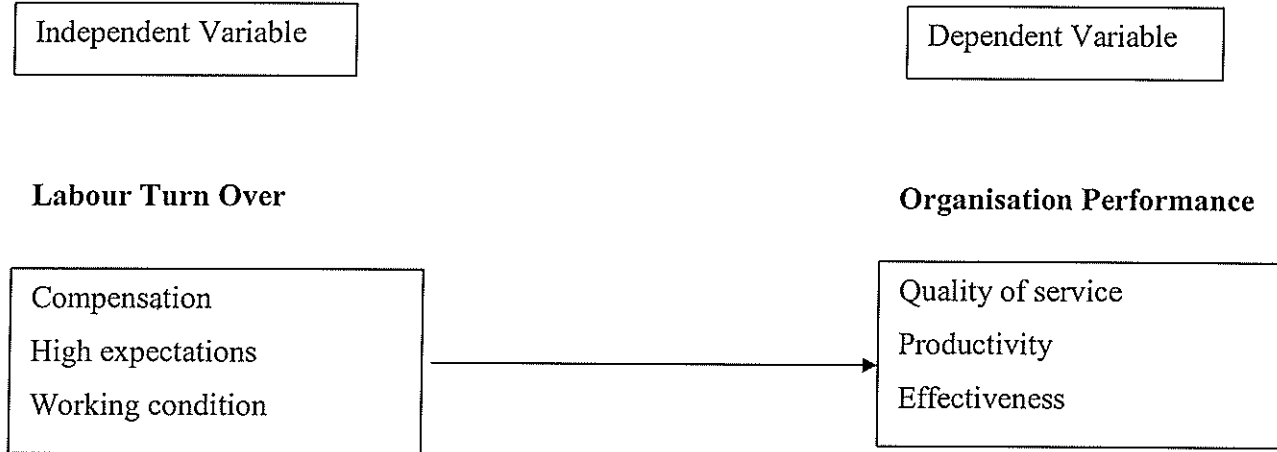
1.6.1. Significance of the Study

- To help the policy makers learn how to design policies that reduce the rate of labour turn over. It may act as a strategy to help Human Resource Practitioners to keep turnover at bay by implementing a variety of preventive measures.
- The study contributed to the researcher's partial fulfilment of the requirements for the award of Bachelors Degree in Human Resource Management.
- The study was very useful in finding out how best the management of (TASO) Uganda can best improve on the problem of turn over for the effective operation of its work.

1.7.0. Research Limitation.

- Most of the employees in the organisation were busy people therefore too limited time was available for the researcher.
- Some of the respondents were not ready to give correct information to the researcher.
- Confidentiality the nature of the information is so sensitive that employees are not willing to reveal to the researcher which in return limit the amount of data collection.
- Manual data analysis is difficult in regard to the following research presentation guidelines and reading in depth to gather sufficient knowledge to present the data.

1.7.1 Conceptual Framework



The conceptual frame work above shows the relation between the study variables, labour turnover, (the independent variable) and organisational performance (the dependent variable). The figure shows that labour turnover according to the study dimensions is composed of employee compensation, job expectation and the working conditions. The frame work shows that organisational performance on the other hand is composed of quality of services that meet client needs and satisfaction, productivity of employees to reduce operational costs and effectiveness of employees in carrying out their work activities. The conceptual frame work shows that when employees are well compensated, their expectations about the job they do are met satisfactorily; there is generally a higher level of organisational performance. The frame work therefore shows that when these three study variables are meaningfully catered to by management, the results are increased quality of services to clients, highly productive workforce and effectiveness of the employees all resultant in a vibrant, motivated and steady workforce which are characteristics of organisations with low turnover.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter is about the ideas, views of other people in relation to the topic identified by the researcher. The literature is vital and enables the researcher to investigate further. The literature was mainly taken from secondary sources of data. Briefly they are mentioned below newspapers, journals, scholarly works, other people's research and experience.

2.1. The relationship between labour turn over and employee performance

Labour turn over is defined as the rate of change in the employee's leave and new employee enter the organisation (Subba Rao 2001).

