

**NON-FINANCIAL RETENTION STRATEGIES AND LABOUR
TURNOVER IN AGRICULTURAL PROCESSING
ORGANISATIONS IN UGANDA:
A CASE OF MUKWANO GROUP OF COMPANIES, LIRA BRANCH**

BY

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DECLARATION

I, Elizabeth Acomo, do hereby declare that this study is my original work and has never been published and /or submitted for any other degree award to any other University or institution of higher learning.

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DEDICATION

This book is dedicated to my beloved husband Mr. Andrew Alunyu, he has been so supportive in all aspects, the encouragements and financial contributions towards this study. To my beloved children Renee Achola, Fedora Enon, Apollo Alunyu and mummy Margrate Ebong, you are the source of my inspiration to work hard. I therefore dedicate this book to you. In the same way, I also dedicate this book to Mr. Patrick Ogwang, Miss Vicky Gutu for your encouragement and financial support towards my studies.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
BPO	Business processing outsourcing
CIPD	Chartered Institute of Personnel and Development
DV	Dependent Variables
CVI	Content Validity Index
ERG	Existence, Relatedness and Growth
IV	Independent Variables
LTO	Labour Turn Over
MGC	Mukwano Group of Companies

ABSTRACT

Employee turnover has always been a matter of concern for many organizations. Most of the time, high labour turnover represents great loss to agricultural processing companies. Currently, how to reduce employee turnover is a big challenge for many organizations and most times they have tried unsuccessfully to use financial rewards to retain employees. This research examined the relationship between non-financial retention strategies and labour turnover in agricultural processing organizations using Mukwano Group of Companies (MGC) Lira. The objectives of the research were to establish the contribution of employee support strategies, to examine the influence of employee growth strategies and to assess the effect of work environment on labour turnover in agricultural processing organization; 231 respondents from MGC Lira were selected using simple random sampling and purposive sampling to provide responses. A response rate of 79.7% was achieved and the data collected were both qualitatively and quantitatively analyzed by use of Pearson's correlation coefficient and regression analysis using SPSS. The study showed that there is a negative statistically significant relationship between employee support strategies, employee growth strategies and work environment with labour turnover. Regression analysis showed that employee support strategies accounts for 2.7% of variance in labour turnover, employee growth strategies accounts for 8.6%, and work environment contributes to 6.6% variance in labour turnover, indicating that non-financial retention strategies accounted for about 17.9% variance in labour turnover at MGC Lira in the last three years. This result shows that all the independent variables are negatively correlated to labour turnover. An improvement in any of these variables reduces labour turnover and a reduction in any of them increases labour turnover. Therefore, MGC Lira and any other agricultural processing organization with similar conditions should improve on their non-financial employee retention strategies in order to minimize labour turnover.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The study was about the contribution of non-financial retention strategies on labour turnover, with non-financial retention strategies considered the independent variables while labour turnover the dependent variable. Non-financial retention strategies were measured in terms of employee support strategies; employee growth strategies; and workplace environment, while labour turnover were measured in terms of either being voluntary or involuntary as represented in the conceptual framework in Figure 1.

In this chapter, background to the study, statement of the problem, general objective, specific objectives, research questions, hypothesis of the study, conceptual framework, significance of the study, justification of the study, scope of the study, and operational definition of key terms and concepts are presented.

1.2. Background to the Study

According to Riley (2012), keeping hold of employees is staff retention; recruiting suitable employee is one crucial business task, keeping them is another. Riley estimates the proportion of employees who leave each year to be 30%-50% and termed it, staff turnover. He considered staff retention to be the ability of business to convince its employees to remain with the business.

The concept of staff retention can also be traced back from the Maslow hierarchy of needs, in 1954 when he first published “motivation and personality”. He introduced a theory about how people satisfy various personal needs in the context of their work. He came out with these based on his observation as a humanistic psychologist, that there is a general pattern of needs recognition and satisfaction that people follow. He theorized that a person could not recognize or pursue the next higher need in the hierarchy until her or his currently recognized need is completely satisfied. There is a possibility that a staff may be well motivated financially but still leaves for another organization. That means there could have been other factors which he considered satisfier that this study explored.

1.2.1. Historical Background

Tracing from other countries in the world, labour turnover has also persisted in processing industries and as a result organizations have set backs in their level of production. According to Aruna and Sarosh (2008), there was a high rate of labour turnover in the business processing outsourcing (BPO) industry in India, and the managers clearly noted that they would not be able to maintain their growth rate without solving their biggest human resource problem which was then labour turnover. The research estimated the turnover in the industry by 2004 at 30%-40% per year, identifying one of the leading causes of the turnover at BPO as the continued dissatisfaction of employees with their immediate supervisors. Reforms were made to improve on working conditions and improvement on the skills of employees. Before the crisis, those firms were the engines of growth and suffered from shortage of qualified professional workers. Moreover, training costs are always relatively high and dismissal would entail significant loss in the firm's specific human capital (Joachim Moller, 2010).

In Europe, labour turnover also exists in most processing industries as per study carried out among Maquiadora workers of the highlands. Worker decision to continue working or to stop working in a given industry/site has always been an option for free labourers, which made industries to institutionalized flexible contracts and temporally works. Indeed it is no coincidence that industries always identify areas of high population density to establish their plants which areas are always of low socio economic status where people have some basic education and eager to work (Goldin,2006).

Similarly in Africa, labour turnover has also been a problem in processing industries. Basing on a study carried out in Ghana on effects of labour turnover on cocoa industry in BIA district, Peter Afari (2011); labour turnover rate was high in the company. The main cause of this was found to be unsatisfactory pay, poor working conditions and management style, quest for further studies, inadequate training and lack of promotions. Most workers moved from cocoa industry to other places in search of good conditions that could satisfy their dreams.

In the case of Egypt, the government has tried to support industries and different sectors through training of staff, so far it had engaged in training staff at the call industry. All these are intended to create job satisfaction among the employees. According to a report by Oxford Business Group (2007), "To further this wealth of human resource, the government has started to support call centers in their training programs, in fact it is strongly backing the call

center industry, as it regards it as a key area for attracting foreign investment and growing much needed export revenue”.

In East Africa, there is free mobility of labour from within East African countries; this is as a result of legalization of labour markets within cross borders. Yurendra (2013) says that the East African community’s common market protocol July 2010, seeks to promote the free movement of worker within the community; however the implication of this is increased labour turnover within Organizations.

According to a study carried out on labour turnover in Bata Shoe company in Uganda by Nakabanda Fatuma, there was a high labour turnover at the industry because of many factors that tended to affect the staff, like poor handling of grievances by management, inadequate room for staff training and development, leadership skills were not good enough, besides there was no customer care service department at Bata shoe company (Nakabanda, 2008). This generated a lot of customer complaints which affected staff performance and as a result, most employees opted to leave the company in search of a better place with better working conditions (Nakabanda, 2008).

1.2.2. Theoretical Background

Many theories have been used by different scholars to explain employee satisfaction, address employee needs and explain labour turnover in organizations. Among the theories are John Stacey Adam’s theory of Equity (Elizabeth, 1996-2015; Robert D. P., 1969), Gary Stanley Becker’s human capital theory (Gary, 1993; Joop and Henriette Maassen, 2007), Maslow’s hierarchy of needs (Maslow, 2011), Herzberg’s two-factor theory of motivation (Boundlles, 2014; Robert and Lawrence, 1967), Alderfer’s ERG theory of motivation and Expectancy theory of motivation (Arnolds C and Christo, 2002) that help address employee’s needs hence appropriate staff motivation to stay with the organization. However this research shall be guided by John Stacey Adams equity theory.

According to John Stacey Adam (Robert D. P., 1969; Elizabeth, 1996-2015), Equity Theory can be used to explain why pay and conditions alone do not determine motivation. Adams theorizes that employees seek a fair balance between what they put into the job (inputs) and what they get out of it (outputs). Outputs are both tangible (financial) and intangible (non-financial) rewards. Financial rewards includes salary, wages, expenses, perks, benefits, pension arrangements, bonus and commission; meanwhile the nonfinancial rewards are recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training,

development, sense of achievement and advancement, promotion, etc. An imbalance of inputs and outputs causes a sense of unfairness, hence a feeling of inequality.

Perception of inequality by an employee causes the employee to attempt to eliminate distress caused by such inequality by restoring equality either through distorting inputs and/or outcomes in their minds, or through directly altering inputs and/or outcomes, or by leaving the organization. Choosing to leave the organization contributes to employee turnover and in this study; the researcher intends to investigate the relationship between non-financial rewards (used as retention strategies) and labour turnover in agricultural processing organizations, a case of Mukwano Group of Companies, Lira.

1.2.3. Conceptual Background

According to Amiani(2014), retention strategies are policies and practices employed by organizations to encourage employees to remain in the organization, reducing labour turnover and providing ingredients critical to the long term health and success of the business.

Armstrong (2009) defines employee turnover also referred to as wastage or attrition as the rate at which people leave an organization. In this study, Labour turnover is used instead of employee turnover. Labour turnover can be either voluntary or involuntary. According to Noe et al (2007) as cited by Amiani (2014), Morrow and McElroy (2007), involuntary turnover is turnover initiated by the organization (often among people who would prefer to stay), while voluntary turnover is turnover initiated by employees (often whom the company would prefer to keep).

According to Terry (2011), an employee support strategy is the use of different mechanisms geared towards recognizing and rewarding the efforts of organization's staff. He further says employee growth strategies deal with personal and professional growth.

Armstrong (2009) defines the work environment as consisting of the systems of work, the design of jobs, working conditions and the way in which people are treated at work by their managers and co-workers.

1.2.4. Contextual Background

Mukwano Group has its agriculture activity concentrated in Lira and Kiryandongo Districts in Uganda with a sunflower, maize and soya processing plants in Lira. The organization is working in partnership with over 70,000 rural smallholder farmers in the Lango sub region to grow oil seed crops through provision of affordable planting seeds, farm inputs and technical

know-how (Mukwano Industries Uganda Limited, 2014). Mukwano Lira branch is located at plot 8-16, station road, industrial area, Lira. It was established in 2007, its major purpose was to engage in commercial agriculture oil seed development projects and out grower's agricultural schemes for processing plants, Mukwano lira branch has about 4,000 acre farm producing raw materials such as sun flower, maize and soya for the processing plant.

Mukwano group of company-Lira branch employs full-time staff and seasonal part-time staff for the duration of time when agricultural outputs are in high volumes. These employees are provided with salary, allowances, bonuses and even health care with the company's health facility in Kampala used to cater for both staff and neighboring population.

According to the branch's human resource personnel report (2014), the company recruited 32, 30 and 35 in the years 2012, 2013 and 2014 respectively, with 32, 30 and 35 departing in those respective years (Mukwano Group of Companies-Lira, 2014). This statistics constitutes an average labour turnover of about 8.6%. This has projected a negative image on Mukwano, experienced especially during recruitment in the reluctance of most qualified workforce to join the company.

1.3. Statement of the Problem

In a dynamic economy, citizens' lifestyle and cost of living change and as such employee's expectations of their employers also change. The unmet expectations drive employees to search for better employment opportunities to meet these expectations. To reduce staff movement out of organization, most organizational managers including MGC managers have embarked on the use of different strategies both financial and non-financial. At MGC, the managers seem to have concentrated efforts on providing financial rewards to their employees and have paid limited attention to non-financial retention strategies. Mukwano Group of company's annual human resource report showed that despite of efforts by managers to use financial retention strategies such as salaries, allowances, bonuses, rewards for excellent performers and even the availability of health facility to retain staff; yet the average staff turnover for MGC- Lira in the last three years was at 8.6% (Mukwano Group of Companies-Lira, 2014) high, which implied other factors besides financial staff retention strategies do also play a role in LTO. This study, therefore explored the contribution of non-financial retention strategies on labour turnover at MGC Lira branch, which if not checked may slow the growth, destroy the reputation and eventually result into low productivity by the company.

1.4. General Objective

The main aim of the study was to analyze the contribution of non-financial retention strategies on labour turnover in Agro-processing organizations, using Mukwano group of company Lira branch as a case study.

1.5. Specific Objectives

The specific objectives of the study are:-

- (i). To establish the contribution of employee support strategies on labour turnover at Mukwano group of companies in Lira
- (ii). To examine the influence of employee growth strategies on labour turnover at Mukwano group of companies in Lira
- (iii). To access the effect of work environment on labour turnover at Mukwano group of companies in Lira

1.6. Research Questions

The study attempted to answer the following research questions:-

- (i). To what extent do employee support strategies contribute to labour turnover at Mukwano group of companies – Lira branch?
- (ii). What is the role of employee growth strategies on labour turnover at Mukwano group of companies - Lira branch?
- (iii). How does work environment affect labour turnover at Mukwano group of companies – Lira branch?

1.7. Hypotheses of the Study

The following hypotheses emerge from the study objectives above:-

H1: There is a significant positive relationship between employee support strategies, and labour turnover.

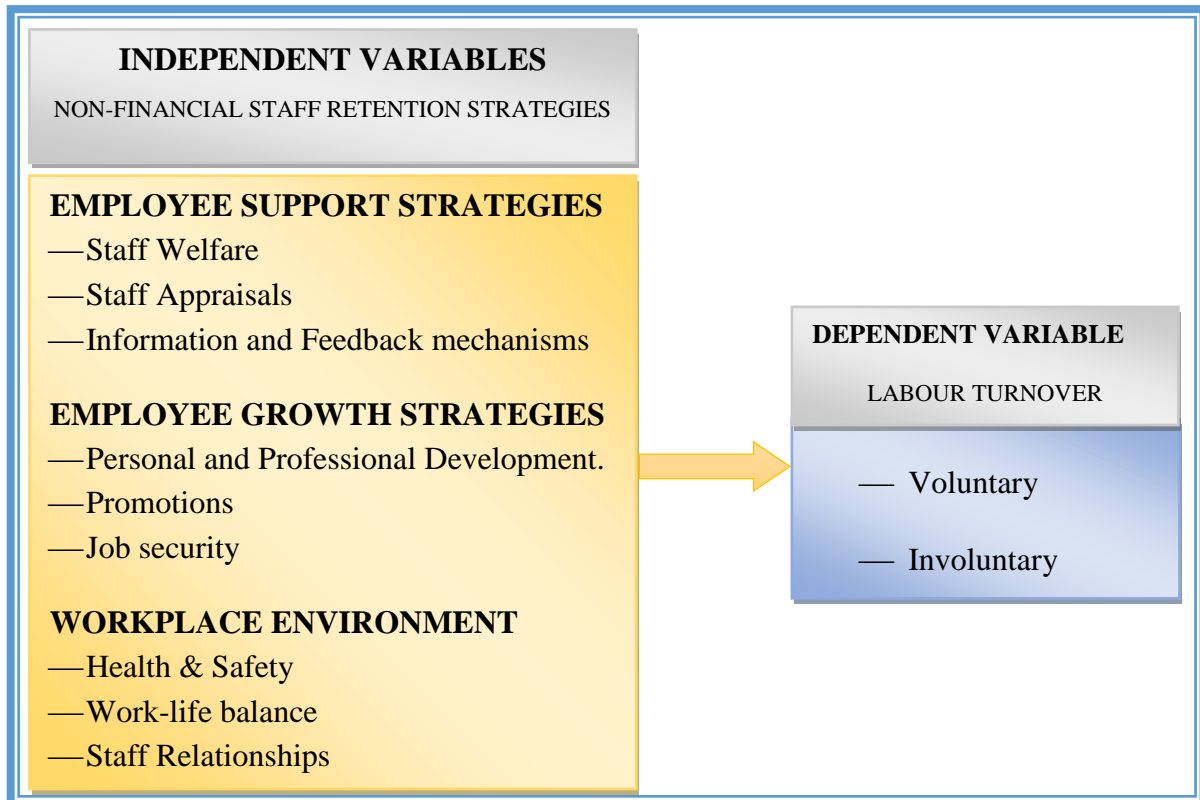
H2: Employee growth strategies are positively related with labor turnover.

H3: Work environment is positively related with labour turnover.

1.8. Conceptual Framework

The conceptual framework in Figure 1 was used to present the relationship that exists between non-financial staff retention strategies and labour turnover. The figure presents independent variables (employee support strategies, employee growth strategies, and

workplace environment) and the dependent variables (voluntary and involuntary labour turnover) that exist in any organization and in this case MGC lira branch.



