



**FACTORS AFFECTING STAFF TURNOVER AT KSMO-KATEERA AND KAGUMIRE
ADVOCATES IN UGANDA**

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DECLARATION

I, Juliet Kyeyune Nanyonga declare that the dissertation titled, “Factors affecting staff turnover at **KSMO-Kateera and Kagumire Advocates in Uganda**” is a result of my sole effort and has never been submitted to any Institution for any award.

Signed: _____ Date: _____

APPROVAL

The dissertation titled, “*Factors affecting staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda*” is a result of my sole effort and has never been submitted to any Institution for any award.

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2nd Supervisor

DEDICATION

I dedicate this work to God Almighty my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program. I also dedicate this work to my mum, Mrs. Joyce Kyeyune Joyce who made it possible for me to study and my class president Fredrick Etyang who was always reminding me to finish the work. Not forgetting my workmates especially Rosemary Karoro who would encourage me to finish the work and myself too for accomplishing this assignment. Thank you. My love for you all can never be quantified. God bless.

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LIST OF ABBREVIATIONS

CVI	-	Content Validity Index
DV	-	Dependent Variable
HR	-	Human Resource
IV	-	Independent Variable
KSMO	-	Kigozi Ssempala Mukasa Obonyo
SPSS	-	Statistical Package for Social Sciences
UMI	-	Uganda Management Institute

ABSTRACT

The study examined factors affecting staff turnover at **KSMO-Kateera and Kagumire Advocates in Uganda** using objectives namely to establish the effect of leadership factors on staff turnover in Uganda; to examine the effect of rewards management on staff turnover in Uganda and to determine the effect of job related factors on staff turnover in law firms in Uganda. Literature about factors and staff turnover was reviewed while the study adopted a case study design which was complemented using the qualitative and quantitative approaches. The study population was **120 out of** which a sample of **96** respondents was drawn using purposive and simple random sampling techniques. Data was collected using questionnaires and interviews. The study obtained a 97% response rate and key findings revealed a significant positive relationship existed between leadership factors (.400**), reward management factors (.684**) and job related factors (.442**) with staff turnover. For leadership factors, it can be concluded that a significant relationship existed with staff turnover. The study concludes that good leaders who form working teams tend to direct well their organizations while stringent supervision measures enhance subordinate performance and drive staff away from organizations. In addition, providing job related commissions and setting attractive basic pay incentives would reduce on staff turnover and chances of quitting any firm. From the study, it can be concluded that job related factors inclusive of work load and working relations would prevent staff from quitting involuntary or voluntary. Secondly, having an effective work load policy for staff to benefit after imputing extra efforts would make them stay highly committed to perform their duties and responsibilities. Finally, a stable work environment for staff would **strengthen** committed on jobs. Recommendations include always refer to the HR manual, review of HR manual, there is need to review the reward structures within a shorter span of time including commissions paid to staff and perform a job evaluation exercise.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Increasingly, to remain competitive in the dynamic environment, organizations have invested in attracting and retaining their human resources although workers demand to leave either voluntarily or involuntarily in one way or another (Arshadi & Shahbazi, 2013). In addition, actual turnover is dysfunctional when an employee leaves voluntarily whose valuation remains positive. Another form of actual turnover is considered functional because it leaves the organization better off; and as such, it is often referred to as “good riddance to bad rubbish”. Nonetheless, dysfunctional turnover has shown to have shown severe consequences are likely to exist with respect to turnover intention (Oluwafemi, 2010).