It's also defined as the rate at which people leave a firm due to a number of reasons for example dissatisfaction with their current pay or promotion opportunities or receipt for a better offer to work elsewhere (Griffin 1996).

According to Jack and Addele (2003), labour turn over, the opposite retention, refers to the percentage of employees leaving the organisation for what ever reasons.

The working definition for the study is that labour turn over refers to the percentage of employees leaving the organisation for whatever reason.

The labour turn over in this study will be characterised by wages, high expectations and working conditions that either discourage or encourage the extent to which old employees leave and new employees join the organisation due to wage reasons, high expectations and working conditions (Subba Rao 2001).

Organisational performance is a measure of how efficiency and effectively managers use resources to satisfy customer and achieve organisational goals (Johns et al 2000).

Although every manager and team members are aware of the problems associated with labour turn over, a review of its major consequences puts retention in a proper perspective.

According to the expectancy theory an individual tends to act in a certain way on the basis of expectations that the act will be followed by a given outcome and attractiveness of that out come to the individual.(Stone 2002)

In relation to labour turnover, employees will only leave the organisation if only there job expectations are not met say if employees are not well motivated, not trained or given room for development, poor performance appraisal hence this theory clearly relates to the topic.

Armstrong (2008) states that the analysis of number of people leaving the organisation (labour turn over or wastage) provides data for use in supply forecasting on the number of people who may have to be replaced and in due course, employee performance is affected in that gaps are created which may take long to be replaced causing issues like work overload, stress which greatly affects performance.

In my view, labour turn over is related to performance in a way that if all factors remain constant in the work place, say good interpersonal relations with top management, good work balance and home life and high level of trust in the organisation employees will always be willing to stay hence increase in there performance in other words the insufficiency in one variable may affect the other.

2.2. Factors leading to labour turn over.

Inadequate wage levels

When employees in the organisation are not satisfied with the wage system or wage levels in place they tend to disgruntle, reduce in the level of input, they become dissatisfied, hence leaving the organisation for greener pastures (stone 2004).

Recruiting and selection of the wrong employees in the first place.

That is to say employees who have no heart for the organisation but are only after financial benefits attached to the job and these may include the high flyers who leave to seek more suitable employment else where and as a result labour turn over is inevitable (Snael 2006).

Buoyant local market offering more attractive opportunities to employees.

A market that is so competitive in terms of labour tends to create a lot of labour opportunities and this attracts employees of the organisation to have a change in mind to try out elsewhere in order to meet their end goals hence resulting to leaving the organisation (Beard Well 2003).

Poor morale and low levels of motivation.

When the work force is characterised by poor morale and motivation employees tend to feel unappreciated, not valued they end up dissatisfied, unhappy hence end up seeking for better challenging tasks elsewhere. (Gomez 2000)

Research findings by manpower Research and statistics department (Singapore 2000) established the excessive labour turn over can impend development of stable relationship between firms and their employees and this ultimately leads to low productivity of the organisation and this is because valuable employees leave the organisation.

According to Mamoria and Gankar (2001) labour turn over is a great handicap to workers and industry alike, for it brings about reduction in skills, efficiency and output for the organisation. However he admitted that labour turn over is welcome and natural especially when it is as a result of retirement for an old employee and occasion of new blood. His view argues well with what happens in the most organisations to acquire new staff to steer the organisation into success but this is not automatic for new recruits have to be trained and performance slows down.

2.3. Solutions to Reduce Labour Turnover

Open Communication

Through open communication management can achieve the goal of quality through suspension of differences, jealousies, competition between individuals, departments and turf battles. Open communication involves accessibility to workers, day-day interaction with employees and breaking down barriers and resistance to change hence reducing labour turn over in the organisation (beard well, 2006).

Empowerment

This is the giving of employees' responsibilities for hands on production on service activities, the authority to make decisions or take action without prior approval. This alone helps employee feel value and part of the organisation hence reducing the rate of labour turn over (Gomez, 2005).