Source: Terry (2011); Alam, Sameena & Puja (2012)

Figure 1: Conceptual Framework Model for the Relationship between Non-financial Retention Strategies and Labour Turnover in an Organization

The framework was meant to show that proper policies pertaining to employee support strategies, employee growth strategies and workplace environment when implemented creates conducive working environment for employees and thus contributing positively to the employee’s reluctance to quit (reduced voluntary turnover). Similarly, there is a possibility of reduced forced leave (involuntary turnover) by organizations that have good employee recognition policies. Also from the framework, a sense of better conditions on the employee’s side in terms of staff welfare, staff appraisals, information and feedback mechanisms; personal and professional development, promotions, job security; health & safety, work-life balance, relationships i.e. superior-coworker-subordinate relationships increases the prospect of longer stay with the organization, hence lower labour turnover.

Just as was argued by Derek, Laura, and Stephen (2005), people will ‘trade in’ high pay in order to secure other perceived benefits and consequently low-paying employers with better benefits can retain staff effectively; the framework shows that organizations with improved

employee support strategies, better employee growth strategies and employee work environment would have lower labour turnover both voluntary and involuntary.

1.9. Significance of the Study

The study was meant to provide insight into how non-financial retention strategies can significantly reduce organizational labour turnover hence providing good employee performance, organizational stability, success and effectiveness.

Based on the findings and recommendations of this study, Mukwano group of companies and other agro-processing industries may be able to formulate and implement better organization-wide policies on labour turnover.

Through this report, the study may make remarkable contribution to the academic world. The results of this study may add to the body of knowledge (academia), the contribution of non-financial retention strategies on labour turnover and it opens doors for more research in this field.

1.10. Justification of the Study

Prior studies like studies on retention strategies in Gulu University (Oyat and Heni 2013), report on improving working conditions of health workers in Lira district (Uganda Parliamentary committee on health, 2012) focused on staff retention. However, these studies did not represent what happens at Agricultural processing industries like Mukwano Group of Company, Lira. No study had been done at the branch with intent of examining the contribution of non-financial retention strategies on labour turnover. Secondly, according to Namazzi (2008), the government of Uganda has targeted value addition for staple food crops as a priority area for agricultural development; therefore there was need to research on ways of improving the performance of agricultural processing industries. Therefore, the rationale behind the choice of this study was to empirically establish the contribution of non-financial retention strategies on labour turnover at Mukwano group of companies Lira.

1.11. Scope of the Study

The study focused only on collecting and analyzing data on how non-financial retention strategies such as employee support; employee growth; and workplace environment affect labour turnover at Mukwano group of companies in Lira. This area was chosen because it has received limited research attention in the past, yet it can contribute greatly to establishing a complete retention strategy.

This study was only based in Mukwano group of companies- Lira branch. The employees working at the branch willingly participated in this study. Lira branch was chosen because it is one of the biggest agricultural processing industry with high number of employees ranging from permanent employees, contractual and part time employees

Preliminary information collected covered a period of three years (2012-2014). This period was selected because it is the most recent years with sufficient information to gather reliable data on labour turnover at the branch.

1.12. Operational Definitions

- (i). *Non-financial*: These are factors not associated to monetary values
- (ii). *Employee Retention*: Organizations' ability to keep employees who contribute to the success of the organization.
- (iii). *Labour Turnover*: The movement of employees in and out of an organization
- (iv). *Job Satisfaction*: The level to which employees enjoy working and are willing to put more effort for the success of an organization.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In this chapter, a review of literature that builds a platform for understanding relevant principles and theories that supports the notion that non-financial strategies play an integral role towards staff retention. This literature review focuses on the following areas: - Labor turnover and methods of analyzing it, staff retention strategies (both financial and non-financial), challenges to staff retention and methods of improving staff retention.

2.2. Theoretical Review

Employees that leave the organization always lack the proper motivation to stay due to either internal or external factors or both. Motivation is considered an important aspect in initiating; guiding, sustaining and stopping the employee's ability to perform in the workplace (Amos, Ristow and Ristow, 2004). As stated under Subsection 1.2.2 on theoretical background, there are many theories that have been used by scholars to explain employee needs, satisfaction and labour turnover in organizations. Although this research was guided by John Stacey Adams equity theory (Elizabeth, 1996-2015; Robert D. P., 1969); literature review covered two theories i.e Herzberg's two-factor theory of motivation (Boundlles, 2014; Robert and Lawrence, 1967) and John Stacey Adam's equity theory (Elizabeth, 1996-2015).

2.2.1. Herzberg's two-factor Theory of Motivation

According to (Robert and Lawrence, 1967; Boundlles, 2014), Herzberg constructed a two dimensional paradigm of factors affecting people's attitude about work. He concluded that such factors as company policy, supervision, interpersonal relations, working conditions, and salary are hygiene factors rather than motivators. According to this theory, absence of hygiene factors creates job dissatisfaction, and even their presence does not motivate or create satisfaction. The theory points out five determinants of job satisfaction which he called satisfiers and they are achievement, recognition, the work itself, responsibility, and advancement.

This theory is a proponent of the view that hygiene factors (a person's relationship to the context or environment in which she or he performs the job) do not motivate people to stay in a job, but rather it's the motivators (a person's relationship with what she or he does) that do motivate them to stay in a job.

2.2.2. John Stacey Adam's Theory of Equity

Adam's equity theory (Elizabeth, 1996-2015; Robert D. P., 1969) acknowledges that variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employer. The theory recognizes the influence of workplace colleagues and other friends, in forming perception and/or recognizing what is fair and reasonable (Robert D. P., 1969). Formation of a perception is based on one's judgment of fair balance between one's inputs and outputs.

According to John (1963), inputs are effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, heart and soul, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, personal sacrifice, etc; and Outputs are all financial (tangible) rewards such as pay, salary, expenses, perks, benefits, pension arrangements, bonus and commissionaire intangible (non-financial) rewards like recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion, etc. Therefore proper management of outputs (as variables), produces a feeling of fair balance between the inputs and outputs and thus the employee is comfortable to stay longer at the job.

Therefore this study was guided by the equity theory as the researcher chose to investigate the relationship between non-financial rewards (used as retention strategies) and labour turnover in agricultural processing organizations, a case of Mukwano Group of Companies, Lira.

2.3. Labour Turnover

According to Armstrong (2009), employee turnover (sometimes known as 'labour turnover, 'wastage' or 'attrition') is the rate at which people leave an organization. Ut (2011), says labour turnover is a measurement of how long employees stay with the organization, and how often they are replaced i.e. turnover 'occurs' only when a replacement is successfully hired. Ut (2011) further points out that Chikwe (2009) says turnover rate can be described as how fast the employers recruit and lose employees. Turnover can be either voluntary or involuntary and tracking the difference between them is an effective human resources tool used by organizations to determine why employees leave. According to Sullivan (2011), turnover rates are relative and comparing turnover rates between industries is problematic. The best way to assess your turnover is to compare organization's performance to that of the closest competitors and specifically the top five firms in the same industry.

2.3.1. Voluntary Turnover

Voluntary turnover happens when the employees initiate the termination of employment regardless of the reasons. This can be due to finding a better position at another company, a conflict with a supervisor, or a personal reason such as staying home with a family member (Education Portal, 2013). Voluntary turnover is unanticipated and can therefore be dysfunctional for the organization (Morrow and McElroy, 2007).

2.3.2. Involuntary Turnover

Involuntary turnover happens when a termination is initiated by the employers. An employee is laid off or fired, generally due to reducing staff due to organization business turndown or change in focus, or due to an employee taking some action that is cause for termination (Education Portal, 2013). The impact of voluntary turnover is minimal because it is under employer's control and it may help improving productivity because underperforming employees were removed (Ut, 2011). Involuntary turnover can be anticipated, and therefore replacement and redistribution of activities can be planned in advance. Poor performer's dismissals may enhance organizational performance when replaced by good performers. However, involuntary turnover can also bring about some negative effects because any departure may disrupt operational dynamics (Morrow and McElroy, 2007).

2.4. Non-financial Staff Retention Strategies

Adzei and Atinga (2012), argues that financial incentives alone are necessary but may not be sufficient to stimulate staff retention such that a variety of non-financial packages are crucial within the broader pathways of retaining staff. Although employees of all ages and income brackets seek satisfaction in order to remain with an organization, there are many factors that contribute to employee's job satisfaction within an organization (Aarti, Seema, Bhawna, and Jyoti, 2013; Billie and K.Louise, 2007). As a means to retain employees, an organization might need to revise its employees' work environment, the organizations policies or particular physical aspects of jobs to limit the physical or emotional dissatisfaction employees experience at work.

According to Hijazi, Anwar, and Mehbood (2007), organizations may face negative consequences, when they ignore the importance of non-financial rewards on employee retention. Many organizations often underscore the importance of meaningful recognition/praise and rewards, professional development and trainings, and positive work environment is to employees; yet these non-financial employee retention strategies may just

be the only cost-effective way to maintain a happy, productive work force. The following sub-sections argue on how non-financial strategies contribute to labour turnover.

2.4.1. Employee Support Strategies and Labour Turnover

Employee support strategies involve giving people the tools and equipment to get the job done (Terry, 2011). This involves the use of different mechanisms geared towards recognizing and rewarding the efforts of organization's staff without the need of attaching monetary value to every staff effort. When people feel they have what they need to perform, job satisfaction increases and consequently the desire to remain in that job.

Information is a key area in employee support (Terry, 2011). The use of simple emails of praise at the completion of a project, monthly memos outlining achievements of your team to the wider division, and peer-recognition programs are all ways to inject some positive feedback into a workforce. Also, consider reporting accomplishments up the chain. A thank you note to the employee is good. Copying higher-ups makes that note even more effective.

Administrators should continually show genuine interest and appreciation in employees under their supervision i.e. employees whom you support and depend upon. A show of interest may include knowing something about the person's personality preferences, use of appropriate tools to help people share their strengths and challenges, encourage people to take initiative, keeping the promises you make, use of One-on-One meeting to increase communication, etc.

2.4.1.1. Staff Welfare

According to JetHR (2013) magazine, "Employee welfare is a term including various services, benefits and facilities offered to employees by the employers". The welfare measures need not be monetary but of any kind like, medical insurance, accommodation, policies favoring the employees' family members, recreational activities at workplace. However, not only focusing on material welfare, but organization must recognize the importance of professional relationships between line managers and staff; they have the responsibility for the welfare at work of the staff under their supervision and there is need to welcome matters of concern from employees, it is from these that employees develops a sense of belonging and of being valued by his/her employer. A valued employee is more likely to stay in employment than unvalued employee is (Ofosuhene, Kwenin, Muauhen, and Nzulwa, 2013).

2.4.1.2. Staff Appraisals

A staff appraisal is a personal two way dialogue between managers and employees (Lund University, Human Resources, 2007). The aim of appraisal is for an employee to have dialogue with their employers at least once a year. This can help in identification of gaps and for planning purposes, the employees can also get opportunity to discuss their work situations with their employers, performance appraisal links the performance of individuals with the objective of an organization, According to Monica and Keneth, (2007) managers would identify their top performers and groom them for succession through staff appraisals, However these scholars ignored the fact that appraisal activity should also be done to help employees improve on their performance, it is a guide for coaching and a basis for suggesting further trainings which can help employees expand their present skills. According to Donald and James (2009), appraisal is meant to create change in performance of employees; therefore MGC Lira employees may be given time after the exercise to earn change.

2.4.1.3. Information and Feedback mechanisms

According to Sarah (2009) “Employees leave organizations for many reasons; often, these reasons are unknown to their employers”. Therefore there is need for managers to listen to employees’ needs and implement retention strategies to make employees feel valued and engaged in order to keep them.

Employee feedback can be a great source of information for organizational managers. Information gathered if appropriately handled brings about better co-ordination, smoother communication, improved work-flow and such organizations often experience greater employee involvement, motivation and better staff retention (Bindu, 2011).

2.4.2. Employee Growth Strategies and Labour Turnover

Employee growth strategies deal with personal and professional growth (Terry, 2011). To many employees, the prospect of a clear career path for them is an assurance of a good future for them and their families. It is therefore necessary for an organization that wants to build the confidence of her staff to outline challenging, but clear career paths for her employees. Employees frequently seek opportunities to develop their skills and talents for personal satisfaction and to increase their professional opportunities. As a result, the implementation of career development programs is an effective tool to increase employee retention levels. Employees are attracted to funded education programs, in-house and offsite training programs, seminars and conferences. Also of interest are sabbatical, mentoring and coaching

programs. Employees want to know where they could be headed and how they can get there. Employees should be encouraged to approach human resources department with career questions and wishes throughout the year

2.4.2.1. Promotions

Promotion is considered a significant achievement in life with promises of increased pay, responsibility, authority, independence and status. So, promotion opportunity determines the degree of employee job satisfaction and hence a reason to stay with the organization (Alam, Sameena, and Puja, 2012)

2.4.2.2. Personal Development

According to Ofosuhene et al (2013), human resource training and development functions plays an important role in developing a learning organization that exploits full potential of its people as an individual. In their book, Derek, Laura and Stephen (2005) cited a research by Green *et al* on perceptions of 1,539 employees on different kinds of training that showed that firm-specific training is associated with lower turnover than training which leads to the acquisition of transferable skills. Margie and Wilhelm (2004), says knowledge is viewed as a major contributing factor to the organizations success, to them organizations deserve to focus on that for better performance and retaining staff. Although Gary (Gary, 1993) points out that these arguments seemed to have ignored the fact that employees tend to use the acquired skills to get a new job from one organization to another; turnover is only higher for multi skilled training but not firm-specific training.

2.4.2.3. Job Security

Job security is an employee's assurance or confidence that they will keep their current job. According to JetHR (2013), job security is a very high factor in determining an employee's job satisfaction. They believe that giving an employee the assurance that their job is secure will most likely increase job satisfaction. Although certain professions or employment opportunities inherently have better job security than others, employees with a high level of job security have a low probability of leaving their job in the near future (Alam, Sameena, and Puja, 2012).

2.4.3. Working Environment and Labour Turnover

An organization should focus primarily on creating and maintaining a workplace that attracts, retains and nourishes good employees with the aim to make the organization a place where

people want to come to work. The three fundamental aspects of the workplace are ethics and values foundation upon which the organization rests; policies that interpret those values and translate them into day-to-day actions, and the physical environment in which people work. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures.

Employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." (Handelsman, 2009). If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years.

2.4.3.1. Health & Safety

This is the wellbeing of employees at work. Employees are highly motivated to continue with an organization where there is a feeling of safety and comfort and on the contrary, poor working condition brings out a fear of bad health in employee's (Alam, Sameena, and Puja, 2012).

According to Derek, Laura and Stephen (2005), there are two primary areas of benefits to the individuals from the provision of health and safety – physical and emotional/psychological benefits. Physical benefits stem primarily from measures to improve health and safety, as well as from the provision of paid holidays, reduced working hours and suchlike. Emotional welfare stems chiefly from any provisions made to improve mental health, for example, counseling, improved communications, or anything involving the 'human relations' needs of people at work.

2.4.3.2. Work-life balance

Many employees enjoy working in positions that offer appropriate work-life balance. To them being able to effectively manage multiple responsibilities at home, work and in the community without guilt or regret is of great benefits (New Zealand Ministry of Business, Innovation & Employment, 2014). According to Dave (2013), work-life balance can increase employee attraction and retention, and boost workforce productivity ranking as the second

most important workplace attribute behind compensation. Derek, Laura and Stephen (2005), says one of the more significant reasons for voluntary resignations from jobs is the inability to juggle the demands of a job with those of the family. “Policies that respond to common personal and family needs (for e.g., work from home one day a week) can be essential to maintaining job satisfaction” (JetHR, 2013), and hence a prolonged stay by employees at the organization.

2.4.3.3. Staff Relationships

Good working Relationship is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding (Alam, Sameena, & Puja, 2012). The working relationship gives the organization and the employee several benefits, the work is even more enjoyable when there is a good relationship among all parties in the organization. It gives us freedom, opportunity to develop our career and talent, it is also vital for stakeholders in organizations to instill good working relationship. According to Billie and Louise (2007), stress and leadership issues continue to exert influence on dissatisfaction and turnover, these scholars have ignored the fact that there is need to address the gap between managers and their subordinates as a means of staff retention. Biswas (2013), urges that personal-professional relationship can get work done faster than just professional relationship; he continues to say that managers should try to organize lunch-out or evening-out with all team members in order to build a relationship outside office. These measures may discourage employees from quitting.