Furthermore, high level of turnover intention among employees, prior to, or even when it does not result in actual turnover, was found to have adverse consequences on contextual performance, work withdrawal among employees, and overall organizational performance (Abbasi et al., 2008). Based on this, chapter one presents the background of the study, statement of the problem, purpose and objectives of the study, research questions, hypotheses, significance and justification of the study, scope of the study and will close with key operational definition of terms and concepts. The study focused on factors affecting staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda

1.1 Background to the study

1.1.1 Historical background

Historically, in the early decades of the 20th century, the US saw significant labor fluctuations that were linked to the economic crisis of the 1920-30s, this also constituted the World War II boom. In addition, the low rates of the post-war era of the 40s were key events in the increase

labour turn over (Ross, 1958) While in the 1930s and 1940s the volatility in labor turnover increased and the relationships between the components of total separations shifted. The depressed labor markets of the 1930s meant that procyclical quit rates declined, but increased layoffs kept total separation rates relatively high. During World War II years, turnover again reached rates exceeding 100%, with increases in quits acting as the primary determinant. Quits and total separations declined after the war, producing much lower and less volatile turnover rates between 1950 and 1970 (Laura, 1995a). Through 1980 and 90's declines in labor turnover has been experienced and attributed to improved labor-management relations, low turnover rates can be attributed to length employment contracts would create generate wage rigidities which could result in rampant unemployment and other labor market adjustment problems Currently, there are low turnover rates in a number of organizations or firms in the US attributed to the continued improvement in the local labor laws as well as dynamic economic environments globally (Laura, 1995a).

1.1.2 Theoretical background

This study adopted the Matching Theory. The theory describes a process where humans or other organisms “distribute their behavior in relation to the rate of reinforcement for response alternatives” (Mace, 1990). The theory gives an understanding about the appearance and the termination of a work contract under uncertainty. Employees will thrive to work harder under leaders who best value their capabilities, leaders who reward employees and create good working conditions. Employers tend to fill positions so that they can maximize their benefit and stay on their jobs or work (Henneberger, 2002).

In addition, employee's productivity is not known in advance but rather appears precisely as the worker's job tenure increases (Jovanovic, 1979). The benevolence of a “match” reveals in the course of the employment relationship. Therefore younger employees launch an

experimental stage at the beginning of their professional life, where they gain experiences and diminish lack of information. In this context, job mobility can be understood as a mechanism for correcting matching failures (Henneberger & Sousa-Poza, 2002). It is upon this theory that the study will be conducted. The theory gives a hint on issues that influence employees of an organization to stay on their jobs among them is the leadership, rewards extended to staff or employees as well as the conducive working conditions thus independent variable dimensions.

1.1.3 Conceptual background

This section explores two key concepts which are factors (leadership, reward management and job related) and staff turnover. These have been defined by a number of scholars. For instance, Agnes (2012) found turnover as a rate of movement of employees in and out of an organization whereas Mobley (2010) defines turnover as the complete discontinuance of membership in an organization by the person who received monetary compensation from the organization.

In addition, Pelit, Ozturk and Arslanturk (2010) views staff turnover as “The ratio of the number of organizational members leaving an organization during the period being considered divided by average number of people in that organization during the period while Rampur (2010), defines staff turnover as the movement of employees out of the organization. The scholar goes further ahead to explain that staff turnover is the rate at which employees jump from one organization to another and this could be as a result of many factors which can emanate either from the employer or the employee.

Bilau, Ajagbe, Kigbu and Sholanke (2015), define staff turnover as the rate at which employee's leave a company and have to be replaced by new or existing staff. In addition, Long, and Ajagbe, Akintunde, Khalil Md and Suleiman (2012) define employee as the individual movement of employees across the membership boundary of organizations

whereas Takeuchi, Chen and Lepak (2009), define employee turnover as an ongoing issue in organizations because it has long been thought to detriment overall organizational efficiency and performance.

In addition, Mondy (2010) defines staff turnover as being voluntary cessation of membership of an organization by an employee of that organization while Yankeelov, Barbee, Sullivan and Antle (2008) defined turnover as a situation whereby employees exit the organization negatively in terms of costs and the capacity to deliver required service. Jacobs and Roodt (2007) understand staff turnover as a decision prevailing between an individual's approach with reference to a job to continue or leave the job whereas Boles, Madupalli, Rutherford and Wood (2007) define turnover as individual instant connection to turnover behavior.