Training and development.

This involves change in skills, knowledge, attitude and social behaviour to remain competitive when employees are imparted with new skills and knowledge it gives them morale to further their careers and also watch with the new organisation trends hence reducing the rate of turn over (Druker 1979).

Make jobs more fun.

World class companies such as South West Airlines have a fun culture for their employee's management makes it clear that irrelevance is ok. It's okay to be yourself: and take the competition seriously but not your self. Having a fun culture may make the jobs more satisfying hence less boredom and less chances of turn over (Luther, 2005, pg 216).

Have fair pay, benefits and promotion opportunities.

These are obvious ways that organisations typically use to try to keep their employees satisfied further still an important way to make benefits more effective would be to provide a flexible so called cafeteria approach. This allows employees to choose their own distribution of benefits within the budget amount available. This way there would be no discrepancies between what they want because its their choice (Luther, 2005, pg 216).

Appraisal performance

Performance appraisal encourages supervisors and workers to set realistic and measurable goods for job performance. It also helps to motivate, direct and integrate workers learning while providing staff with examples of how they can evaluate their own performance hence reducing the rate of turn over in the organisation (Peter 1987, Pg 56).

Improved communication

In dealing with employee's managers must often give correct feedback and to be effective correct feedback must be communicated properly and by communicating well the management resolves more problems and eliminates possibility of hard feelings and mixed message. This will greatly reduce labour turnover in the organisation (David 2000, pg 332).

Match people with jobs that fit their interests and skills.

Getting the right fit is one of the most important, but overlooked ways to have satisfied employees, this of course, assumes that the organisation knows what those interests and skills are. (Armstrong 2006)

In summary of the literature review above, the following are some of the identified key lessons to management.

- Management should always emphasise and promote succession programs in the organisation in preparation for uncertainties like lay off, retirements and deaths of employees in strategic positions in the organisation.
- Management should always look at employee grievances as soon as immediately before they turn reactive and crisis.
- Management should be vigilant in the recruitment process of new recruits joining the organisation for if poorly done, they may recruit wrong elements in the organisation.
- Management should make sure that new joiners have realistic understanding of their jobs and receive insufficient induction training.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter presents and describes the methods and techniques that is used in the research study. This chapter covers, research design, research site, population, sampling techniques, size and selection, research instruments, data collection procedure and analysis.

3.1. Research Design

The researcher used both quantitative and qualitative strategies of data analysis. Through the quantitative strategy of data analysis the research used it to collect information about employees, attitudes, opinions, habits about the phenomenon to be investigated. The qualitative strategy was used to formulate numerical data base.

3.2. Study Population

(TASO) Kampala is made up of 200 employees and this population consists of Administrators and medical professionals. The Aids victims forming the largest part of the population.

3.3. Sample size and selection.

The researcher used a sample size of 70 respondents who represented the total population of the study.

3.3.1. Research Site

The study was undertaken in (TASO) Uganda (The AIDS Support Organisation) a non governmental organisation which is located in Mulago — Kampala metropolitan district. This organisation deals in counseling people who are HI V/AIDS victims and also provides them with medication services.

3.4. Sampling Design

The researcher used the non stratified probability sampling technique in a sense that whether one is on probation or confirmed was put into consideration. Respondents were identified depending on their willingness to take part in the exercise.

3.5. Data collection Methods

These are methods used in data collection during the study and they include:

3.5.1. Questionnaire

In attempt to diagnose the research problem and soliciting data to answer the research questions, the researcher tailored a questionnaire guide of both open ended and closed ended questions which were used to collecting raw data from the field.

Open ended questions were distributed to both the Aids Support Organisation (TASO) administrators and employees for they give respondents freedom to respond, avoid boredom and threats. Questionnaires can get lots of information from people in a non threatening way for they let respondents give their views and experiences based on the topic in question. Questionnaires can be administered to many people that is to say a researcher can distribute the questions through mailing to various respondents, or through distribution of copies to individuals in the population study. Questionnaires are easy to compare and analyse for they are both opinion based and experience based, respondents give what they know or what they have experienced.