2.5. Summary of Literature Review

In order to stamp out un-necessary employee turnover, organizations have always relied on salary rise and promotions. But with an increasing rise in competitive opportunities and better pay, combined with reduced opportunities for promotion, managers have been forced to explore other incentives. This has given birth to the so-called “soft benefits” which are not only less expensive but also more effective.

Although some may argue that some employee turnover positively benefits organizations for example when a poor performer is replaced by a more effective employee, or when an employee retires due to his/her age allowing for the promotion or acquisition of fresh personnel. Researchers (Amiani, 2014), (CIPD, 2014) argue that moderate levels of staff turnover can also help to reduce staff costs in organizations where business levels are unpredictable month on month. This literature review revealed the need for a lower staff

turnover for efficient/profitable organizations' running. The review has also shown that non-financial retention strategies play a big role in reducing employee turnover as opposed to the rampant belief that financial staff retention strategies are the major contributors to staff retention. This study showed that employee support strategies, employee growth strategies and work environment contribute 2.7%, 8.2% and 6.6% respectively to labour turnover. The findings further affirmed that if these non-financial strategies are well handled then there can be a significant reduction labour turnover.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter presents the techniques, tools and procedures that were used to conduct the research to achieve the stated objective. These included both quantitative and qualitative methods.

3.2. Research Design

Basing on Amin's (2005) statement that a research design is the blue print or the strategy for research, a case study design was chosen for this study, where a methodical identification of a single unit for analysis that is most representative of the entire universe was chosen. Amin (2005) also mentioned that case study designs yields maximal information with minimal expenditure of effort, time and money. Mbaaga (1990) also mentioned that, case study designs are popular particularly in the academia because of its ability to expeditiously carry examinations. Finally, case studies permit the use of diverse techniques within the same study through a process called triangulation, which is application of both qualitative and quantitative approaches. In this study, both qualitative and quantitative techniques were used to obtain the best results. According to Mugenda and Mugenda (2003), both methods supplements each other in that qualitative methods provide in-depth explanations while quantitative method provide the hard data needed to meet required objectives and to test the hypothesis.

3.3. Study Population

Mukwano Group of Companies, Lira branch where the study was conducted had 324 employees, 117 of them were permanent staff and the remaining 207 were temporary workers; thus the study population was 231 in total.

3.4. Determination of Sample Size

The sample size was determined for all departments at Mukwano Group of Companies Lira (i.e Finance, Quality Control, Oil Mill, Maize Mill, Construction, Security and Canteen) using Morgan and Krejcie's table (1970) as cited by Amin, (2005). See Table in Appendix 4 for Morgan and Krejcie's modified table for determination of sample size for research activities, educational and psychological measurements. Table 1 on the next page represents the determined sample size for this research.

Table 1: Population, Sample Size and Sampling Techniques

Departments	Population	Sample Size	Sampling Technique
Finance	5	5	Purposive
Quality Control	4	4	Purposive
Oil Mill	196	127	Simple Random
Maize Mill	6	6	Purposive
Construction	104	80	Simple Random
Security	6	6	Purposive
Canteen	3	3	Purposive
TOTAL	324	231	

Source: Mukwano Group of Companies' Lira Staff List

Table 1 above for determining the sample size was obtained by using the table for determination of sample size for research activities, educational and psychological measurements as modified from R.V Krejcie and D.W Morgan (1970) as cited by Amin, (2005). A total sample size of 231 respondents was generated, which size the researcher considered a large enough sample size that would ensure that the silent characteristics of the accessible population are captured to an acceptable degree. Purposive sampling technique was used to select respondents for interviews and simple random sampling was used to select respondents for the questionnaires. These techniques are as explained in the subsequent subsections.

3.5. Sampling Techniques and Procedure

Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen (William, 2006). This study used both probabilistic and non-probabilistic sampling techniques. In which case, the researcher created different groups in the population and sampled based on departments.

3.5.1. Probabilistic Sampling Technique

According to Saunder, Lewis, and Thornhill, (2003) a researcher who chooses to use probability sampling method can select from simple random sampling, stratified random

sampling cluster and multistage sampling techniques to locate the study subjects. In this study, the researcher used simple random sampling, where every employee had non-zero probability of being selected, which implied equal probability of every employee being selected (Saunders, Lewis, and Thornhill, 2003). The simple random sampling was used to select respondents in the departments of Oil Mill and Construction; and once an employee was selected he/she could not be replaced back into the sampling frame hence it did not allow the same employee to be picked again, Kultar (2007).

3.5.2. Non-probabilistic Sampling Technique

According to Saunders, Lewis and Thornhill (2003), when a researcher chooses to use non-probability sampling methods, she could select from quota, purposive, snowball, self-selection and convenience sampling methods. In this research, purposive sampling was used to select respondents in the departments of Finance, Quality Control, Maize Mill, Security and Canteen. Purposive sampling allowed the researcher to use judgment to select respondents for the purpose of answering the research questions (Mugenda and Mugenda, 2003), (Saunders, Lewis, and Thornhill, 2003). Also Neuman (1997), as cited in Saunders (2003) confirms that non-probability sampling could be used when working with very small samples such as it was in this case study.

3.6. Data Collection Methods

To obtain answers to the research questions, the study made use of questionnaires, interviews and documentary review.

3.6.1. Interview Method

Interview is a face-to-face discussion or communication via some technology like the telephone or computer, between an interviewer and a respondent to obtain accurate information. It provides in-depth data which is always not possible to obtain using questionnaires (Mugenda and Mugenda, 2003). Therefore, in addition to interviewing the branch administrators in finance, the researcher interviewed those in the Maize Mill, Canteen, Security and Quality control departments, for the purposes of obtaining answers to the research questions. Structured interviews were used, where the information that needed to be obtained from the respondents was decided before the interview session (Kultar, 2007). The interview guide in Appendix 2 was used to help direct the researcher during interview session on the flow of questions to be asked.

3.6.2. Questionnaire Method

The researcher used structured questionnaires (Appendix 1) to collect data from English literate employees of MGC-lira. A questionnaire is self-administered and refers to a form containing a set of questions, especially one addressed to a statistically significant number of subjects as a way of gathering information for a survey. The researcher personally ensured that these self-administered questionnaires were distributed to and collected from all English literate respondents in the Oil Mill and Construction, departments. The questionnaire provided convenience and ample time for respondents to provide valid information (Amin, 2005; Kultar, 2007).

3.7. Data Collection Instruments

Tools that were used for collecting primary data were the interview guide and questionnaires.

3.7.1. Questionnaires

Questionnaires were used to collect data from the construction and oil mill department staffs of MGC lira branch. It was used because of its convenience and gave respondents ample time to provide valid information as stated by Amin (2005) and Kultar (2007).

3.7.2. Interview Guide

The interview guide in Appendix 2 which consists of semi-structured questions was used to conduct interviews with the finance, quality control, maize mill, security and canteen employees for the purposes of obtaining answers to the research questions. Interviews were chosen because they provide in-depth information about a particular research issue or question (Mugenda and Mugenda, 2003).

3.8. Validity and Reliability

Reliability and validity of a research determines the credibility of research findings. The researcher carried out both validity and reliability tests on sample data collected from some of the employees of MGC Lira and obtained results as indicated under subsections 3.8.1 and 3.8.2 respectively.

3.8.1. Validity

Validity is the extent to which research instruments measure what they are intended to measure. To ensure the appropriateness of the research instrument to be used, expert judgment of the supervisors on the data collection tools and a pre-test were done. The pre-test was conducted among randomly selected respondent from another agro-processing company

in the district to ensure that a case/respondent that participated in pre-test was automatically excluded from the final study; and to determine the ease of use of tool during actual data collection.

The researcher used the expert judgment of the supervisors and other experts to verify the validity of the instruments. To assess this, the supervisors and other experts that were contacted to evaluate the relevance of each item in the instruments to the objectives. The experts rated each item as either relevant or not relevant. Validity was determined using Content Validity Index (C.V.I). C.V.I=Items rated relevant by both judges divided by the total number of items in the questionnaire as shown hereinafter.

A formula for calculating CVI by Amin (2005), $CVI = \frac{\text{Number of item declared valid}}{\text{Total number of items}}$

was used.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}} = 57/60 = 0.95$$

The instrument was therefore found to be valid, since the CVI of 0.95 is much greater than 0.7 as recommended by Amin (2005), that for the instrument to be valid, the C.V.I should be at least 0.7.

3.8.2. Reliability

Reliability is dependability or trustworthiness in the context of a measuring instrument (Amin, 2005). It's the degree to which the research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Amin (2005) recommends the use of Cronbach's Coefficient Alpha as the most appropriate way of computing reliability.

To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. In statistics, Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. According to Sekaran, (2003) some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they use an instrument. Upon performing the test, the results should be 0.7 and above to be considered reliable. Below are the values of Cronbach's alpha

for each variable and for the entire instrument. The δ range of 0.7 and above indicates reliability of research instruments as asserted by Amin (2005).

Table 2 below shows the alpha Cronbach's coefficients computed using SPSS.

Table 2: Reliability Analysis

Variable	<i>Alpha Cronbach's coefficient</i>	<i>No. items retained</i>
Employee support strategies	0.744	16
Employee growth strategies	0.701	15
Workplace environment	0.746	14
Labour turnover	0.727	12
Entire data collection tool	0.790	57

Source: Primary Data

Table 2 above shows a Cronbach alpha of 0.744 for Employee support strategies with 16 items, 0.701 for Employee growth strategies with 15 items, 0.746 for Workplace environment with 14 items, 0.727 for Labour turnover with 12 items, 0.790 for all the variables under study totaling 57 items. The tool therefore passed the test of reliability for each of the variables and for all the variables since they were all greater than 0.7, given that the level of Cronbach that is adequate is any value equal to or greater than 0.7 (Amin, 2005). The instruments were therefore suitable for data collection

3.9. Procedure of Data Collection

Questionnaires and structured interview were used to collect data. After approval of the proposal, the researcher obtained an introduction letter from Uganda Management Institute detailing that the researcher is a student requesting permission from the relevant authorities of Mukwano Group of Companies to collect data for academic purposes from the companies Lira branch.

To maintain the research's ethical considerations, each participant was assured that their information would remain confidential and was requested to consent to the study before taking part. This was for. The researcher personally interviewed senior staff and illiterate

employees of the company at any given free time of respondents within working hours, as the other respondents were issued with self-administered questionnaires for them to respond to. No incentives were offered for participating in the survey.

Coding and editing were done to validate the tools after data collection to ensure completeness, consistence and accuracy in the entries. The data collected were then analyzed and used for report writing.

3.10. Data Analysis

Both qualitative and quantitative data analysis was done. Once the data was collected, the information were coded and appropriate data analytic techniques used to determine the impact of non-financial retention strategies on labour turnover of MGC-Lira branch.

3.10.1. Qualitative Data Analysis

Content analysis of qualitative data from interview were analyzed by grouping similar responses into patterns, themes and categories to support quantitative data and credible useful information used to answer research questions (Mugenda and Mugenda, 2003). Also thematic analysis was used to support organization of data into themes and codes were identified Sekaran(2003). Qualitative data was interpreted especially those that were in the local language by composing explanations for clear understanding of the collected data that are illustrated and substantiated by direct quotations or descriptions in line with study variables.

3.10.2. Quantitative Data Analysis

Statistical Package for Social Science (SPSS) version 18 was used to analyze qualitative data collected to derive relevant descriptive statistics (Mean, Mode, Median, Frequency, and Percentages) which was further analyzed to arrive at relevant conclusions using inferential statistics. Inferential statistics was used to include correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions. A correlation study is considered more appropriate to handle study in a natural organization environment with minimal inference by researcher and no manipulation, Sekaran (2003). A correlation coefficient was computed since the study entailed determining correlations or describing association between two variables i.e. independent variables (non-financial staff retention strategies) and dependent variables (labour turnover).

In order to accept or deny the hypothesis stated in subsection 1.7, testing was done using Pearson correlation coefficient and two-way ANOVA to determine whether there exists

significant difference between two or more groups when compared in more than one variable (Mugenda and Mugenda, 2003). Also to determine the contribution of independent variable (non-financial staff retention strategies) on the dependent variable (labour turnover), multiple linear regressions were used.

3.11. Measurements of Variables

According to Mugenda and Mugenda (2003), nominal, ordinal and Linkert type ratings scales can be used during questionnaire design and measurement of variables.

Nominal scales are assigned for the purpose of identification, but it does not allow for comparison of variables being measured (Mugenda and Mugenda, 2003). The nominal scale of measurement was used in the first part of the questionnaire (demographics) comprising of items such as age, gender, marital status, number of dependents, level of education, and years of employment.

Ordinal measurement was used to categorize and rank variables being measured. It involved the use of statements such as greater than, less than or equal to Amin (2005).

A five point Likert type scale (strongly agree = 5, agree = 4, not sure = 3, disagree = 2, and strongly disagree = 1) was used to measure the independent and dependent variables. The decision was based on the fact that Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon Amin (2005), (Mugenda and Mugenda, 2003).

3.12. Ethical Considerations

During review of literature, the researcher ensured that all other scholars work and findings are appropriately cited to ensure that no piracy and plagiarism is involved in this research.

Major ethical challenges that were anticipated in this study were issues of privacy of respondents and confidentiality of the information they provide.

While interviewing respondents, the researcher ensured that, the process did not interrupt the workflow of respondents; respondents were therefore interviewed or asked to fill in the questionnaires at any free time available at the workplace.

To ensure privacy, respondents were informed that they shall remain anonymous and should not provide their names, that they could leave questions that they did not want to provide

information to, and therefore the researcher did not pressure them to answer such questions (Mugenda and Mugenda, 2003).

To ensure confidentiality of information, the respondents were informed that the study purpose is purely academic and any information provided is solely for academic research and will not be availed to the managers (Mugenda and Mugenda, 2003).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter of the study deals with data presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were used in the study. The presentation of results is done in three sections. The first section presents the response rate. The second section presents demographic characteristics of respondents who participated in the study in terms of age, gender, marital status, education level and experience with Mukwano group of company, Lira branch. The third section presents the analysis of the study findings in relation to specific objectives. The main objective of the study was analyze the contribution of non-financial retention strategies on labour turnover in processing organizations, using Mukwano group of company Lira branch as a case study.

4.2. Response Rate

A total of 207 questionnaires were distributed but only 167 were fully filled and returned, the unreturned questionnaires are probably those that were given to top officers who are always out of office but busy in the field for supervision at most times ,while a total of 24 key informants were intended for interviews but only 17 were interviewed, the un interviewed informants are those working mostly in the night shifts especially in the security department, machine operators, that I could not personally meet at day working hours. The response rate for the questionnaires was therefore 80.7%, while that of interviews was 70.8%. The overall response for both questionnaires and interview was 184 out of 231, giving an overall response rate of 79.7% as shown in the Table 3.

This response rate indicates that data was collected from a reasonable number of respondents; hence the collected data and the findings from it can be relied on. According to Mugenda and Mugenda (2009) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

Table 3: Response Rate

Departments	Sample Size	Actual No of responses	Response rate
Finance	5	4	80.0%
Quality Control	4	3	75.0%
Oil Mill	127	103	81.1%
Maize Mill	6	4	66.7%
Construction	80	64	80.0%
Security	6	3	50.0%
Canteen	3	3	100.0%
TOTAL	231	184	79.7%

Source: Primary field data

4.3. Demographic Characteristics of the Sample

In this section, the demographic characteristics of the respondents are presented. The first part of the section presents results on the age, gender, education level, experience and category of the respondents, while in the second part of the section variables that were measured on a five point Likert scale ranging from; 1- Strongly Disagree (SD), 2 – Disagree (D), 3 – Not sure (NS), 4 – Agree (A) and 5 - Strongly Agree (SA), were grouped and presented as frequencies with their corresponding percentages. Strongly agree responses and agree responses are all presented as agree, while strongly disagree responses and disagree responses are all presented as disagree while interpreting the findings.

4.3.1. Distribution of Respondents by Age

Table 4 shows the highest number of respondents, 40.7% were aged 21 – 30 years, while 30.5% were aged 31 – 40 years, compared to 25.7% aged below 21 years and only 3.1% aged 41 - 50 years. There were no respondents aged above 50 years. The results indicate that most of the respondents fall within youthful age, young working age, and at these age level, employees easily learn and make good use of the experience obtained from their work and duties to perform well at their jobs at MGC-Lira.