On the other hand, factors seen as leadership, Reward management and work related factors form the dependent variable. Shpak (2014) describes leadership factors as entailing understanding a leader's abilities as well as handling of one's self which affects employees' acceptance of the leadership as much or more than anything they say. The scholar further argues that effective leaders are trusted for their knowledge and competence, so as to drive an organization forward. On reward management, Sutherland (2004) asserts that rewards form a basic element which indicate how much employees gain by dedicating their time and effort towards the achievements of set organisation objectives, therefore employers have the responsibility to designing an attractive reward package to attract and retain valuable employees while on work related factors, Shamsuzzoh and Sumon (2010) argue that, organizational uncertainty has been shown to have a high degree of high turnover. The scholars go ahead and argue that, if working situations are insufficient or the places of work have absence of important amenities such as proper lighting, furniture, restrooms and other

health and safety provisions, employees will not be willing to put up with the problem for long time.

Finally, with numerous scholars definitions about staff turnover presented above, the study plans to adopt **Pelit, Ozturk and Arslanturk's (2010)** definition of staff turnover. Staff turnover is the dependent variable and therefore the “problem” at KSMO and Kateera-Kagumire advocates. This means that the study focused on why KSMO and Kateera-Kagumire advocates’ staff quit within a specific period in a financial year. Secondly, the variable staff turnover provides gist of the study, an area of interest for this research.

1.1.4 Contextual background

From a Ugandan context, Kigozi Ssempala Mukasa Obonyo (KSMO) and Kateera- Kagumire Advocates are two private legal practice firms that were studied. The former was founded in October 2006. The Firm three (3) partners and a distinguished consultant with excellent academic and professional qualifications and vital hands-on-experience in legal practice. On the other hand, Kateera- Kagumire Advocates stretches back to the early 1903 when two British citizens, Hunter and Greig set up the first law practice in Uganda however, it was in 1984, that the firm changed its name to Kateera- Kagumire Advocates. The firms are **located** at Crested Towers and comprise a team of five partners assisted by fully qualified lawyers support staff (KSMO and Kateera- Kagumire Advocates Company Profiles, 2006).

The firm boasts of well-trained attorneys and support staff with solid professional experience, translated into ensuring that firm’s mission of providing our clients with timeouts, high quality, result oriented and efficient legal services (KSMO and Kateera - Kagumire advocates Established Staff Structure, 2013). However, a number of its legal staff have either left voluntarily or involuntary for unknown reasons. Their going away results into accumulation of work backlog (KSMO and Kateera- Kagumire Advocates Legal Records, 2007). It is based

on such historical background that the study examined the factors affecting staff turnover at **KSMO-Kateera and Kagumire Advocates in Uganda**

The firm provides a wide range of legal services consisting of corporate and commercial services including banking and finance; corporate recovery and insolvency; projects and project finance; corporate finance and capital structures; intellectual property; revenue and taxation; real estate; corporate governance and corporate restructuring; and investment agreements among others (KSMO and Kateera -Kagumire Advocates Service Catalogue, 2014).

In addition, as a corporate and commercial law firm, it focuses strongly on the needs of business supported by a solid foundation of insightful and innovative deal structuring and legal advice; a keen ability to understand business and economic imperatives; and a strong focus on achieving the best legal outcome for clients (KSMO and Kateera- Kagumire Advocated Records, 2013).

From an **Human Resource** perspective, the firm is supported by a number of well-trained attorneys and support staffs with solid professional experience, who adhere to the firm's mission of providing clients with timeouts, high quality, result oriented and efficient legal services (KSMO Established Staff Structure, 2013). The firm takes pride in the fact that the people who join the firm are best in their field with the ability to outperform the competition at every level. The firm boasts of a legal team which provides a well-balanced blend of legal disciplines and outstanding skill. It attracts a number of clients and is proud of the work they execute and resolutely dedicated to delivering excellence. The firm has five Partners, three legal assistants, seven non legal staff.