3.5.2. Interviews

In an attempt to fully understand someone's impression or experience a researcher tailored an interview guide to the required respondents. With interviews the researcher gets a full range of information depth concerning the respondents personal experience, knowledge and opinion about the issue at hand. Interviews develop a relationship with the client that is to say there is idea sharing, experience and a personal relation is achieved in the long run.

3.5.3. Sources of Data

Raw data was collected from (TASO) Uganda through questionnaire and interview, secondary and tertiary data was collected from UMI and KIU libraries.

3.6. Data Analysis.

After collecting data, the researcher corrected errors that have been identified from the primary data and also eliminate unusable data. After these pre-processes, data was edited, coded and tabulated using frequencies. For the completeness, accuracy and uniformity editing was done by looking through each of the field responses from both questionmaire and interview guide.

In conclusion, although literature review is dreaded by many scholars, and often becomes a desperate search for a few confirmatory studies which can be cited in support of legitimacy of ones research question. Approaches, design and validity of conclusion it should motivate and inspire the researcher to explore and help justify the sturdy.

CHAPTER FOUR

PRESENTATION, INTERPRETATION, DISCUSSION AND ANALYSIS OF FINDINGS

4.1. Introduction

This chapter summarises the theoretical and empirical literature and the findings are presented, interpreted and analysed basing on the objectives of the study which are.

4.2 The Age distribution of the employees of (TASO) Uganda

The study was interested in the age group that were part of the sample to have a clear idea of the ages constituting the work place of TASO Uganda

Table 1: Age of Respondents

	Age	Frequency	Percentage
Valid	Below 30	20	28.5%
	30 — 40	20	28.5%
	40—50	13	18.5%
	50 and above	17	24.2%
	Total	70	100%

Source: Primary Data

4.3 Sex of Respondents

Majority of the respondents in the organization (57%) were female while (43%) male. (Table.2 below) this indicates that female dominated the workforce of TASO Uganda

Table 2: Sex of Respondents

	Sex	Frequency	Percentage
Valid	Male	30	43%
	Female	40	57%
	Total	70	100%

Source. Primary Data

The report was interested in the age group that were part of the sample to have a clear idea of the ages constituting the work place of (TASO) Uganda

4.4 One: To establish the relationship between labour turnover and employee performance.

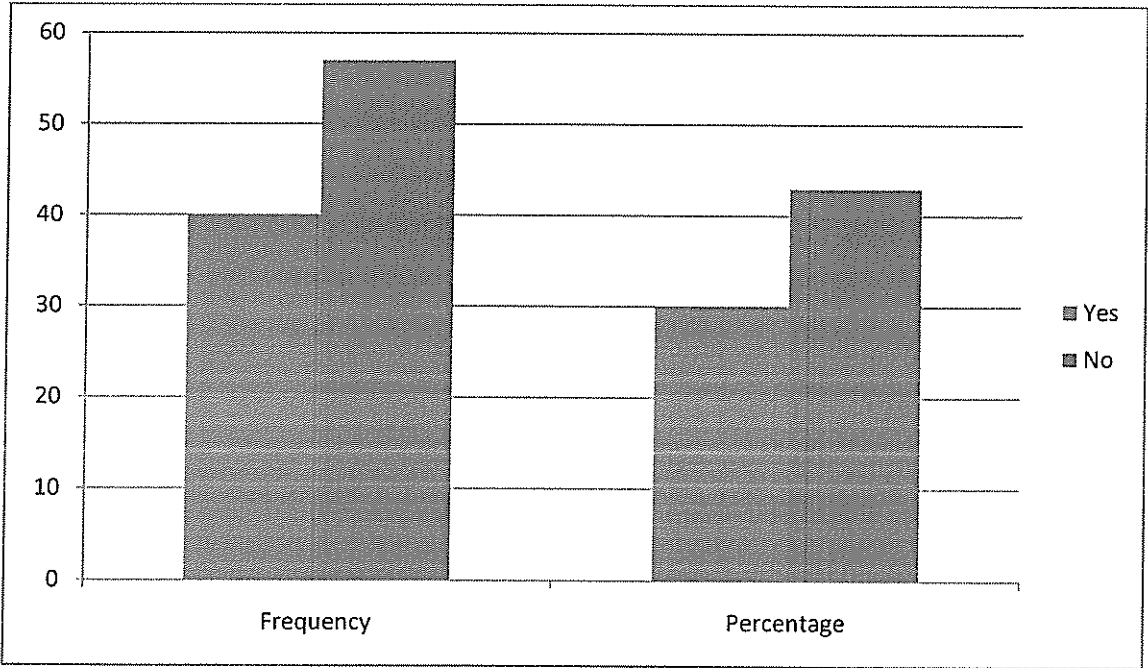
The study was interested in knowing how many respondents from (TASO) Uganda believed that labour turnover and employee performance had a relationship. The researcher interacted with 70 respondents to represent the working population of (TASO) Uganda Kampala Branch.