Table 4: Distribution of Respondents by Age

Age	Frequency	Percentage
Below 21	43	25.7
21 - 30 years	68	40.7
31 - 40 years	51	30.5
41 - 50 years	5	3.1
Total	167	100.0

Source: Primary field data

4.3.2. Distribution of Respondents by Gender

Table 5 shows the majority of the respondents, 94 (56.3%) were male, compared to 73 (43.7%) who were female. Since gender and social contracts believe that men should be more involved in such forms of engagements, the high percentage of male respondents may be attributed to the fact that most of the work carried out at the company are manual, with females mostly occupying positions in the offices, though there were few number of females in the construction and the oil and maize mills. This implies that MGC-Lira employees more male than females to handle Manual work.

Table 5: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	94	56.3
Female	73	43.7
Total	167	100.0

Source: Primary field data

4.3.3. Distribution of Respondents by Marital Status

Table 6 shows that the highest number of respondents, 47.9% was single, closely followed by 46.1% who were married, compared to 3.0% who were either divorced, widows or widowers.

Table 6: Distribution of Respondents by Marital Status

Marital status	Frequency	Percentage
Single	80	47.9
Married	77	46.1
Divorced	5	3.0
Widow/Widower	5	3.0
Total	167	100.0

Source: Primary field data

The highest number of single respondents shows the level of determination they have to accomplish their dreams and aspiration. As stated by one of the respondents who stated “*the only thing I wish to have from here is having my carrier developed more than how I came*” (MGCS11). It is also because of the tight work schedules that must be followed without compromise at MGC-Lira, which can only be adhered to majorly by singles who have little or no domestic commitments. On the other hand, the company employs temporary workers who in most cases are youth, holiday makers and school drop outs, who are singles. The 46.1% of the married that follow that of the singles represent the level of commitments that married people have towards their jobs with intent to support their families. The implication of this is that the company is likely to have employees with high level of commitment since all these categories of people have a target to achieve in regards to their work and personal life too.

4.3.4. Distribution of Respondents by Education Level

Table 7 shows that the highest numbers of respondents, 28.1% were of other education levels, followed by 26.9% who were of diploma education level, compared to 24.0% who were of certificate education level, 12.0% who were of degree education level and 9.0% only who were of postgraduate education level. The high percentage of respondents that fall in the category of other education level is due to the fact that the company employs a good number of manual labourers in the various production departments with no particular minimal professional qualification and the employees are just trained on job. According to the data collected, majority of respondents (a total of 71.9%) had attained at least a certificate in education showing that they were fairly well educated to understand the questions in the research instruments and hence gave reliable unbiased responses.

Table 7: Distribution of Respondents by Education Level

Education level	Frequency	Percentage
Certificate	40	24.0
Diploma	45	26.9
Degree	20	12.0
Post graduate	15	9.0
Others	47	28.1
Total	167	100.0

Source: Primary field data

4.3.5. Distribution of Respondents by Experience

Table 8 shows that the majority of the respondents, 53.9% had experience of less than 3 years, followed by 34.1% of experience between 3 – 5 years, compared to 9.0% of experience between 6 – 8 years and 3.0% of experience between 9 – 11 years. The results reveal that although there is a high percentage of respondents with the least experience, the respondents had sufficient experience to appreciate non-financial benefits that have been extended to them and therefore they are in position to understand the contribution of non-financial retention strategies on labour turnover in processing organizations in MGC- Lira branch.

Table 8: Distribution of Respondents by Experience

Experience	Frequency	Percentage
Less than 3 years	90	53.9
3 - 5 years	57	34.1
6 - 8 years	15	9.0
9 - 11 years	5	3.0
Total	167	100.0

Source: Primary field data

4.4. Labour Turnover at MGC Lira

Labour turnover was measured using twelve statements and in two dimensions namely; voluntary labour turnover and involuntary labour turnover. The quantitative findings are presented in the tables 9 and 10 below.

4.4.1. Measuring Voluntary Labour Turnover at MGC Lira

Table 9 shows that majority of the respondents were in agreement on only one out of the seven statements used to measure voluntary labour turnover as elaborated below.

Table 9: Views of Respondents on Labour Turnover

Statements measuring labour turnover (voluntary)	SA	A	NS	D	SD
I am aware of the procedure to follow when resigning from the company	000 (0.0%)	000 (0.0%)	000 (0.0%)	134 (80.2%)	33 (19.8%)
I feel I can meet the conditions for leaving the company if I wanted to go	000 (0.0%)	000 (0.0%)	23 (13.8%)	144 (86.2%)	000 (0.0%)
I feel its right to stay in this company even if I am offered a job elsewhere	69 (41.3%)	000 (0.0%)	5 (3.0%)	88 (52.7%)	5 (3.0%)
Company policy on voluntary retirement is hard to comply with	10 (6.0%)	000 (0.0%)	39 (23.4%)	118 (70.7%)	000 (0.0%)
Most of my colleagues do not desire to resign from the company	72 (43.1%)	000 (0.0%)	000 (0.0%)	95 (56.9%)	000 (0.0%)
All voluntarily retired company employees are paid retirement benefits	101 (60.5%)	000 (0.0%)	000 (0.0%)	61 (36.5%)	5 (3.0%)
Jumping from one company to another seem unethical to me	000 (0.0%)	000 (0.0%)	000 (0.0%)	161 (97.0%)	5 (3.0%)

Source: Primary field data

Majority of the respondents, 60.5% were in agreement on whether all voluntarily retired company employees are paid retirement benefits, while 39.5% were in disagreement. The majority in agreement represent those whose terms of engagement include entitlement to retirement benefits, while the few in disagreement may be for employees whose terms of engagement did not include such entitlements. When asked during interview, a respondent said:

The trick here is to secure a formal document that states ones benefits during retirement, without which one cannot receive such benefits, infect I was given an appointment letter indicating my terms of employment, the letter said if I want to leave the job, I shall notify the company in three weeks, then I will be paid the salary of the next month, but if I do not inform the company then I will instead pay the company (MGC F03). This implies that not all people are entitled to a retirement package unless given an appointment letter clearly showing the terms of retirement as well.

Table 9 further shows that the majority of the respondents were in disagreement on six out of the seven statements used to measure voluntary labour turnover as elaborated below.

On whether the employees are aware of the procedure to follow when resigning from the company, all the respondents, 100%, were in disagreement. And whether employees can meet the conditions for leaving the company if they wanted to go, the majority of the respondents, 86.2% were in disagreement, while 13.8% were not sure. Qualitative findings also reveals that most employees of the company are not aware of the procedures to follow when resigning and that they may not be able to meet the requirements for leaving which majorly involves submitting resignation letter as stated in most of the employees terms of service. This was evident while interviewing a respondent on which duration she would notify the company on her resignation. She said, *“An pe angeo ni tye balo amite me weko tic, (am not aware that a resignation letter is needed) they did not tell me about that, and I can leave any time I desire to leave especially if rain begins, I shall get back to my garden work” (MGC C 08)*. The statement by the respondent justifies the fact that most people are not aware of the procedure to follow while resigning, she probably was not informed of the exit procedures and has no idea about it.

Asked whether employees feel its right to stay with MGC even if they are offered a job elsewhere, the majority, 55.7% were in disagreement, while 41.3% were in agreement and 3.0% only were not sure. According to qualitative data collected, majority disagreed on staying at the company in the event that they are offered a job elsewhere, citing major challenges at MGC Lira branch as being on issues like health and safety at work, superior-subordinate communication, supervisors aggression at work, low pay, poor treatment, work overload among others. One of the respondents said, *“There is no job security at all, so many people have been terminated without serious issues, even one who hates you may report you*

falsely and you are terminated” (MGC S 11). This means that most of the employees do not desire to stay in the company if given a job elsewhere because they feel their position at the company are not guaranteed and that’s the reason this respondent complains of the termination procedure being unfair and most times sudden; thus they would consider working elsewhere where there is a better sense of job security. The few in agreement were because they are either used to the environment and have friends there whom they do not want to leave or they have no prospects of gaining employment elsewhere.

Majority of the respondents, 70.7% were in disagreement that company policy on voluntary retirement is hard to comply with, while 6.0% only were in agreement and 23.4% were not sure. The majority in disagreement majorly represent people who were issued appointment letters with clear terms of service at MGC-Lira. These employees should have also read and clearly understood their terms of service and so are aware of the company policy on voluntary retirement. A respondent said “in fact, *I was given an appointment letter which clearly shows the terms, I understood the benefits, duties and all expected out of me in this job” (MGC F01).* This statement was made by one of the respondents, showing that he is fully aware of the terms and conditions of work at the company, he had therefore read, interpreted and understood the terms of his employment at the company. The 6.0% in agreement are those employees without clear terms of service and this is because they are employed on temporally or short term basis as stated by one respondent during an interview session, “*No here, I have no clear terms, no security, if they call me to office I get trembled because most people called in office are sacked immediately” (MGC C08).* The implication of this statement is that not all employees at the company receive contract letters, this employee has no binding agreement between him and the company which makes him uncertain of his future at MGC. The significant percentage, 23.4% of employees who are not sure, are either part-time employees or new employees who have not yet experienced what goes on at the company.

On whether most of the colleagues do not desire to resign from the company, most of the respondents, 56.9% were in disagreement. This disagreement, reflect the fact that employees of MGC-Lira do not believe that like themselves, most of their colleagues are struggling to manage the work conditions and that conditions elsewhere may be more favorable than those of MGC Lira. This is in line with one of the statements made by one of the respondents who said: *I am still here because I got a loan from the company, I have to pay it back, if not that, by now I would have look and got another job, here mangers are so rude and arrogant, even*

the money itself is too small (MGC M 17). This statement shows total dissatisfaction with the work conditions and a huge desire to quit, and for this respondent it is only the loan that is holding him back. The significant percentage of respondents, 43.1% in agreement represents new employees, supervisors and employees who have had very bad experience working elsewhere as stated by one of the respondent: *Kan dok itikatika, (this place is better)I had to run from my last work place* (MGC M15).

When asked whether jumping from one company to another seem unethical, all the respondents, 100% were in disagreement. According to discussion during the interview session, all of the respondents agreed that when all resignation procedures are followed, then it is ethical for one to change jobs. During interview, a respondent said: *ethics is better considered by both sides. Its O.K to change jobs Ka alubo (in case I follow) procedure, besides the company also saks staffs here at will without genuine reasons, ka bed amano, Iketo komi itic nono, aryemo kan cawa mere pe (even if you work hard, in this place one is sacked at any time)* (MCG F01). This statement implies that employees wouldn't mind changing jobs as long as they have met the procedures of resigning from the job. They feel, with the way employees are dismissed from work at the company, ethically there is nothing that can hold them to the company and therefore, each one can leave whenever they meet the conditions for leaving.

4.4.2. Measuring Involuntary Labour Turnover

The table that follows, Table 10, shows that the majority of the respondents were in agreement on only one out of the five statements used to measure involuntary labour turnover as elaborated below.

Asked whether all involuntarily retired company employees are paid their retirement benefits, the majority, 73.1% were in agreement, while 27.0% were in disagreement. The 73.1% of respondents are people who work at the company with clear terms of employment on retirement benefits and therefore deserve retirement benefit. This is witnessed in one of the respondent's statements that:

I was given an appointment Letter indicating my terms of employment, the letter said if I want to leave the job, I shall notify the company in three weeks, then I will be paid the salary of the next month, but if I do not inform the company then I will instead pay the company (MGC F 03).

Table 10: Views of Respondents on Labour Turnover

Statements measuring labour turnover (Involuntary)	SA	A	NS	D	SD
If sacked from my job right now, so much would be disrupted in my life	28 (16.8%)	000 (0.0%)	000 (0.0%)	139 (83.2%)	000 (0.0%)
I am afraid of what might happen to me if am sacked from my job	000 (0.0%)	000 (0.0%)	000 (0.0%)	167 (100.0%)	000 (0.0%)
Right now maintaining this job is a matter of necessity	000 (0.0%)	000 (0.0%)	21 (12.6%)	146 (87.4%)	000 (0.0%)
There are regular restructuring programs at the company	5 (3.0%)	000 (0.0%)	000 (0.0%)	81 (48.5%)	81 (48.5%)
All involuntarily retired company employees are paid their retirement benefits	122 (73.1%)	000 (0.0%)	000 (0.0%)	40 (24.0%)	5 (3.0%)

Source: Primary field data

This statement shows that this employee understands the terms of employment including involuntary retirement terms and therefore agrees that the company pays people who involuntarily retired as well. The 27.0% represent those company employees without clear terms on retirement benefit especially those on short term contracts and part-time employees.

Table 10 further shows that the majority of the respondents were in disagreement on four out of the five statements used to measure involuntary labour turnover as elaborated below.

On the issue of whether if sacked from the job right now, so much would be disrupted in the employee's life, the majority, 83.2% were in disagreement, while a substantial number, 16.8% were in agreement. Also when asked whether they are afraid of what might happen to them if sacked from their job, all the respondents, 100% disagreed. During the interview session with respondents, they pointed out that sacking at MGC-Lira is not new phenomena, so, one should expect sacking anytime and therefore most of the employees are prepared. One respondent said: *No, it's known that I can be kicked out any time, dong mio wan obedo atera (that is why we are always ready) (MGC S 12)*. This statement shows that this employee is not so much worried in case he is sacked from his job because of the common phenomena of sacking at the company, he is also readily prepared. The 16.8% in agreement represents mostly employees with family responsibilities like married people with families to support

and in that case losing that job would disrupt lots in their lives, yet all the respondents urged that they will embrace their future outside the company with courage.

On whether maintaining this job is a matter of necessity, the majority, 87.4% were in disagreement, while 12.6% were undecided. The majority in disagreement represents the youth, experienced and educated people who believe the future has more to offer them or that they still have chances of gaining employments elsewhere, as reflected by one of the respondents who said: *This is not the only job that exists; with my experience I can now work anywhere (MGC F 01)*. This means that this employee does not regard this job as a matter of necessity; he thinks with his varied experience, he can gain employment at any other agricultural processing industry or in a similar position at any other company. While the 12.6% represents those who feel on one hand that they need the job, but on the other hand also feel that they still have chances of getting employed in other organization and opportunity for a brighter future.

And asked whether there are regular restructuring programs at the company, the majority, 97.0% were in agreement, while 3.0% were in disagreement. Majority of respondents agreed that, restructuring is done from time to time, like when downsizing the staff during periods of low agricultural productivity, or when moving employees from one department to another department to support timely accomplishment of tasks. One respondent said: *At this company when people see that farmers are not bringing produce, they tell you to stop working because the company does not need many people now, so you go home and wait until there is enough produce brought (MGC S 13)*. This implies that need for employees' services at the company are sometimes seasonally, as determined by how busy the company is at any particular time. The 3.0% who disagreed are majorly new employees who have worked for less than one year, so they haven't got enough time to witness these happenings.

4.5. Research Question ONE - Contribution of Employee Support Strategies on LTO at MGC Lira

In order to understand the views of the respondents on employee support strategies, so as to establish whether they contribute to labour turnover, the researcher used a total of sixteen statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Employee support strategies were measured using three dimensions namely staff welfare, staff appraisal, and information and feedback. The quantitative findings are presented in the tables 11, 12 and 13 below.

4.5.1. Staff Welfare and LTO at MGC Lira

Table 11 shows that the majority of the respondents were in agreement on two out of the five statements used to measure employee support strategies under the dimension of staff welfare as elaborated below.

On whether employees have benefited from the staff welfare scheme, the majority, 63.5% were in agreement and a substantial number, 36.5% were in disagreement. And on whether bonuses are always given to them when they do a good job in appreciation, the majority, 82.0% were in agreement and 18.0% were in disagreement. This result suggests that majority of the company employees are satisfied with MGC staff welfare services and bonuses given in appreciation for good job, this is evidenced by statement made by respondent, *“I really love this company because I get satisfied like home lunch, am also given cooking oil, soap, seeds for planting, medical treatment” (MGC C 10)*. This means he is satisfied by these rewards, his statement points out how contented he is towards the rewards. Meanwhile the other substantial number of employees is in disagreement with staff welfare services and just a few are dissatisfied with the bonuses. *“We are not women to receive cooking oil, we need money” (MCG S 12)*. This statement clearly shows that however much the company may try to provide staff welfare services, others prefer monetary benefits.