In order for the firm to retain employers, a human resource policy has been formed to retain lawyers whereby when one stays with the firm for more than three years they become a

partner to the firm. More still the HR has ensured staffs are **being paid salaries** on time and commissions are given for good performance. Furthermore the HR has ensured that lawyers further their career and skills through enabling them to attend various workshops within and outside Uganda, attend different education programs which have enabled them to carry out and execute several job roles.

However, it has been noted that time and again a number of its legal staff have either left voluntarily or involuntary for unknown reasons with them quitting hence creating work backlog and loss of experienced staff for this matter (KSMO and Kateera- Kagumire Advocates Legal Records, 2007-todate). The lawyers **are multidisciplinary in fields such as** security and banking lawyers, labor lawyers, and lawyers that specialize in intellectual property among others. It was based on such contextual information that the study examined the factors affecting staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda**

1.2 Statement of the problem

Every organization wishes to have high productivity, **low staff** turnovers and **profitability**. Managing staff turnover successfully is a must to achieve the goals **of the firm** (Shamsuzzoha & Shumon, 2010). KSMO and Kateera -Kagumire advocates have invested funds in induction and training, developing, maintaining and retaining of fresh graduates. In addition, the law firm has improved internal policies on recruitment, selection, regular appraisals and wage payment (KSMO and Kateera- Kagumire advocates Legal Records, 2007). A combination of these management preventive measures have resulted into prominence of the firm (Oryada, 2012).

The KSMO and Kateera- Kagumire human resource department has ensured that the lawyers are paid an allowance at the end of every end of the month, in addition to the commissions they get after executing good work. The partners have ensured that lawyers further career and

skills by ensuring they attend various workshops and have enabled them through study schemes to study in order to execute different job roles.

However, staff turnover remains high for instance KSMO HR Report (2014) highlights that staff turnover at KSMO advocates was at 60% per annum thus out of every 10 lawyers on contract, 6 quit before they complete their contracts. If this trend is not checked, the firms' renowned reputation is likely to drop exposing its legal staff and other registered clients to its legal competitors. This triggered by increased back-logs for instance delay in tracking legal cases among others which **would** have an overall effect on the firm's performance and reputation. It is against this background that the study examined the factors affecting staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda**

1.3 Purpose of the study

The purpose of the study is to examine the factors affecting staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda**

1.4 Specific objectives of the study

- i. To establish the effect of leadership factors on staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda.**
- ii. To determine the effect of rewards management on staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda.**
- iii. To determine the effect of job related factors on staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda.**

1.5 Research questions

- i. What is the effect of leadership on staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda?**
- ii. What is the effect of rewards management on staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda?**

iii. What is the effect of job related factors on staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda?

1.6 Hypotheses

- i. Leadership significantly affects staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda.
- ii. Rewards management significantly affects staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda.
- iii. Job related factors significantly affect staff turnover at KSMO-Kateera and Kagumire Advocates in Uganda.

1.7 Conceptual framework

The conceptual framework below reflects a research problem that was investigated at KSMO and Kateera –Kagumire Advocates in Uganda

FACTORS (IV)