Table 3: Showing respondents and their various responses.

Number of respondents	Feedback	Frequency	Percentage
31	Yes	40	57
25	No	30	43
Total		70	100

Source: primary data

Figure 1: showing the frequency and percentages of respondent’s opinions



Source: primary data

From graph I Above, we see that the number of respondents who say yes is 57% and they based there arguments on the following reasons.

When there is labour turn over in the organisation performance gaps arise leading to a decline in the general organisation performance, hence the relationship.

High labour turnover leads to work overload to the remaining employees of the organisation in the long run due to stress and pressures arising from overload. The performance output drastically declines hence the relationship.

High labour turnover and performance have a relationship in that when an organisation is faced with high turnover this depicts an image of poor performing managers of that organisation. On the other hand, the number of respondents who say No is 43% and they base their arguments on the following reasoning.

Labour turnover and performance are not related at all for some people leave the organisation due to fear of hard tasks in the organisation.

In addition to the above performance is measured based on one's ability to accomplish a given task in a given stated time period while turnover is measured based on the number of employees' leaving to those joining the organisation hence these two are not related.

Finally performance and labour turnover are not related for those who leave the organisation are sometimes criminals who run away to evade justice.

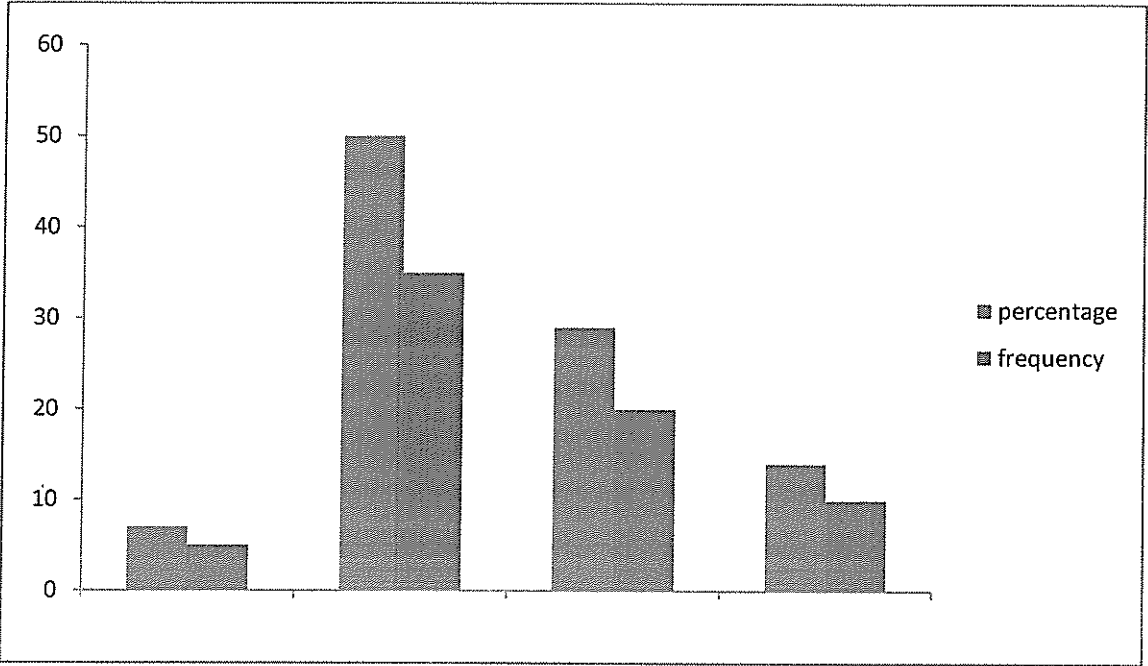
4.5 Two: Factors leading to labour turnover