Table 11: Views of Respondents on Employee Support Strategies (Staff Welfare)

Statements measuring employee support strategies (staff welfare)	SA	A	NS	D	SD
I have benefited from the staff welfare scheme	10 (6.0%)	96 (57.5%)	000 (0.0%)	21 (12.6%)	40 (24.0%)
MGC provides medical insurance for me and some of my family members	000 (0.0%)	65 (38.9%)	000 (0.0%)	74 (44.3%)	28 (16.8%)
I feel MGC compensates us better than what other companies do for their staff in similar positions	000 (0.0%)	51 (30.5%)	000 (0.0%)	88 (52.7%)	28 (16.8%)
Bonuses are always given to me when I do a good job in appreciation	10 (6.0%)	127 (76.0%)	000 (0.0%)	20 (12.0%)	10 (6.0%)
The company’s welfare policies are favorable to me irrespective of my sex, culture, religion race	10 (6.0%)	55 (32.9%)	18 (10.8%)	84 (50.3%)	000 (0.0%)

Source: Primary field data

Table 11 further shows that the majority of the respondents were in disagreement on three out of the five statements used to measure employee support strategies under the dimension of staff welfare as elaborated below.

Asked whether MGC provides medical insurance for me and some of my family members, the majority, 61.1% were in disagreement, and a substantial number, 38.9% were in agreement. On the issue of whether they feel MGC compensates them better than what other companies do for their staff in similar positions, the majority, 69.5% were in disagreement, and a substantial number, 30.5% were in agreement. This results indicates that MGC does not provide adequate medical insurance/treatment to all her employees as revealed by majority of responses received during interview sessions, one respondent stated that *“Medical treatment is selective and the criteria used for such selective acts is unclear, it is always given to people in bigger positions only”*(MGC M 17). This employee is not benefiting from insurance, he shows this by pointing out how discriminative the medical treatment is, some people being give full medical refund and treatment while others given substantially and not enough. The substantial number, 30.5% that did agree were focused on the fringe benefits as mentioned by one of the respondents who said: *Apart from other benefits such as the provision of soap and cooking oil by end of the month, there is no difference between MGC and other Agro processing industries in Lira district* (MGC S 11). The respondent meant to say that other companies give the same benefits to their staff too, and so does Mukwano, as such there is no unique difference between MGC and any other agricultural processing company in the region.

The table further shows that there were mixed reactions on whether the company’s welfare policies are favorable to employees irrespective of their sex, culture, religion race, etc., with 38.9% in agreement, while 50.3% in disagreement and 10.8% only not sure. There were respondents who indicated that medical treatment for some group of employees are conducted in high class hospitals/medical centers meanwhile the others receive treatments in the general hospital as mentioned by one of the respondents who said: *I am given medical refund but not my family members and is only to go to Lira referral hospital, and as for my family, I use this same little salary I earn* (MGC F 04). This respondent benefits from the medical refund as an employee but not his family members, as such he feels this refund is limited and does not benefit his family but instead he has to use his consolidated salary to cover for the family’s medical bills. He is therefore not contented with the medical support given to him since it can’t fully support his family medical needs.

4.5.2. Staff Appraisal and LTO at MGC Lira

Table 12 shows that the majority of the respondents were in agreement on four out of the five statements used to measure employee support strategies under the dimension of staff appraisal as elaborated in the section that follows.

Table 12: Views of Respondents on Employee Support Strategies (Staff Appraisal)

Statements measuring support strategies (staff appraisal)	SA	A	NS	D	SD
My supervisor appraises me at least once a year	33 (19.8%)	124 (74.3%)	000 (0.0%)	10 (6.0%)	000 (0.0%)
I always have a dialogue with my supervisor during the appraisal	000 (0.0%)	90 (53.9%)	21 (12.6%)	56 (33.5%)	(000) (0.0%)
I discuss my work situation with my supervisor while appraising me	5 (3.0%)	114 (68.3%)	12 (7.2%)	25 (15.0%)	11 (6.6%)
I feel the performance appraisal of the company is fair	5 (3.0%)	99 (59.3%)	12 (7.2%)	20 (12.0%)	31 (18.6%)
I have received feedback on all my previous appraisals	6 (3.6%)	60 (35.9%)	33 (19.8%)	58 (34.7%)	10 (6.0%)

Source: Primary field data

On the issue of whether employee supervisors appraises them at least once a year, the majority, 94.1% were in agreement and 6.0% only were in disagreement. This implies that 94.1% of these respondents were appraised. This was confirmed by respondents in the interview session were most of them confessed that appraisal helped them improved on their performance. On respondent said: *“through discussion of weaknesses faced at workplace with my supervisor, I was able to come up with solutions to such problems, hence, this improved on my performance”* (MGC F 01). The implication of this statement is that, this respondent discussed his work conditions with the supervisor during appraisal and in the process was able to realize his strength and weaknesses, which realization of weaknesses helped him improve on his performance. The 6.0% who disagreed represents those who were not appraised either because they are part time casual workers with very short contract of less than three month, or because they are new recruits who joined the company after the appraisal was already done and have worked with the company for the duration of less than a year. One respondent confirmed that appraisal is not done in her department, she said: *Not*

here, in my work place, this is not done. Instead I have head of canteen that comes to see what I have sold (MGC C 08). This clearly shows that she is not always appraised but supervised to ensure that there is good performance.

On whether employees always have a dialogue with their supervisors during the appraisal, the majority, 53.9%, were in agreement, while a substantial number, 33.5% were in disagreement and 12.6% were not sure. This result means that the majority of 53.9% always have dialogue with their supervisors while being appraised, while interviewing respondents, most of them said they discuss their weaknesses together with their supervisor during appraisal for improved performance. A respondent said during the interview that: *“Through discussion of weaknesses faced at workplace with my supervisor, I was able to come up with solutions to such problems, hence, this improved on my performance” (MGC F 01).* This statement affirms that employees always have a dialogue with their supervisors during appraisal. On the other hand, 33.5% in disagreement and the 12.6% who are not sure, represents categories of respondents who were not enlightened on what an appraisal is and how to handle the appraisal process. In that case, they were appraised but without freely discussing the appraisal together with their supervisors therefore at the end of the exercise, they could not understand its significance in their work performance.

On whether they discuss their work situation with their supervisors while appraising them, majority of the respondents, 71.3% were in agreement, while 21.6% were in disagreement and 7.2% only were not sure. This result shows that 71.3% of respondents could freely and easily communicate with their supervisors to an extent of discussing their work situations. It also shows that some of the supervisors are receptive to subordinates, creating ample time to discuss work situations with them. A respondent remarked that, he was at the company because of the great understanding between him and his immediate supervisor; *“Through my supervisor I can be strong; I can be here till now because he discusses with me freely and always gives me advice” (MGC S 12).* This remark indicates the importance that the employee attaches to the discussions and close working relationship with his supervisor at the company, in this case his stay in the company is based on the support of his supervisor. The 21.6% in disagreement and 7.2% not sure means that these respondents do not discuss their work situations with their supervisors during appraisal. While interviewing respondents, a respondent stated that, *“My supervisor is very aggressive, he does not appreciate good work done but very fast to criticize poor performance” (MGC M 17).* This therefore means that

those belonging to this category are intimidated, demotivated and sees no sense in discussing their work situations with their supervisors.

Asked whether the performance appraisal of the company is fair, majority, 62.3% were in agreement, while a substantial number, 30.6% were in disagreement and 7.2% were not sure. The results shows that the 62.3% perceived the appraisal as fair because they got involved in the discussion with their supervisors during the appraisal and so understood the need in the process, in that case, they were able to freely derive their strength and weakness in mutual agreement and understanding with their supervisor. However the 30.6% in disagreement and 7.2% who are not sure are categories of respondents who feel the appraisal process is unfair or didn't understand the need for the activity because their supervisors didn't create a free environment by encouraging them to freely discuss the appraisal process with them. One respondent said *"My supervisor is very tough. It is hard to discuss and agree with him bossing all the time (MGC M 17)*. This is an indication that this employee no longer trusts in free discussion with his supervisor, he feels that the supervisor cannot accept her opinion and this fear of confrontation may result in leaving a communication gap between the two parties, boss and subordinate.

Table 12 further shows that there were mixed reactions on whether employees received feedback on all their previous appraisals, with 39.5% in agreement, while 40.7% were in disagreement and 19.8% were not sure. The low percentage of 39.5% receiving the appraisal feedback means that, there is communication gap between supervisors and their subordinates. The employees feel they are not availed with all the information that they need. While interviewing respondents, many of them made the point that management should work on the communication flow as reflected by this statement made by one of the respondents, who said: *"Management should improve on the communication gap" (MGC Q 05)*. This statement clearly shows that there is a big gap between supervisors and subordinates in regards to passing and receiving information.

4.5.3. Information & Feedback and Labour turnover at Mukwano Group of company Lira

Table 13 shows that the majority of the respondents were in agreement on five out of the six statements used to measure employee support strategies under the dimension of information and feedback as elaborated below.

The majority, 94.0% were in agreement that there are notice boards where important communications are displayed, while 6.0% only were in disagreement. And on whether there is top-bottom flow of information from top most managers to lowest ranking employees, the majority, 88.1% were in agreement, while 12.0 % were in disagreement. Similarly, the majority, 88.1% were in agreement that there is bottom-up flow of information from low ranking employees to the top most managers, and 12.0% were in disagreement. Overall, the results show that majority of employees agree MCG uses both top-down and bottom-up approaches to disseminate important information to all her employees, the few who are in disagreement might not have the time or interest in paying attention to use of the channels of communication available, one employee made it clear that; “*I always wait to hear information only during staff meetings*” (MGC Q 05). This means that this employee does not have lots of information concerning the company because he does not devote his time to check on communication media, and channels available at his disposal at the company.

Table 13: Views of Respondents on Employee Support Strategies (Information and Feedback)

Statements measuring employee support strategies (information and feedback)	SA	A	NS	D	SD
There are notice boards where important communications are displayed	11 (6.6%)	146 (87.4%)	000 (0.0%)	10 (6.0%)	000 (0.0%)
There is top-bottom flow of information from top most manager to lowest ranking employees	38 (22.8%)	109 (65.3%)	000 (0.0%)	20 (12.0%)	000 (0.0%)
There is bottom-up flow of information from low ranking employees to the top most manager	33 (19.8%)	114 (68.3%)	000 (0.0%)	15 (9.0%)	5 (3.0%)
My immediate supervisors always pass important information, circulars and memos for meeting in time	5 (3.0%)	147 (88.0%)	5 (3.0%)	5 (3.0%)	5 (3.0%)
Major managerial decisions that affect employees are communicated to them within 3 days of making it	000 (0.0%)	26 (15.6%)	30 (18.0%)	111 (66.5%)	000 (0.0%)
My supervisors respond to my suggestions in a respectable manner	16 (9.6%)	95 (56.9%)	21 (12.6%)	30 (18.0%)	5 (3.0%)

Source: Primary field data

On whether employee immediate supervisors always pass important information, circulars and memos for meeting in time, the majority 91.0% were in agreement, while 6.0% only were in disagreement and 3.0% only were not sure. The result represent a high percentage of those who checkup notices and are constantly in contact with their supervisors and those few who disagreed might be because of their level of education, their shift hours or because they are out of the premises for most of the time, like extension workers. A respondent working at night shift said; *“In fact I always work in night duties and have no time for day time notices, meetings” (MGC S 13)*. The statement of this employee shows that, his night time shifts at the company does not give him time to access information passed during the day, given that most of the notice boards are in the corridors which are under lock and key during nights and even the verbal communication are during working hours of the day.

Table 13 further shows that the majority of the respondents, 66.5% were in disagreement on whether major managerial decisions that affect employees are communicated to them within 3 days of making it, while 15.6% were in agreement and 18.0% were not sure. This result implies that most of the important decisions that affect employees, like restructuring programs, pay change, dismissals, among others are critical and so managers take time to implement them. A respondent said *“Aryemo otimo kan abongo kwenyoro yin (sacking are done here without prior warning), I say that because any time you go without notice on anything” (MGC C 09)*. This means that managerial decisions are not communicated at all, instead decisions that affect employees are arrived at without proper following of the rightful channels. Those in agreement 15.6% and the not sure, 18.0% category are because they do not even know when such decisions are made and therefore cannot tell whether it’s communicated to employees within 3 days or not.

On the issue of whether supervisors respond to employee suggestions in a respectable manner, the majority, 66.5% were in agreement, while 21.0% were in disagreement and 12.6% were not sure. Although majority of employees agreed that their supervisors respond to suggestions in a respectful manner, a few cited this area as one that needed improvement as revealed by response from one of the informants who said, *“Good treatment of employees and talking to employees in a good manner is an adjustment that must be made by the company in order to improve the working conditions of her employees” (MGC C 10)*. This statement meant that employees at MGC desire fair treatment by their supervisors and that talking to them may help to reduce on stress, anxiety that may arise out of work situations. It is therefore the employees wish to have good relationship with their supervisors.

4.5.4. Correlation between Employee Support Strategies and LTO at MGC Lira

The researcher proceeded to statistically establish whether employee support strategies contribute to labour turnover. The researcher was guided by the following hypothesis: **Hypothesis 1:** Employee support strategies contribute to labour turnover.

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient, which measured the degree and direction of relationship between employee support strategies and labour turnover. The results are presented in Table 14.

Table 14 shows that there is a weak negative relationship between employee support strategies and labour turnover, ($r = -0.180$, $p = 0.020$, $N = 167$). The relationship is statistically significant at 95% confidence level since p-value is less than 0.050 ($= 0.020$).

Table 14: Correlation Matrix for Employee Support Strategies and Labour Turnover

		Employee support strategies	Labour turnover
Employee support strategies	Pearson Correlation	1	-.180*
	Sig. (2-tailed)		.020
	N	167	167
Labour turnover	Pearson Correlation	-.180*	1
	Sig. (2-tailed)	.020	
	N	167	167

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

Source: generated by SPSS from primary data

Regression analysis was further used to establish the extent to which employee support strategies contribute to labour turnover. The coefficient of determination was used and the results are presented in the table below.

Model Summary

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.180 ^a	.032	.027	.80497

a. Predictors: (Constant), Employee support strategies

Table 15 shows that the coefficient of determination (Adjusted R Square) is 0.027. This implies that Employee support strategies accounts for 2.7% of the variance in labour turnover. The other percentage (97.3%) is catered by other factors, other than employee support strategies.

Analysis of Variance (ANOVA)

To assess the overall significance of the model, analysis of variance (ANOVA) was done and the results presented in Table 16.

Table 16: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.582	1	3.582	5.528	.020 ^b
Residual	106.917	165	.648		
Total	110.499	166			

- a. Dependent Variable: Labour turnover
- b. Predictors: (Constant), Employee support strategies

In determining whether a model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.020 is less than 0.05, the model was found to be statistically significant ($F=5.528$, $df = 1$, $p < 0.05$ ($=0.020$)). This means that employee support strategies have a significant contribution and effect to labour turnover.

These research findings established that employee support strategies have a weak negative statistically significant relationship with labour turnover. The findings further affirmed that employee support strategies have a significant contribution to labour turnover. Therefore the hypothesis that stated that employee support strategies contribute to labour turnover was accepted

4.6. Research Question TWO - Influence of Employee Growth Strategies on LTO at MGC Lira

In order to understand the views of the respondents on employee growth strategies, so as to examine whether they have influence on employee growth strategies, the researcher used a total of fifteen statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Employee growth strategies were measured using three dimensions namely personal and professional development, promotion opportunities and job security. The quantitative findings are presented in the tables 17, 18 and 19 below.

4.6.1. Personal & Professional Development and LTO at MGC Lira

Table 17 shows that the majority of the respondents were in agreement on three out of the four statements used to measure employee growth strategies under the dimension of personal and professional development as elaborated below.

On whether employees have undergone at least one refresher training in last 24 Months, the majority of the respondents, 52.1% were in agreement and a substantial number 47.9% were in disagreement. This result suggests that MGC is committed to the provision of refresher training for their staff, although a substantial number may have not had the chance for such training in the last 24 Months because of the scheduled nature of such trainings, or due to the fact that they might have stayed with the company for a period less than 24 Months. However a respondent said he has never had a formal training on job, “*none , I have never had any other training, the head of canteen only directs me on how to price products or items procured but not school –book training*” (MGC C 09). This points out the fact that, there is no training given to this employee except on the job training while being mentored by her supervisor.