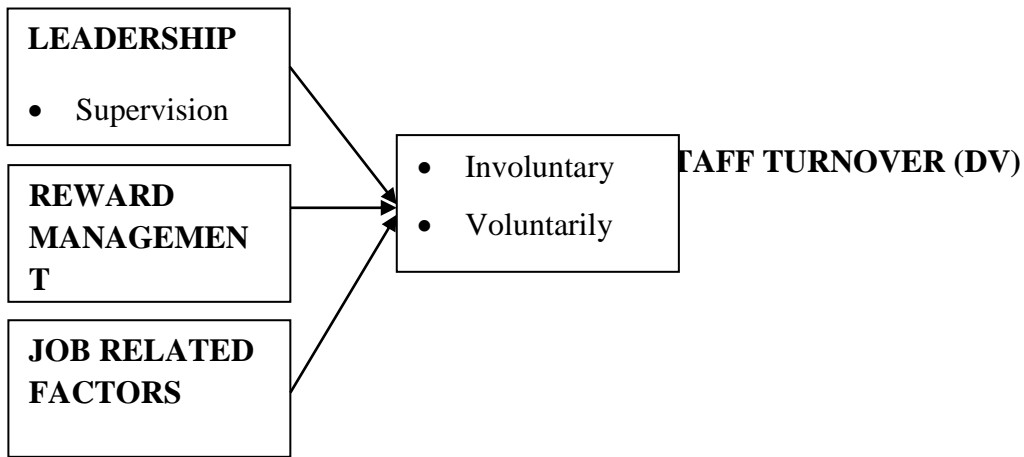


Figure 1: Conceptual framework showing the

Source: Adopted and modified from Bilau et al (2015), modified by the researcher.

The conceptual framework above describes a relationship between different factors and how they affect staff turnover within law firms in Uganda: A case study at KSMO and Kateera Kagumire Advocates. In the study, the independent variable (IV) seen to affect staff turnover constitute leadership as dimension one which is made up of two indicators namely supervision and leadership style. Independent variable dimension two is reward management and constitute expected commission and basic pay. The third independent variable dimension job related factors entail; work load and work relations. On the other hand, staff turnover, a dependent variable (DV) comprises of voluntary (whereby lawyers resign) and involuntary (where by Lawyers retire, are sacked) turnover as its key indicators. Based on figure 1 above, it is anticipated that a combination of the above factors including leadership, reward management and work related factors can relate to staff turnover **at KSMO-Kateera and Kagumire Advocates in Uganda.**

1.8 Significance of the study

The study findings may be of use to law policy makers nationally. The findings may enable them develop appropriate remedies to improving judicial retention in the Justice Ministry as well as other private practicing legal firms thereby reduce on its turnover.

It is anticipated that the study findings may highlight areas of KSMO and Kateera -Kagumire advocates management weaknesses that cause its staff to quit as well as provide suggestions on how best such gaps could be improved. This may reduce staff turnover at law firms.

Finally, it is expected that the study may inform other legal firms including KSMO and Kateera Kagumire advocates partners to adopt modern or good appropriate leadership styles capable of driving staff to better performance as they execute their responsibilities which is or believed to better improve lawyers' turnover.

1.9 Justification of the study

The following are justified statements for the planned study namely:

Many organizations have HR policies in place designed, blended and implemented to suit the objectives of such organizations. The essence is to ensure that staff are attracted and retained to contribute to the objectives of such an organization however, despite such policies, staff have continued to quit resulting into staff turnover. The intended study therefore sought to expose weaknesses in such policies and suggest ways of overcoming them in order to curb or reduce turnover within law firms.

Staff turnover intentions have drawn attention of researchers and other academia among others over the years with organizations investing resources with an intention to overcome such a dilemma. The dilemma has overstretched every manager, supervisors and other employers making their work difficult. This study may therefore provide means of how best such key stakeholders can closely work together and eliminate the issue of staff turnover.

Thirdly, a number of studies on staff over have been done and key remedies provided however the extent of implementing such staff turnover remedies still remains a personnel mystery. This study may reveal whether such remedies have been effective or not and how this has continued to affect more staff in law firms in Uganda.

1.10 Scope of the study

1.10.1 Geographical scope

The study was conducted at Crested Towers, 5th floor short tower and 9th Floor Tall tower in Kampala District. This is where KSMO and Kateera -Kagumire advocates have their head offices. The study was limited to only lawyers and some non-legal staff.

1.10.2 Content scope

The study scope was limited to the independent variable (factors affecting) and staff turnover as the dependent variable. Factors entail leadership, rewards management and job related factors while staff turnover as a dependent variable entails voluntary and involuntary turnover.