Table 4: Shows opinions of respondents based on those factors.

Factors	Frequency	Percentage
Going for further studies	5	7
Low pay	35	50
Poor communication	20	29
Lack of employee growth and development	10	14
Total	70	100

Source: primary data

Figure 2: showing respondents opinions basing on what they think the would be cause of labour turnover in the organization



Source: primary data

Going for further studies pay pod growth and development

7% of the respondents said that labour turnover in the organisation was due to desire to further their education basing on the following arguments.

Since most of the employees are between 30-45years of age there is urge for growth hence there is high desire to seek more knowledge to open up future opportunities in the organisation hence leaving the organisation.

The young employees see new opening through improving or upgrading their education credentials hence leaving the organisation to further their education.

In addition to that the above table show 50% of the respondents said that labour turnover was due to low pay in the organisation basing on the following reasons.

Many employees of (TASO) are victims of HIV and these people have families to look after they work so hard but their effort is not well rewarded due to inadequate wage levels in the organisation hence living the organisation for greener pastures.

There is wage discrimination in the organisation that is to say top managers earn abnormal salaries in contrast to lower managers this pushes many employees to discontentment and frustration hence they are forced to leave the organisation.

Further still 29% of the respondents said that labour turn over in the organisation was due to poor communication due to the following arguments.

Poor communication deprives a well intentioned management of credit for having employee's best interests at heart. Downward communications is bad enough and upward communications just do not exit to any effective degree any where in this organisation hence forcing people to leave the organisation.

The closed communication climate in the organisation hinders the free and open exchange of information that characterises effective communication that is to say top management does not

disclose its plans to the rest of the employees of the organisation. This causes doubts and mistrusts hence forcing people to leave the organisation.

Finally 14% of the respondents said that labour turnover in the organisation was due to lack of employee growth and development basing on the following reasoning.

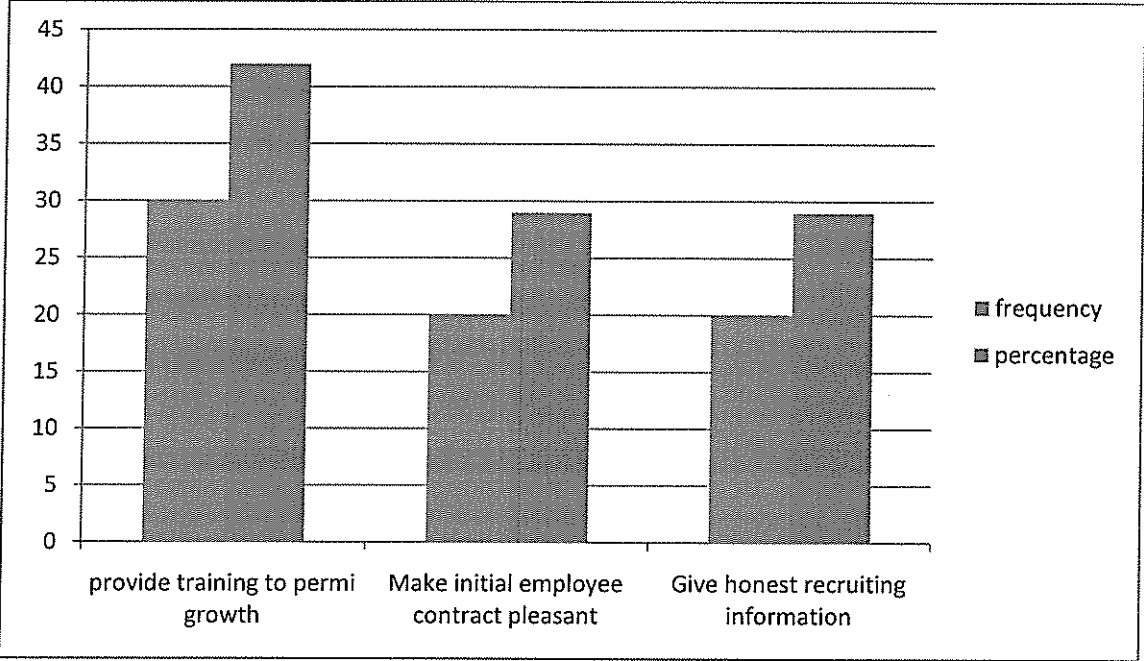
Lack of growth and development in the organisation has led to the escalation of turnover in the organisation for employees want to grow both in knowledge and also experience some new challenges.