Table 17: Views of Respondents on Employee Growth Strategies (Personal and Professional Development)

Statements measuring employee growth strategies (personal and professional development)	SA	A	NS	D	SD
I have undergone at least one refresher training in last 24 Months	51 (30.5%)	36 (21.6%)	000 (0.0%)	15 (9.0%)	65 (38.9%)
The company supports me for short courses in the professional area of my employment	36 (21.6%)	31 (18.6%)	000 (0.0%)	35 (21.0%)	65 (38.9%)
When I had limited experience, I was mentored by senior staff	28 (16.8%)	118 (70.7%)	000 (0.0%)	16 (9.6%)	5 (3.0%)
I am gaining more professional skill from my work place	38 (22.8%)	98 (58.7%)	000 (0.0%)	20 (12.0%)	11 (6.6%)

Source: Primary field data

The majority, 87.5% were in agreement that when they had limited experience, they were mentored by senior staff, and 12.6% were in disagreement. Similarly, the majority, 81.5% were in agreement that they are gaining more professional skill from their work place and 18.6% were in disagreement. The majority in agreement suggests that MGC recruits and attaches great importance to turning the inexperienced recruits into professionals with required skills to perform in their respective responsibilities. The few who disagreed

represents those who were recruited with required experience and skills and employees like cleaners that may not need to acquire additional skills to perform better in their workplace.

Table 17 further shows that the majority, 59.9% were in disagreement that the company supports them for short courses in the professional area of their employment and a substantial number 40.2% were in agreement. The majority in disagreement represent those employees who lack educational background to engage in short professional courses and the remaining substantial number 40.2% in agreement represents those with the educational background to pursue short courses. While interviewing a respondent, he said, *“no, I always work for night shift and my work does not need any training, I use atero (bow and arrow) which I know very well how to use, so tell me why training” (MGC S 13)*. Meaning that, he sees no need for training since he is comfortable with his bow and arrow while carryout his duties. However, by his statement, it appears that this employee has no idea of the importance of having training in line of one’s duties; instead he is more focused on performing his duties using the elementary equipment he has, with total disregard to improving other aspects of his job position like record keeping, proper communication, use of modern access control tools among others.

4.6.2. Promotion Opportunities and LTO at MGC Lira

Table 18 shows that the majority of the respondents, were in agreement only on one out of the four statements used to measure employee growth strategies under the dimension of promotion opportunities as elaborated below:-

The table shows that, the majority, 94.0% were in agreement that employees are free to apply for open positions within the Company and 6.0% were in disagreement. This result means that employees are convinced that the company recommends her employees to compete for open positions within the company; one respondent said; *“started with the Maize Mill, but then when opportunity was open for cashier, I tried my luck and I got it” (MGC F 03)*. This response indicates that, sometimes there are job opportunities at the company and when they exist, the employers accept internal applications to fill such positions.

However when there are no proper replacement for the position than such an employee once occupied, no recommendations are provided.

Table 18: Views of Respondents on Employee Growth Strategies (Promotion Opportunities)

Statements measuring employee growth strategies (promotion opportunities)	SA	A	NS	D	SD
I am free to apply for open positions within the Company	15 (9.0%)	142 (85.0%)	000 (0.0%)	10 (6.0%)	000 (0.0%)
I feel with experience and relevant academic qualifications, I will be promoted to senior positions when they fall vacant	000 (0.0%)	55 (32.9%)	44 (26.3%)	68 (40.7%)	000 (0.0%)
I see more chances of getting ahead in this facility than elsewhere	5 (3.0%)	50 (29.9%)	000 (0.0%)	20 (12.0%)	92 (55.1%)
Promotion in this company is on merit	10 (6.0%)	50 (29.9%)	39 (23.4%)	68 (40.7%)	000 (0.0%)

Source: Primary field data

Table 18 further shows that the majority of the respondents, 67.1% were in disagreement that employees see more chances of getting ahead in this facility than elsewhere and a substantial number, 32.9% were in agreement. This majority in disagreement represents the fact that although the company provides recommendations for open positions or for promotions, a few have succeeded to gain such promotions which may be represented by the 32.9%. While interviewing, a respondent said this on promotion: *“Following the rightful procedure to promote is good, but here, they promote you if you are well known to the boss. The rest keep in their same position year after year”* (MGC C 09). This means employees are discontented with the way promotions are done at MGC Lira; therefore there is need for the company to follow their promotion procedure to assure their employees of fairness. Another respondent said; *“Promotion should be given depending on the academic qualification and the duration of stay at the company”* (MGC S 12). This means that, this employee is not contented by the way promotions are handled at the company, his emphasis is that it must be done on merit by giving due consideration to ones level of qualification and length of service.

The table further shows that there were mixed reactions on two of the statements; with 32.9% in agreement that they feel with experience and relevant academic qualifications, they will be promoted to senior positions when they fall vacant, while 40.7% were in disagreement and 26.3% were not sure. Similarly, 35.9% were in agreement that promotion in this company is

on merit, while 40.7% were in disagreement and 23.4% were not sure. This result suggests that employees are not sure of the parameters/criteria for promotion at the company, hence the mixed responses on work experience, relevance of academic qualifications, and merit as parameters for promotion. A respondent said: “you come to work on another day and realize there is a new boss. Despite your experience and qualification, you may not get head some key positions at the company” (MGC Q 06). This response suggests that some of the employees are convinced that the company is not transparent enough to be trusted on merited promotions and so they feel they may not be able to occupy key senior positions.

4.6.3. Job Security and LTO at MGC Lira

Table 19 shows that the majority of the respondents were in agreement on four out of the seven statements used to measure employee growth strategies under the dimension of job security as elaborated below.

Table 19: Views of Respondents on Employee Growth Strategies (Job Security)

Statements measuring employee growth strategies (job security)	SA	A	NS	D	SD
I was issued an appointment letter with clear terms and conditions	43 (25.7%)	119 (71.3%)	000 (0.0%)	5 (3.0%)	000 (0.0%)
I was issued confirmation letter on expiration of my probation	000 (0.0%)	99 (59.3%)	000 (0.0%)	58 (34.7%)	10 (6.0%)
My terms of employment at this company is on permanent basis	10 (6.0%)	30 (18.0%)	000 (0.0%)	94 (56.3%)	33 (19.8%)
At this company, most of the contractual employments are long-term or renewable	000 (0.0%)	78 (46.7%)	26 (15.6%)	48 (28.7%)	15 (9.0%)
My supervisor is hard to please and quick to criticize poor performance	38 (22.8%)	74 (44.3%)	000 (0.0%)	50 (29.9%)	5 (3.0%)
I feel that management follows proper dismissal procedures	15 (9.0%)	25 (15.0%)	6 (3.6%)	52 (31.1%)	69 (41.3%)
I find the company a good place to work in	10 (6.0%)	50 (29.9%)	6 (3.6%)	73 (43.7%)	28 (16.8%)

Source: Primary data

On the issue of whether they were issued an appointment letter with clear terms and conditions, majority, 97.0%, were in agreement and 3.0% only were in disagreement.

Similarly, the majority, 59.3% were in agreement that they were issued confirmation letter on expiration of their probation while a substantial number of 40.7% were in disagreement. This result suggests that MGC is committed to engaging their employees based on terms and conditions of service that must be respected by both parties. A respondents affirmed that on joining the company, he was issued with an appointment letter;

“infact I was given an appointment Letter indicating my terms of employment, the letter said if I want to leave the job, I shall notify the company in three weeks, then I will be paid the salary of the next month, but if I do not inform the company then I will instead pay the company” (MGC F 03).

The indication of this is that the employee was given an appointment letter, he is fully aware of the terms, roles and responsibilities, and conditions for voluntarily resigning his position at the company whenever he so desires to leave. Thus MGC values having a contractual commitment with her employees that clearly stipulates the terms of engagement. The few who disagreed, represents employees on part-time basis and those who might have not yet completed their probation period for them to be confirmed.

On the issue of whether the supervisor is hard to please and quick to criticize poor performance, the majority, 67.1% were in agreement and a substantial number, 32.9% were in disagreement. This result suggests that supervisors demand the best from their subordinates, meanwhile the substantial number who disagree are those who understand the need to perform much better in their jobs. *“In fact the supervisor does not care about what happens to you, so long as you do the work. He is very easy to say this is not well done yet no saying thank you for good work” (MGC C10).* This confirms the fact that supervisors are hard to please and quick to criticize, to them achieving targets is what matters.

The table further shows that the majority of the respondents were in disagreement on three statements as explained below.

On the issue of whether employee terms of employment at this company are on permanent basis, the majority, 76.1% were in disagreement, while 24.0% were in agreement. The majority disagreement represents contractual and part-time employments meanwhile those that agreed represents those on permanent basis. A respondent stated: *“ ... Iketo komi itic nono, aryemo kan cawa mere pe (even if you work hard, in this place one is sacked at any time) (MCG F01).* This response also shows that, despite the terms of engagement that may

indicate an employee is on permanent basis, yet an employee cannot be guaranteed that his/her position is permanent since one can be sacked at any time.

Similarly, the majority, 72.4% were in disagreement on whether they feel that management follows proper dismissal procedures, while 24.0% were in agreement and 3.6% only were not sure. Furthermore the majority, 60.5% were in disagreement on whether they find the company a good place to work in, while a substantial number 35.9% were in agreement and 3.6% only were not sure. This result suggests that despite the fact that most employees had appointment letters and confirmation letters, yet most of them feel dismissals are irregular and therefore major percentage believe the company is not a suitable work place. *“We are given appointment letters, however sometimes when there is an end in assignment, people are laid off even if the duration of appointment is still reading on. They tell you to stop working”.* (MGC M 14). This statement shows that there is no proper dismissal procedure, an employee is dismissed at will, irrespective of whether one has an appointment letter or not, or whether the contract duration has expired or not. The few percentage of those who feel that procedures are followed and those who are undecided may not have taken long with the company to witness a number of dismissals, while the substantial number in agreement on whether the company is a good place to work in, may be focusing on the fringe benefits and those who are not sure may be new recruits.

Table 19 further shows that there were mixed reactions on whether at this company, most of the contractual employments are long-term or renewable, with 46.7% in agreement, while 37.7% were in disagreement and 15.6% were not sure. This result with majority in agreement reflects long-term or renewable terms of engagement for most of MGC employees on contractual employments, while a substantial number in disagreement represents those part time employees.

4.6.4. Correlation between Employee Growth Strategies and LTO at MGC Lira

The researcher proceeded to statistically examine whether employee growth strategies influence labour turnover. The researcher was guided by the following hypothesis:

Hypothesis 2: Employee growth strategies influence labor turnover

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson’s product-moment correlation coefficient, which measured the degree and direction of relationship between employee growth strategies and labour turnover. The results are presented in the table below.

Table 20: Correlation Matrix for Employee Growth Strategies and Labour Turnover

	Employee growth strategies	Labour turnover
Pearson Correlation	1	-.296*
Employee growth strategies Sig. (2-tailed)		.000
N	167	167
Pearson Correlation	-.296*	1
Labour turnover Sig. (2-tailed)	.000	
N	167	167

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

Source: generated by SPSS from primary data

Table 20 shows that there is a weak negative relationship between employee growth strategies and labour turnover, ($r = -0.296$, $p = 0.000$, $N = 167$). The relationship is statistically significant at 95% confidence level since p-value is less than 0.050 ($= 0.000$).

Model Summary

Regression analysis was further used to establish the extent to which employee growth strategies influence labour turnover.

The coefficient of determination was used and the results are presented in the table below.

Table 21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 ^a	.088	.082	.78166

a. Predictors: (Constant), Employee growth strategies

Table 21 shows that the coefficient of determination (Adjusted R Square) is 0.082. This implies that employee growth strategies accounts for 8.2% of the variance in labour turnover. The other percentage (91.8%) is catered by other factors, other than employee growth strategies.

Analysis of Variance (ANOVA)

To assess the overall significance of the model, analysis of variance (ANOVA) was done and the results presented in the table below.

Table 22: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.685	1	9.685	15.850	.000 ^b
Residual	100.815	165	.611		
Total	110.499	166			

a. Dependent Variable: Labour turnover

b. Predictors: (Constant), Employee growth strategies

In determining whether a model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.000 is less than 0.05, the model was found to be statistically significant ($F=15.850$, $df = 1$, $p < 0.05$ ($=0.000$)). This means that employee growth strategies have a significant influence and effect on labour turnover.

This research finding established that employee growth strategies have a weak negative statistically significant relationship with labour turnover. The findings further affirmed that employee growth strategies have a significant influence on labour turnover. Therefore the hypothesis that stated that employee support strategies influence labour turnover was accepted.

4.7. Research Question THREE – Effect of work environment on LTO at MGC Lira

In order to understand the views of the respondents on work environment, so as to assess whether it has an effect on labour turnover, the researcher used a total of fourteen statements on the questionnaire to which the respondents were required to show their level of agreement or disagreement. Work environment was measured using three dimensions, namely; health and safety, work-life balance, and staff relationships. The quantitative findings are presented in tables 23, 24 and 25 below.

4.7.1. Health and Safety and LTO at MGC Lira

Table 23 shows that the majority of the respondents were in agreement only on one out of the four statements used to measure work environment under the dimension of health and safety as elaborated below.

The majority, 57.5% were in agreement that they have a First Aid kit readily available at their sector at the company, while a substantial number 42.5% were in disagreement. This results shows that the majority, that have first Aid kit at their department or sector are because their

departments are considered to be high risk areas with probable possibilities of accident occurrence. One respondent in the Maize Mill stated that one cannot be an employee in the grinding mill for a long time without getting injured in one way or the other. The substantial percentage who disagreed, represents those working in less risk departments like the finance.

Table 23: Views of Respondents on Work Environment (Health and Safety)

Statements measuring work environment (health and safety)	SA	A	NS	D	SD
I have a First Aid kit readily available at my sector at the company	10 (6.0%)	86 (51.5%)	000 (0.0%)	55 (32.9%)	16 (9.6%)
I have a protective gear suited for my operation	000 (0.0%)	59 (35.3%)	000 (0.0%)	86 (51.5%)	22 (13.2%)
I am insured against accidents at my place of work	000 (0.0%)	61 (36.5%)	000 (0.0%)	72 (43.7%)	33 (19.8%)
I am benefiting from the company's health and safety policy	000 (0.0%)	40 (24.0%)	000 (0.0%)	99 (59.3%)	28 (16.8%)

Source: Primary data

Table 23 further shows that the majority of the respondents were in disagreement on three out of the four statements used to measure work environment under the dimension of health and safety as elaborated below.

On whether each employee has a protective gear suited for their operation, the majority, 64.7% were in disagreement and a substantial number 35.3% were in agreement. The result shows that majority were in disagreement because they were not provided with a protective gear suited for their operation. One respondent said, *“No we are not provided with protective gears but we have clean facilities like toilets, canteen for lunch, and clean compound”* (MGC M 14). Another respondent also said *“We do not need protective gears, except for those who ride motorcycles to the field”* (MGC F 01). This statement shows that most of the employees are not so much affected by the presence or absence of protective gears since most of them feel their work departments are not hazardous and risky but instead they are satisfied with the sanitary state of their workplace environment. The substantial numbers in agreement are because they have been provided with protective gears suited for their operation and work.

On whether employees are insured against accidents at the place of work, the majority, 63.5% were in disagreement and a substantial number 36.5% were in agreement. This result implies that the majority of respondents are not insured against accidents, and the substantial numbers that were in agreement were insured. While interviewing respondents, most of them pointed out that, not all employees are insured against accidents only those with responsibilities of ridding/driving to the field are the ones who are insured. One respondent in the canteen department stated that, “*gum ajo omiogi otoka kede pikipiki But for us iwane ika ticite cang keni*”. (Meaning, *blessed are those who have been assigned vehicles and motorcycles. But for us, you have to cure yourself in case you get injured at workplace*) (MGC M 10). This statement reflects how employees perceive unfairness in the company’s way of apportioning privileges to the company staff. The provision of such privileges and medical care must be done based on well stipulated company policies.

On the issue of whether employees are benefiting from the company’s health and safety policy, the majority, 76.1% were in disagreement and 24.0% were in agreement. The results indicates that majority of respondents are not benefitting from the company’s health and safety policy, while only few respondents in agreement are the individuals benefitting from this policy. A respondent said, “*The company provides medical refund and caters for cases of emergencies during work hours like accidents*” (MGC F02). This indicated that employees of this department are given medical refunds, taken care off in case of work related accidents; however the company should try to extend such rewards to include other employees of the company in other departments.