1.10.3 Time scope

The study covered a time frame between 2010 to October 2016. The choice for this period is the existence of adequate information to support the study

1.11 Key operational definitions

The following below are key operational definitions and key concepts that are frequently used during the study namely:

Factors: These refer to a number of aspects that affect the operations of KSMO and Kateera Kagumire advocates. For the case of this study namely leadership, reward management and work related factors.

Reward Management: This concept according to Price (2008) is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to any organization.

Staff Turnover: The study adopted Mondy (2010) who defined staff turnover as the voluntary cessation of membership of an organization by an employee of that organization. Staff turnover is categorized as involuntary and voluntary turnover.

Involuntary Turnover: Wells & Peachey (2010) define involuntary turnover as the situation in which the organization has undertaken the control over the employee's decision to stay or leave the organization.

Involuntary Turnover: based on Lund (2003) is defined as a process in which an employee makes a decision whether to stay on or leave the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review **section** provides a critical scholarly review of literature from a number of secondary sources in favor or against the study. The review of the related literature was done to identify gaps that the study addressed, and to give a detailed insight about the study **objectives**. The chapter is arranged starting with a review of the **adopted** theory, followed by actual literature review and **the chapter** closes with a summary of the literature reviewed.

2.1 Theoretical review

This study is premised on two main theories namely the Matching and Systems Theory. The study **was** guided by the Systems Theory as **developed** by Ludwig Von Bertalanffy in the 1960s as a forming plan that accommodates interrelationships and overlap between separate disciplines. The theory holds that different components or parts are required to combine and work as a whole to realize certain results. From the statement, law firms constitute various components that when combined to perform tasks administratively required for their survival and functioning as a whole.

The phrase means that leadership factors, reward management and work related factors are components that must combine to realize results in law firms (Von Bertalanffy, 1968). Additionally, the theory allows managers to examine patterns and events in the workplace and help them coordinate programs to work as a collective whole for the overall goal of the organization rather than an isolation. It can be suggested that the above theory has a linkage with factors as an independent variable. The General System theory has been criticized for instance it is believed that the systems approach is the name of a methodology or procedure in which problems are solved from a holistic perspective, not as bundles of small isolated problems; one argument has been that it escapes from reality and is not productive (Weyer,

1994). In addition, the Systems theory is thus a view, that emphasizes certain perspectives and relatively ignores other perspectives. It is always important to consider what the consequences are of ignoring certain perspectives.

However, much as the system exists, it can be argued that the study was guided by the Matching Theory which would explain staff turnover as the problem under investigation. The theory describes a process where humans or other organisms “Distribute their behavior in relation to the rate of reinforcement for response alternatives” (Mace, 1990). The theory gives an understanding about the appearance and the termination of work. Employees strive for those positions which match best with their capabilities that correlate with appropriate wages. Employers tend to fill positions, so that they can maximize their benefit (Henneberger, 2002). The benevolence of a “match” reveals in the course of the employment relationship. Therefore younger employees launch an experimental stage at the beginning of their professional life, where they gain experiences and diminish lack of information. In this context, job mobility can be understood as a mechanism for correcting matching failures (Henneberger & Sousa-Poza, 2002). It is upon this theory that the study was based. Both of these theories are relevant to this study in a sense that they provide a documented meaning related to why staff leave their jobs when dissatisfied with conditions they pass through.

2.2 Factors affecting staff turnover at KSMO and Kateera -Kagumire advocates

From practical perspective, actual turnover becomes dysfunctional when an employee leaves voluntarily and the organization’s valuation of such employee remains positive. Another form of actual turnover is considered functional because it leaves the organization better off; and as such, it is often referred to as “good riddance to bad rubbish”. Although dysfunctional turnover has shown to have severe adverse consequences for organizations, more pervasive and severe consequences are likely to exist with respect to turnover intention (Oluwafemi, 2010)

Further, high level of turnover intention among employees, prior to, or even when it does not result in actual turnover, was found to have adverse consequences on contextual performance, work withdrawal among employees, and overall organizational performance (Abbasi, Hollman, & Hayes, 2008). For this study, factors were categorized into leadership factors, reward management and job related factors.