4.6. Three: To examine solutions in place to reduce the labour turn over effect in TASO Uganda

Table 5: shows respondents opinions on the following solutions in place on what they believe is a priority

Possible solutions	Frequency	Percentage
Provide training to permit growth	30	42%
Make initial employee contract pleasant	20	29%
Give honest recruiting information	20	29%
Total	70	100

Figure 3: Showing respondents opinions basing on what they think the would solution to reduce labour turnover in (TASO) Uganda.



Source: primary data

42% of the respondents said that if the organization provided training to permit growth labour turnover would be reduced basing on the following reasoning.

When employees are trained they expand on their knowledge which leads to improvement of their efficiency and quality of work this breed's job satisfaction hence reducing the turnover rare. In addition to the above, 29% of the respondents believe that if initial contracts are made in the organisation labour turnover will be reduced basing on the following reasons.

Contracts bind an employee to his job in that if not respected it will result into court procedures. So it's up to both the organisation and the employee to respect the contract with this labour turn over will be reduced.

Apart from the above solutions there are also other would be solution to the problem of labour turn over in (TASO) Uganda and these include;

Management should utilise turnover analysis to improve selection techniques that is to say if turnover is more in younger employees than the old. It should see to it that a conducive climate is put in place to retain those people say a clear succession plan in the organisation. This will give hope of future promotions to these young employees.

Management should also establish realistic hiring rates that is to say each individual hired should be given a clear and well defined responsibilities and duties that match his or her qualifications and with this job satisfaction will be attained hence retaining the employee.

Management should indoctrinate the employee thoroughly that is to say when employees join the organisation they should be given proper induction in other words they should be made feel comfortable with the new working environment, the would be workmates, organisation policy procedures, organisation cultures, the dos and don'ts and what expectations the organisation demands and with this in one's mind labour turnover would be greatly reduced.

Management should also follow up their new recruits when on the job so as to get a clear picture of who they have really hired for some people are hired with good credential but when they realise that the tasks assigned to them are hard they give all sorts of excuses to leave the organisation. Finally follow up helps to monitor one's commitment and love for his/her job.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

50. Overview

This section presents the summary of findings, conclusion and recommendation arising out of the study.

5.1. Relationship between Labour turnover and performance

From this study, it was discovered that labour turnover in TASO Uganda is a major management “blind sport” and a measurable indicator of instability in relation to employee relations policy and practices within the organisation. The study relates well with the literature review by Armstrong (2008) where he stated that with labour turnover in place employee performance is affected in that gaps are created which may take long to be replaced hence affected the overall expected returns.

5.2. Factors leading to labour turnover

The study discovered that the major causes of labour turnover in (TASO) Uganda have been greatly brought about by;

The desire for employees to further their careers they tend to go for further studies which greatly affects the labour output of the organisation.