4.7.2. Work-Life Balance and LTO at MGC Lira

Table 24 also shows that the majority of the respondents were in agreement on two out of the four statements used to measure work environment under the dimension of work-life balance as elaborated below.

Asked whether employees have no control over their work schedules at the company, the majority, 72.0% were in agreement, while 24.0% were in disagreement and 3.0% only were not sure. This results means that the majority in agreement feel they do not have control over their work schedules at the company, they feel the tight work schedule does not give them time for their personal engagements. While 24.0% in agreement have control over their work schedules because of either being in managerial position or part of the company decision makers, and 3.0% are not certain whether they have control over their work schedule or not.

Table 24: Views of Respondents on Work Environment (Work-life Balance)

Statements measuring Work Environment(Work-life balance)	SA	A	NS	D	SD
I have no control over my work schedules at the company	75 (44.9%)	47 (28.1%)	5 (3.0%)	35 (21.0%)	5 (3.0%)
The process of requesting and obtaining “leave off duty” is clear and easy	10 (6.0%)	51 (30.5%)	000 (0.0%)	70 (41.9%)	36 (21.6%)
It’s easy to balance work schedules with my family-life responsibilities	5 (3.0%)	46 (27.5%)	000 (0.0%)	53 (31.7%)	63 (37.7%)
I often sacrifice personal life commitments in order to fulfill work demands	96 (57.5%)	26 (15.6%)	000 (0.0%)	30 (18.0%)	15 (9.0%)

Source: Primary data

On whether employees often sacrifice personal life commitments in order to fulfill work demands, the majority, 73.1% were in agreement and 27.0% were in disagreement. This implies that the majority of respondents sacrifice their personal life commitments in order to fulfill work demands; they forego personal life enjoyments in attempts to meet schedules at their places of work, *“There is no extra time with this company, we work throughout including weekends” (MGC S 13)*. This statement by the respondent implies that, the employee has no/little time for personal life but instead he has devoted himself to performing the company tasks at all cost including working even overtime and weekend in order to meet deadlines thus denying themselves adequate time to rest and time to enjoy personal life with friends and families. Meanwhile the 27.0% in disagreement represents those who do not sacrifice their personal life for their job, and these categories work strictly based on the time agreed upon.

Table 24 further shows that the majority of the respondents were in disagreement on two out of the four statements used to measure work environment under the dimension of work-life balance as elaborated below.

The majority of the respondents, 63.5% were in disagreement that the process of requesting and obtaining “leave off duty” is clear and easy and a substantial number 36.5% were in agreement. The result shows that the majority of respondents believe that the process of requesting and obtaining leave off duty is not clear and not easy, instead to them, getting leave off duty from the company is so difficult, and one respondent stated that

“for you to get a leave, you must have clear leave terms like annual leave, sick leave is allowed too, but it must be proven that an employee is really sick, without proof it’s not granted, indeed most times even in death of a family member or spouse only one or two days are granted, so not very easy” (MGC F 01).

This statement is an indicator that granting leave off duty is not easy at the company, the employee is expected to produce evidence and genuine reason for leave before it’s granted. On the other hand, the substantial number in agreement, 36.5%, says it is clear and easy to obtain leave off duty. These substantial numbers in agreement are part time employees who work when their services are needed, so at any time, they may go on leave especially at the time the company does not need their services.

On the issue of whether it’s easy to balance work schedules with my family-life responsibilities, the majority, 69.4% were in disagreement and a substantial number 30.5% were in agreement. This response implies that the majority find it difficult to balance work schedules with their family-life responsibilities. *“There is no extra time with this company, we work all through inclusive of weekends” (MGC S 13).* This means that the employee finds it hard to balance work schedules with his family life, he is ever busy even on weekends especially for employees working on full time basis at the company. However a substantial number in agreement implies that they are able to balance work schedules with their family-life responsibilities.

4.7.3. Staff Relationship and LTO at MGC Lira

Table 25 shows that the majority of the respondents were in agreement on all the six statements used to measure work environment under the dimension of staff relationship as elaborated below.

The majority, 97.0% were in agreement that their line manager is always available for professional advice about work, while 3.0% only were in disagreement. The results indicates that majority of respondents are always supported by their line managers for professional advice about work. *“There is no much of outside training but supervisors keep guiding workers on what to do, indeed you are given time to look at things ,i.e. getting more experience in machine operation with guidance from supervisors” (MGC C 10).* This means the employees are given on job training for one to master more of his job. However this kind of training may not expose the employee to the outside experience, but shall always know

more of what he does. The 3.0% in disagreement indicates that they are not given professional advice by their line managers.

Table 25: Views of Respondents on Work Environment (Staff Relationship)

Statements measuring Work Environment (Staff Relationship)	SA	A	NS	D	SD
My line manager is always available for professional advice about work	71 (42.5%)	91 (54.5%)	000 (0.0%)	5 (3.0%)	000 (0.0%)
I am satisfied with the support and advice my co-workers offer me in regard to my work at MGC-Lira	25 (15.0%)	132 (79.0%)	000 (0.0%)	10 (6.0%)	000 (0.0%)
I have a spirit of friendliness with other staff at work	59 (35.3%)	103 (61.7%)	000 (0.0%)	5 (3.0%)	000 (0.0%)
My superiors at the company are dependable	5 (3.0%)	126 (75.4%)	21 (12.6%)	5 (3.0%)	10 (6.0%)
We always work as a team especially when the task at hand is challenging	16 (9.6%)	146 (87.4%)	000 (0.0%)	5 (3.0%)	000 (0.0%)
The company always holds annual staff party	43 (25.7%)	104 (62.3%)	000 (0.0%)	10 (6.0%)	10 (6.0%)

Source: Primary data

On whether employees are satisfied with the support and advice their co-workers offer them in regard to their work at MGC-Lira, the majority, 94.0% were in agreement, while 6.0% only were in disagreement. The majority in agreement implies that these respondents are satisfied with the support and advice co-workers offer them in regard to their work at MGC-Lira. During interview session a respondents stated that; *“I have not left the company because of the advice of their co-workers”* (MGC M 15). The implication of this statement is that this employee feels that advice from his co-workers have greatly influenced his stay at the company, in the same way most respondents also believe that their colleagues tremendously contribute to their strength and stay at the company. However the 6.0% are those respondents who are not satisfied with the support and advice that their co-workers offer them particularly in regard to their work and also in regard to their personal/family life.

On the issue of employees have a spirit of friendliness with other staff at work, the majority, 97.0% were in agreement, while 3.0% only were in disagreement. While interviewing a respondent, he affirmed that; *“In case of misunderstanding, the unit boss sits both parties down and a problem is resolved between you, this way we again became friends afresh, and because of this most people here are friendly”* (MGC C 10). The statement from this respondent implies that employees at the company are friendly and that exists because of the good skills of problem resolutions that supervisors at the company have, in that, when a problem arises, it’s well resolved and employees carry on with friendliness. This means the majority of respondents have a spirit of friendliness and team work only the few of 3.0% have no spirit of friendliness and team work either because of different personalities that different employees carry at work place.

Asked whether their superiors at the company are dependable, the majority, 78.4% were in agreement, while 9.0% only were in disagreement and 12.6% were not sure. The result implies that most respondents agreed that superiors were dependable. *“My boss guides me on what to do, if am stressed by personal problem, I consult him and he sees how to help me”* (MGC C10). This employee feels she can depend on his superior, sometimes even with personal challenges, her boss helps her out, and this makes it easier for supervisors to identify a gap in performance and works toward rectifying the situation. Only a few disagreed on this meaning they do not consent to the fact that superiors are dependable. While 12.6% are not sure if their superiors are dependable or not, this is either because they have never taken time to understand the relevance of that in their work or they are new recruits.

On whether employees always work as a team especially when the task at hand is challenging, the majority, 97.0% were in agreement and 3.0% only were in disagreement. This implies that the majority of respondents work as a team in handling a challenging task, a respondent said: *“we work as a team especially if there is too much on the table to be handled”* (MGC F 01). This implies that the respondent works as a team especially in achieving tight targets and performing difficult task, while the 3.0% in disagreement are those who are working in departments where tasks rarely require team work or those who do not appreciate teamwork even if the task at hand is a challenging.

Regarding whether the company always holds annual staff party, the majority, 88.8% were in agreement and 12.0% were in disagreement. This means the majority agrees that annual staff party is held, while interviewing respondents, they confessed that one of the company

activities that they always look forward to, is the end of year party. Meanwhile 12.0% in disagreement might be recent recruitments and so they may have not had the opportunity to attend staff party.

4.8. Correlation between Work Environment and LTO at MGC Lira

The researcher proceeded to statistically assess whether work environment has an effect on labour turnover. The researcher was guided by the following hypothesis:

Hypothesis 3: Work environment has an effect on labour turnover

The hypothesis was preliminary tested at a 95% level of significance (two-tailed) using Pearson’s product-moment correlation coefficient, which measured the degree and direction of relationship between work environment and labour turnover. The results are presented in the table 26 below.

The table shows that there is a weak negative relationship between work environment and labour turnover, ($r = -0.267$, $p = 0.000$, $N = 167$). The relationship is statistically significant at 95% confidence level since p -value is less than 0.050 ($= 0.000$).

Table 26: Correlation Matrix for Work Environment and Labour Turnover

		Workplace environment	Labour turnover
Workplace environment	Pearson Correlation	1	-.267*
	Sig. (2-tailed)		.000
	N	167	167
Labour turnover	Pearson Correlation	-.267*	1
	Sig. (2-tailed)	.000	
	N	167	167

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

Source: generated by SPSS from primary data

Model Summary

Regression analysis was further used to establish the extent to which work environment affects labour turnover. The coefficient of determination was used and the results are presented in Table 27 below.

Table 27: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.267 ^a	.071	.066	.78859

a. Predictors: (Constant), Workplace environment

Table 27 shows that the coefficient of determination (Adjusted R Square) is 0.066. This implies that work environment accounts for 6.6% of the variance in labour turnover. The other percentage (93.4%) is catered by other factors, other than work environment.

Analysis of Variance

To assess the overall significance of the model, analysis of variance (ANOVA) was done and the results presented in the table below.

Table 28: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.891	1	7.891	12.689	.000 ^b
Residual	102.608	165	.622		
Total	110.499	166			

a. Dependent Variable: Labour turnover

b. Predictors: (Constant), Workplace environment

In determining whether a model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.000 is less than 0.05, the model was found to be statistically significant (F=12.689, df = 1, $p < 0.05$ (=0.000)). This means that work environment has a significant effect on labour turnover.

Research findings established that work environment have a negative statistically significant relationship with labour turnover. The findings further affirmed that work environment has a significant effect on labour turnover. Therefore the hypothesis that stated that work environment has an effect on labour turnover was accepted.

4.9. Summary

Research findings established that employee support strategies, employee growth strategies, work environment all have a weak negative statistically significant relationship with labour turnover., when regression analysis was used to establish the extent to which employee support strategies contribute to labour turnover ,the variance of labour turnover was 2.7%, the variance of employee growth strategies in labour turnover was 8.2% and work environment accounted for 6.6% of variance in labour turnover. Therefore, the non-financial retention strategy contributes to 17.5% of variance in labour turnover, the other factors therefore contributes 82.5% to labour turnover. When non-financial retention strategies are improved, then there can be a significant reduction in labour turnover at Mukwano Group of

Companies. In summary, the pie chart in Figure 2 shows the percentage contribution of non-financial staff retention strategies (employee support strategies, employee growth strategies and work environment) on labour turnover at Mukwano Group of Companies Lira branch.

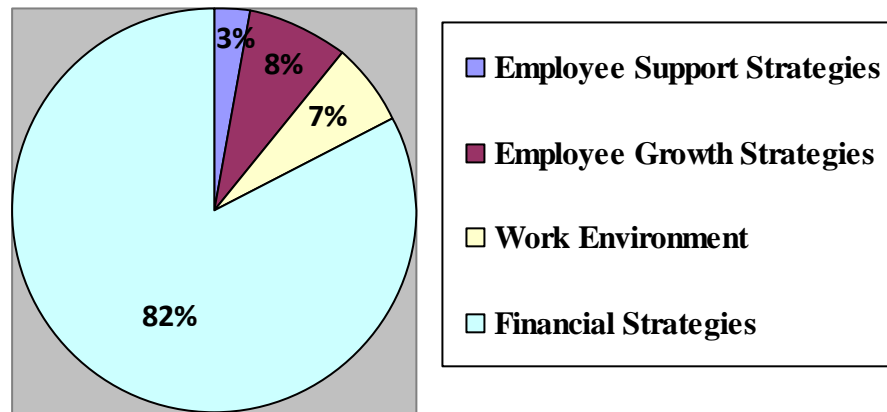


Figure 2: Percentage Contribution of non-financial Strategies and Financial Strategy to LTO at MGC Lira

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research general objective and specific objectives. The specific objectives were as follows: To establish the contribution of employee support strategies on labour turnover at Mukwano Group of Companies in Lira; To examine the influence of employee growth strategies on labour turnover at Mukwano Group of Companies in Lira; and To assess the effect of work environment on labour turnover at Mukwano Group of Companies in Lira.

5.2. Summary of the Findings

The main objective of the study was to analyze the contribution of non-financial retention strategies on labour turnover in processing organizations, using Mukwano group of company Lira branch as a case study. There were three independent variables, namely; employee support strategies, employee growth strategies and work environment, while labour turnover was the dependent variable. Data was analyzed by use of frequencies, Pearson's product moment correlation coefficient and regression analysis and findings from the study indicated that:-

5.2.1. Contribution of Employee Support Strategies on LTO at MGC in Lira

There was a weak negative relationship between employee support strategies and labour turnover. The p-value for employee support strategies and labour turnover was less than 0.050 ($=0.000$), given $r = -0.180$, the researcher therefore accepted the relationship as statistically significant. Further findings from regression analysis affirmed that employee support strategies have a significant contribution on labour turnover ($F=5.528$, $df = 1$, $p < 0.05$ ($=0.020$)). This implies that improvement in employee support strategies negatively contributes to labour turnover. Similarly, decline in employee support strategies positively contributed to labour turnover.

5.2.2. Influence of Employee Growth Strategies on LTO at MGC in Lira

There was a weak negative relationship between employee growth strategies and labour turnover. The p-value for employee growth strategies and labour turnover was less than 0.050 ($=0.000$), given $r = -0.296$, the researcher therefore accepted the relationship as statistically

significant. Further findings from regression analysis affirmed that employee growth strategies have a significant contribution on labour turnover ($F=15.850$, $df = 1$, $p < 0.05$ ($=0.000$)). This implies that improvement in employee growth strategies negatively contributes to labour turnover. Similarly, decline in employee growth strategies positively influences labour turnover.

5.2.3. Effect of Work Environment on LTO at MGC in Lira

There was a weak negative relationship between work environment and labour turnover. The p-value for work environment and labour turnover was less than 0.050 ($=0.000$), given $r = -0.267$, the researcher therefore accepted the relationship as statistically significant. Further findings from regression analysis affirmed that work environment has a significant effect on labour turnover ($F=12.689$, $df = 1$, $p < 0.05$ ($=0.000$)). This implies that improvement in work environment negatively affects labour turnover. Similarly, decline in work environment positively affects labour turnover.

5.3. Discussion of the Findings

In this section the researchers discuss the findings of the study according to the study objectives.

5.3.1. Contribution of Employee Support Strategies on LTO at MGC in Lira

Under objective one, the study sought to establish whether employee support strategies contribute to labour turnover. According to the conceptual framework in Chapter 1, employee support strategies was conceptualized into three dimensions namely, staff welfare, staff appraisal and information and feedback. The findings of the study revealed that employee support strategies have a significant relationship with labour turnover. The findings further indicated that employee support strategies significantly contributed to labour turnover.

Amstrong et al (2006) stated that “there is more to rewarding people than throwing money at them” and according to S. Batty, (2014), Marcus Buckingham and Curt Coffman, “various other factors like work condition, salary, welfare, working hours, career growth, personal/family reasons are reasons for the intention of leaving”.

Although, S. Batty, (2014) generally found out that working condition, salary, welfare, relationship with co-workers, career growth are major factor for turnover intention. She further mentioned that good employees leave because they believe another company will treat them better and improving staff welfare is one way of proper employee treatment. Therefore,

as the results in Chapter 4 shows, improved staff welfare contributes positively to employee support strategy which in turn negatively correlates to employee turnover.