2.2.1 Leadership factors and staff turnover

This dimension **explores** critically on supervision and leadership skills as key indicators. **According to** instance Marker (2007) effective leadership, lack of support, particularly from supervisors decreases employee's ability to cope with their jobs and increases the likelihood that **workers could** quit while Zimmerman (2009) **found** that management researchers have blamed bad supervision as a prime cause of high employee turnover rate.

On the other hand, Anantha **and** Arokiasamy (2013) stress that with the effect of globalization in the World, it has been touted that every organization will have to manage their employee turnover methodically. To meet the basic necessities of offering a safe environment, good pay and other benefits in an economic way is very difficult and cumbersome to an organization. Every organization wished to have high productivity, fewer turnovers and to be profitable.

In addition, Mor Barak, **Travis, Pyun and Xie** (2009), with reference to their study conducted on supervision and work force outcomes found out that a positive link existed between a worker's perception of the quality of the supervisory relationship and worker outcomes such as sense of competence, sense of personal accomplishment, organizational citizenship behavior, and job satisfaction. They further add that supervisors who interact with subordinates as professionals and encourage staff to share responsibilities for organizational vision and leadership and to continue personal and professional development increase the likelihood that a worker will remain employed within the same organization.

Similarly, Nissly, Mor Barak and Levin (2005), report that one of the key role of supervision was to provide tangible, work-related advice and instruction, provide assistance in job-related tasks, support training and learning activities, coach employees, and offer solutions to work related problems contribute to workers having higher rates of retention. Based on the above arguments, it can be noted that subordinate-supervisory interaction will always vary in one way or another with fewer staff always favored over the others. This trend of issues can only create more conflict than harmony thus a danger. It is upon this scenario that the study explored how KSMO and Kateera -Kagumire advocates had been able to handle such a situation.

Mushrush (2015) reports that there are many potential causes for turnover; to him, area economic conditions and labor market conditions affect general turnover rates and can be very difficult to manage. However, certain causes associated with turnover in any specific job or organization can be managed. These include non-competitive compensation, high stress, working conditions, monotony, poor supervision, poor fit between employee and job, inadequate training, poor communications and organization practices among others. These when handled lead employees to stay within an organization. The scholar widens the scope of turnover to a number of aspects with little emphasis of specific and common causes of labor turnover in organization. To this effect, the researcher investigated how KSMO AND Kateera -Kagumire have been able to overcome such situations hence this study.

2.2.2 Reward management and staff turnover

Reward management has been identified as basic pay, fringe benefits and commissions with a number of scholarly writing presented below for and against reward management and Lawyers turnover for instance Shoaib, Noor, Tirmizi and Bashir (2009) opine that rewards for instance basic pay given to employees by employers are important as they substantiate employees' perception of their value to the organizations that they work with hence limiting

on employees quitting or leaving. The scholars further opine that, using intrinsic rewards to increase employee commitment and retention is achievable in all organizations including KSMO and Kateera -Kagumire advocates for this case.

On the contrary, Quarles (2007) contends that many organizations do not only use fringe benefits to reward, recognize employee efforts and contributions but also as a motivational tool to improve employees productivity through performance, thereby preventing their intention to leave thus staff turnover. In addition, fringe benefits are seen to traditionally be designed to suit, attract, retain and motivate employees increase their efforts and output towards the realization of organizational goals however, the absence of fringe benefits in an organization will influence employees thought towards leaving the organization, thereby leading to employee turnover rate.