Low pay is a major issue that prompts individual to leave their current work place for greener pastures elsewhere.

Lack of employee growth: employees tend to stay in organisations where their effort is realised and their carrier is growing in terms of promotions, recognition.

Retirement of highly experienced labour force. Organisations with a high number of old people retiring, this greatly affects the organisations for they go with their vast experience which would be of great use to the organisation.

Poor working conditions, if employees are dissatisfied with the working environment they tend to have the organisations to places where better conditions are offered.

5.3. Solutions to reduce labour turnover in TASO Uganda

According to the study the following were identified as the possible solution to labour turn over problem.

- The organisation should provide training and growth opportunities to their employees.
- The organisation should make initial contracts pleasant to their employees.
- Give honest recruiting information.

5.4. Conclusion

It was observed from the study that labour turnover was overlooked by (TASO) Uganda has greatly impacted on the overall performance still if the above solutions are put in place a positive results are likely to occur.

5.5. Recommendation

The management of (TASO) should see to it that the employee relations in the organisation is improved.

Further still the management should endeavour to improve on the payment system in the organisation.

Management of (TASO) should also provide provision for training, development and a proper transparent succession plan whereby employees have a reason to work hard.

5.6. Area of further sturdy

This study should not be seen as an end in itself. The researcher suggested further research in the following areas;

Approaches to handling labour turn over is still a challenging subject to managers and the entire business world.

Efforts of labour turn over in private organisations in another area which needs more detailed research for it's the private sectors that are greatly affected by this vice.

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APPENDIX I:
QUESTIONNAIRE

Dear Respondents,

This questionnaire attempts to obtain information pertaining to a study titled, "Impact of labour turnover on the organisational performance." This study is conducted as a partial fulfilment of the requirement of Bachelor Degree of Human Resource Management of Kampala International University. All the information provided will be used only for the purpose of this field research and will be treated with maximum secrecy and confidentiality. Thank you for your cooperation.

BACKGROUND INFORMATION

Instructions

- 1) Please in case of blank spaces fill them.
- 2) Where boxes are given, tick appropriate.

1) Sex ☐

Male ☐ Female ☐

2) Year(s) of service in this hospital

0—5 ☐ 6—10 ☐

10 — 15 ☐ 16 and above ☐

3) Marital status

Single ☐ Married ☐

Divorced ☐ Widowed ☐

4) Educational Level

U.C.E ('0' level) ☐

U.A.C.E ('A' level) ☐

Diploma Holder ☐

Degree Holder ☐

Masters Degree Holder ☐

Others, specify.....

OTHER INFORMATION

1) Do you think that, there is relationship between labour turnover and employee performance?

Yes ☐ No ☐ Not sure ☐

2) Our companies recognised the employee needs through training, motivation, can this reduce the rate of labour turnover.

True ☐ False ☐
Absolutely True ☐ Absolutely False ☐

3) Labour Turn over is as a result of poor management style in the organisation.

Strongly Agree ☐
Disagree ☐ Strongly Disagree ☐

4) Increase rate of labour turnover has made this organisation to incur huge administration costs that has intervened the company growth.

Yes ☐ No ☐ Not sure ☐

5) To what extent does this company suffer productivity gap due to abrupt leaving of committed and dedicated employees?

To some extent ☐ To high extent ☐ To low extent ☐

6) Have you ever suffered workload due to increase of duties and responsibility due to departure of your colleague / co-worker?

Rarely ☐ Usually ☐ Always ☐

7) We frequently incur costs related to the termination of the labour costs.

Yes ☐ No ☐

8) Labour turnover has intervened our strategic planning due to temporary replacement costs, recruitment and selection costs as well as induction and training costs.

To some extent ☐ To high extent ☐ To low extent ☐

Thank you for your contribution

SECTION B.

(a) In your view state factors that you think are the leading causes of labour turn over in your organisation?

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(b) Please recommend practical solutions to the problem of employee labour turn over.

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Thank you for your contribution.