Staff performance appraisal systems can provide valuable performance information for number of critical human resource activities such as develop their competence, enhance performance and distribute rewards such as promotions, merit pay, feedback on the development and assessment of training needs and other human resource evaluations, Aziz et al, (2013). According to Mariana, Normala, and Marina, (2013) an employee with a low negative performance appraisal will feel that his or her contributions are not effectively appraised or recognized, and thus will poses a negative organizational attitude. Therefore positive staff appraisal would contribute positively to employee support strategies, hence reducing turnover as per the results from chapter 4. In their work, Garg and Rastogi, (2006) explained that in any competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. Also according to Uzoechi et al, (2013) effective communication can create an atmosphere of communication satisfaction that can foster low employee turnover. The responses from the respondents surveyed demonstrate that effective communication impacts turnover positively as employees are less poised to leave a workplace that encourages bi-directional information flow i.e bottom-up communication and consequently appropriate feedback.

5.3.2. Influence of Employee Growth Strategies on LTO at MGC in Lira

The study under objective two also sought to examine whether employee growth strategies influence labour turnover. According to the conceptual framework in Chapter 1, employee growth strategies were conceptualized into three dimensions namely, personal and professional development, promotion opportunities and job security. The findings of the study revealed that employee growth strategies have a significant relationship with labour turnover. The findings further indicated that employee growth strategies significantly influenced labour turnover.

CIPD, (2014) Suggests that maximizing opportunities for employees to develop skills and move on in their careers is one way an organization can use to retain employees hence reducing employee turnover. Also research by Zhang, (2007) showed that the personal opportunities of technology development and career development an important influencing factor of employee turnover, conversion costs and career growth opportunities was

significantly negatively correlated with turnover which is in line with the findings of this research.

Anantha, (2013) cited works by Labov, B, (1997) and Ting, Y, (1997) that acknowledged lack of promotion and mundane work task as significant contributors to employees' intention to leave an organization which confirms the alternative argument that proper promotion policies reduces on labour turnover.

According to CIPD, (2014) "Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking for more secure employment at the same time".

In accordance to Anantha, (2013) argument that by adopting job enrichment programs, many employers were able to retain employees; results of this research show that employee growth strategies have a significant relationship with labour turnover.

5.3.3. Effect of Work Environment on LTO at MGC in Lira

The study under objective three also sought to assess whether work environment affects labour turnover. According to the conceptual framework in Chapter 1, employee growth strategies were conceptualized into three dimensions namely, health and safety, work-life balance and staff relationship. The findings of the study revealed that work environment has a significant relationship with labour turnover. The findings further indicated that work environment significantly affects labour turnover.

Employees have motivation to continue with an organization where there is a feeling of safety and comfort and on the contrary, poor working condition brings out a fear of bad health in employees, Alam, Sameena, and Pujja, (2012). Ongori, (2007) affirmed that health and safety in a work place is very significant in reducing labour turnover. He continued to point out that toxic workplace prompts employees to quit such organizations with toxic work environments.

Work life balance has significant relationship with labour turnover, this is in line with Anantha Arokialam (2013), they elaborated that organizations should find ways to help employees successfully manage their commitments at home and by so retention problems would be avoided. Howard (2005) agrees that there is an important link between employee feeling that they have got a satisfactory balance between work and the rest of their life. Also results from research by Rashid, et al.,(2013) revealed that people do not want to terminate

their schedules and time tables of work, yet they also do not want any interruption in their family life because this leads to the turnover rate of the employee. The same work confirms with the findings of this research in that their results showed that work-life balance has a significant positive relationship with turnover rate of the employee.

According to Paul, (2014), strong employment (employer-employee, employee-employee) relations create a pleasant atmosphere within the work environment; it increases the employee motivation, employee's loyalty and the extent of conflict within the workplace is reduced, hence reluctance by employees to leave. Also S. Batty, (2014), quoted Marcus Buckingham and Curt Coffman as having stated that, "If employees don't get along with their managers, don't like them or don't respect them, they will leave a company despite a high salary or great benefits". All these are in line with the findings of this research, that staff relationships have negative correlation with employee turnover.

5.4. Conclusions

The conclusions are presented objective by objective on findings of each of the dimensions under the IVs.

5.4.1. Contribution of Employee Support Strategies on LTO at MGC in Lira

The findings indicated that employee support strategies have a significant negative contribution to labour turnover. This means that improvements in employee support strategies such as staff welfare, staff appraisal and information and feedback shall have a significant positive contribution on labour turnover. Management of Mukwano Group of company should therefore be encouraged to improve on the employee support strategies like staff welfare, staff appraisal information and feedback, so as to reduce on the labour turnover.

5.4.2. Influence of Employee Growth Strategies on LTO at MGC in Lira

The findings indicated that employee growth strategies have a significant influence on labour turnover. This means that improvements in employee support strategies such as personal and professional development, promotion opportunities and job security shall have a significant positive influence on labour turnover. Management of Mukwano Group of company should therefore be encouraged to improve on the employee growth strategies like personal and professional development, promotion opportunities and job security, so as to reduce on the labour turnover.

5.4.3. Effect of Work Environment on LTO at MGC in Lira

The findings indicated that work environment has a significant effect on labour turnover. This means that improvements in work environment such as health and safety, work-life balance, and staff relationships shall have a significant positive effect on labour turnover. Management of Mukwano Group of company should therefore be encouraged to improve on the **work environment** like health and safety, work-life balance, and staff relationships, so as to negatively influence labour turnover.

5.5. Recommendations

The conclusions drawn in the previous sector of this study provided a basis upon which recommendations are being made according to the study objectives basing on the significant factors that were established.

5.5.1. Contribution of Employee Support Strategies on LTO at MGC in Lira

- (i). Mukwano Group of Companies (MGC) Lira should deploy dynamic but honest and transparent staff welfare scheme that focuses on total employee compensation.
- (ii). MGC Lira should also establish effective communication channels for both bottom-up and top down flow of information within their systems, the more employees know about what they are doing, what the company is about and why you do things the way you do, the more trusting they become towards the company and therefore building a cohesion that keeps the with the company.

5.5.2. Influence of Employee Growth Strategies on LTO at MGC in Lira

- (i). Mukwano Group of Companies (MGC) Lira should access the professional skill needs of their employees in order to structure appropriate training programs for each them that would bond the more closely to each other and also to the company, as opposed to throwing training at them.
- (ii). MGC Lira can also provide trainings that employees don't expect from them, like that geared towards improving their lives. This would show that the company cares about their employees, not just as workers but also as important human beings.

5.5.3. Effect of Work Environment on LTO at MGC in Lira

- (i). Mukwano Group of Companies (MGC) Lira should develop and enforce attractive workplace policies/regulations on safety and health, leave off duty, staff relationships and conflicts that would encourage employees prefer staying with them as opposed to

leaving for other competitive companies who may not implementing conducive safety and health regulations.

- (ii). MGC Lira should be fair, honest and transparent when handling occurrences of breach of safety regulations and accidents at workplace.
- (iii). Since people tend to work for supervisors as opposed to the notion of working for the company, MGC Lira should train supervisors on how to effectively relate and work with employees on an individual level. This builds a supervisor-worker bonding that the company needs to minimize employee turnover.

5.6. Limitations

The research limited the study to Mukwano Group of companies Lira branch in Northern Uganda. Therefore results can be generalized cautiously to other companies and areas within Uganda since every company or area is unique in one way or another. Future research should be conducted over a cross section of companies or geographical areas in order to generate relevant and more generalized conclusion on the contribution of non-financial retention strategies on labour turnover.

5.7. Areas of Further Research

The study covered only **employee support strategies, employee growth strategies and working environment**, and their contribution to labour turnover. There must therefore, be other factors that contribute to labour turnover which should be researched on. Therefore, further research is recommended in the following areas:-

There is need to investigate the significant impact of non-financial retention strategies and financial retention strategies on labour turnover. It should be further explored which of the two strategies have greater impact on labour turnover.

Also, it should be noted that the factors investigated in this research are all internal to the company, further research should be able to investigate other factors that are external to the company, such as political dynamics, economic changes (e.g high inflation), technological advancement, etc.

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APPENDICES

Appendix 1: Questionnaire

QUESTIONNAIRE FOR MUKWANO GROUP OF COMPANIES EMPLOYEES

This questionnaire is being given to all Employees of Mukwano Group of Companies (MGC) Lira who can read and write to collect information to analyze the contribution of non-financial retention strategies on labour turnover. We would be grateful if you could answer the questions honestly. You will be kept anonymous and your answers will be treated with uttermost confidence. Indicate your opinion by simply marking with a tick in the spaces provided or fill in the gaps provided.

Date: _____

Time: _____

SECTION A

BACKGROUND INFORMATION

1. Age

Below 21 years	21 – 30 years	31 – 40 years	41 – 50 years	Above 50

2. Gender

Male	Female

3. Marital Status

Single	Married	Divorced	Widow/Widower	Others(specify)

4. Level of Education

Certificate	Diploma	Degree	Post graduate	Others (specify)

5. How long have worked with Mukwano Group of Companies?

Less than 3 years	3 – 5 years	6 – 8 years	9 – 11 years	Above 11 years

SECTION B

1. EMPLOYEE SUPPORT STRATEGIES

KEY: 5-Strongly Agree 4-Agree 3- Not Sure 2-Disagree 1-Strongly Disagree

MGC represents Mukwano Group of Companies

NO		5	4	3	2	1
Staff Welfare						
1.	As a staff of MGC, I have benefited from the staff welfare scheme					
2.	MGC provides medical insurance for me and some of my family members					
3.	I feel MGC compensates us better than what other companies do for their staff in similar positions					
4.	Bonuses are always given to me when I do a good job in appreciation					
5.	The company's welfare policies are favorable to me irrespective of my sex, culture, religion race, etc					
Staff Appraisal		5	4	3	2	1
6.	My supervisor appraises me at least once a year					
7.	I always have a dialogue with my supervisor during the appraisal					
8.	I discuss my work situation with my supervisor while appraising me					
9.	I feel the performance appraisal of the company is fair					
10.	I have received feedback on all my previous appraisals					
Information and Feedback		5	4	3	2	1
11.	There are notice boards where important communications are displayed					
12.	There is top-bottom flow of information from top most manager to lowest ranking employees					
13.	There is bottom-up flow of information from low ranking employees to the top most manager					
14.	My immediate supervisors always pass important information, circulars and memos for meeting in time					
15.	Major managerial decisions that affect employees are communicated to within 3 days of making it.					
16.	My supervisors respond to my suggestions in a respectable manner					

2. EMPLOYEE GROWTH STRATEGIES

KEY: 5-Strongly Agree 4-Agree 3- Not Sure 2-Disagree 1-Strongly Disagree

MGC represents Mukwano Group of Companies

NO		5	4	3	2	1
Personal and Professional Development						
17.	I have undergone at least one refresher training in last 24 Months					
18.	The company supports me for short courses in the professional area of my employment					
19.	When I had limited experience, I was mentored by senior staff					
20.	I am gaining more professional skill from my work place					
Promotion Opportunities		5	4	3	2	1
21.	I am free to apply for open positions within the Company					
22.	I feel with experience and relevant academic qualifications, I will be promoted to senior positions when they fall vacant					
23.	I see more chances of getting ahead in this facility than elsewhere					
24.	Promotion in this company is on merit					
Job Security		5	4	3	2	1
25.	I was issued an appointment letter with clear terms and conditions					
26.	I was issued confirmation letter on expiration of my probation					
27.	My terms of employment at this company is on permanent basis					
28.	At this company, most of the contractual employments are long-term or renewable					
29.	My supervisor is hard to please and quick to criticize poor performance					
30.	I feel that management follows proper dismissal procedures.					
31.	I find the company a good place to work in					

3. WORKPLACE ENVIRONMENT

KEY: 5-Strongly Agree 4-Agree 3- Not Sure 2-Disagree 1-Strongly Disagree

MGC represents Mukwano Group of Companies

NO		5	4	3	2	1
Health and Safety						
32.	I have a First Aid kit readily available at my sector at the company					
33.	I have a protective gear suited for my operation					
34.	I am insured against accidents at my place of work					
35.	I am benefiting from the company's health and safety policy					
Work-Life Balance		5	4	3	2	1
36.	I have no control over my work schedules at the company					
37.	The process of requesting and obtaining "leave off duty" is clear and easy					
38.	It's easy to balance work schedules with my family-life responsibilities					
39.	I often sacrifice personal life commitments in order to fulfill work demands					
Staff Relationships		5	4	3	2	1
40.	My line manager is always available for professional advice about work					
41.	I am satisfied with the support and advice my co-workers offer me in regard to my work at MGC-Lira					
42.	I have a spirit of friendliness with other staff at work					
43.	My superiors at the company are dependable					
44.	We always work as a team especially when the task at hand is challenging					
45.	The company always holds annual staff party					

4. LABOUR TURNOVER

KEY: 5-Strongly Agree 4-Agree 3- Not Sure 2-Disagree 1-Strongly Disagree
MGC represents Mukwano Group of Companies

NO		5	4	3	2	1
Voluntary Labour Turnover						
46.	I am aware of the procedure to follow when resigning from the company					
47.	I feel I can meet the conditions for leaving the company if I wanted to go					
48.	I feel its right to stay in this company even if I am offered a job elsewhere					
49.	Company policy on voluntary retirement is hard to comply with					
50.	Most of my colleagues do not desire to resign from the company					
51.	All voluntarily retired company employees are paid retirement benefits					
52.	Jumping from one company to another seem unethical to me					
Involuntary Labour Turnover		5	4	3	2	1
53.	If sacked from my job right now, so much would be disrupted in my life					
54.	I am afraid of what might happen to me if am sacked from my job					
55.	Right now maintaining this job is a matter of necessity					
56.	There are regular restructuring programs at the company					
57.	All retired company employees are paid their retirement benefits					

End

Thanks for your participation

Appendix 2: Interview Guide

This shall be used to collect data from organizational managers and semi illiterate respondents. It has a set of questions designed to be asked exactly as worded. The questions appear in the order in which they are to be asked.

Interview Questions for Mukwano Group of Companies' Employees

Average Interview length: 40 Minutes

Date:

Time:

Introduction

Thank you for being willing to take part in this interview and I assure you that you will remain completely anonymous and no records of the interview will be kept with your name on them. This interview is meant to collect data about how long employees stay with the organization.

More precisely, this research is concerned with your perceptions and understanding of the representations themselves.

About the interviewee

Your manager identified you as an important employee to Mukwano Group of Companies.

Age:

Profession:

Position in the organization:

Length of employment in organization:

What are your key duties and responsibilities?

Interview Questions

1. Employee Support Strategies

- a. What staff welfare services, benefits and facilities are made available to you by the company?
- b. Does staff appraisal have any influence on your work performance? If any, state them.
- c. How do you air out grievances, appraise, and/or comment on anything pertaining to your work, managers and work environment?

2. Employee Growth Strategies

- a. What promotion requirements do you feel can be beneficial to you when implemented by the company?
- b. What career development/training opportunities are available to you at the company?
- c. What kind of assurance/security do you have to continue working at the company?

3. Work Environment

- a. What work conditions motivates you to continue working for Mukwano Group of Companies-Lira?
- b. In your own opinion, what adjustments should be made in your work environment/work conditions for you to consider the workplace suitable

4. Labour Turnover

- a. Have you ever tried to quit working for Mukwano Group of Companies?
 - i.If YES, what were your reasons and why didn't you eventually leave?
 - ii.If NO, what reasons in the future would make you quit?
- b. In case you make up your mind to leave the company, how long would you give the company to look for replacement

Closure

We seem to have covered all that I planned for this interview session and thank you for being very patient with me. But in case you think we missed something, mention it out.

Do you have any other comments about what we have discussed, or about the research as a whole?

We will send a summary of the research findings to the HR office by the end of August 2015 and in case you are interested in the general findings, contact the office.

Appendix 4: Krejcie and Morgan Table

A table for determining sample size(S) required for the given population sizes (N)

Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie and Morgan (1970) as cited by Amin, (2005)

Appendix 5: Codes for the Interviews

Codes for the interview respondents organized department by department representing respondents that were interviewed in each of the listed departments.

Department	Actual Number of Responses	Code
Finance	4	MGC F01
		MGC F02
		MGC F03
		MGC F04
Quality Control	3	MGC Q05
		MGC Q06
		MGC Q07
Canteen	3	MGC C08
		MGC C09
		MGC C10
Security	3	MGC S11
		MGC S12
		MGC S13
Maize Mill	4	MGC M14
		MGC M15
		MGC M16
		MGC M17