Additionally, Sutherland (2004) exhibits that rewards form basic element which indicate how much employees gain by dedicating their time and effort towards the achievements of set organization objectives, therefore employers have the responsibility to designing an attractive reward package to attract and retain valuable employees while Shechtman (2008) argued that when appropriate reward strategies are understood and embedded in the organization's culture, productive employees remain.

Okuntade (2014) described basic pay as something given in exchange for services rendered in an organization. It plays a central role in retaining and rewarding high quality employees but at the expense of the overall labor cost for any organization. Also by binding pay with retention and performance, an employer can monitor and control specific activities and level of performance. Conversely, employees need to prove their worth in order to stay longer with the organization by providing quality work or else run the risk of getting their employment terminated.

Edoghogho (2011) contended that pay has a strong determination to job satisfaction. There are basically two categories of pay linked with employee job satisfaction, one is satisfaction with pay itself and the second is the prospects of financial rewards in the future for a job well done. There is a longstanding interest of two items which are correlated with job satisfaction. When pay is not given much emphasis in an organization, higher productivity would not be achieved due to job dissatisfaction of the employee which in turn brings about turnover in the organization. The above ascertain misses the fact that employees may stay on their jobs as a result of other factors other than pay meaning that the above argument might work not all employees a gap that the researcher explored.

Lastly, Fagbenle (2004), acknowledged that fringe benefits are an indirect reward given to an employee or group of employees as a part of organizational membership which affects performance and retention of employees. At the organizational level, fringe benefits are critical in attracting, retaining and motivating the employees to contribute their best towards organizations success (Mitchel, 2007). From the above, it can be pointed that fringe benefits differ in different organization and are based on their designations. How much is paid cannot define employee performance of their ability to stay. Based on this, the researcher therefore investigated how KSMO and Kateera Kagumire Advocates and found out that the forms indeed provided fringe benefits to their staff.

2.2.3 Job related factors and staff turnover

Work related factors have been categorized into work load, and working relations with a number of scholarly writing presented below for and against reward factors and Lawyers turnover for instance Van der Meer and Ringdal (2009), argued commitment of such personnel towards their work is equally important. A committed employee performs his work diligently and beyond expectation of the management. In order to increase the commitment of its personnel, it is important for an organization to employ high-performance personnel. This

will have a multiplier effect on productivity. It will increase the productivity of the employees. The management tries to increase labor productivity by increasing the commitment of its personnel.

Shamsuzzoh and Sumon (2010) argued that organizational uncertainty has been shown to have a high degree of high turnover. The scholars go ahead and argue that, if working situations are insufficient or the place of work have absence of important accommodations such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the problem for long time while Zuber (2001) stresses that suggestions are that employees are more expected to stay when there is a expectable work environment and vice versa. Zuber adds that, the main causes of turnover are linked to salaries, working environment and safety of job. Turnover mainly gets up from discontent from job place. In opposing employee also strapped to leave job due to the disappointment in their present workplace (Shamsuzzoh & Sumon, 2010).

Lastly, Dess and Shaw (2001) point out that high turnover in an organization has been attributed to instability in the management of an organization. Employees are more inclined to stay and work when the organization is stable, its work environment is consistent while Khatri and Budhwar (2001) that is employees should fully understand about issues that affect their working atmosphere however even though several scholars have their own views, at KSMO Advocates and Kateera -Kagumire Lawyers quit due to several reasons such as lack of job satisfaction, job stress, work overload, work life imbalance, discrimination in payment of salaries, better opportunities that come up.

2.3 Summary of literature reviewed

Conclusively, it can be argued that the rate at which employees jump from one organization to another as a result of many factors which can emanate either from the employer or the employee is staff turnover (Rampur, 2010). For this particular study, factors which have

been classified are leadership factors entail supervision and leadership styles when positively adhered to can result into more staff motivation and eventual better performance by KSMO and Kateera Kagumire Advocates. This relates positively to reports that effective leadership increases support, particularly from supervisors and increases employee's ability to cope with their jobs and reduces likelihood that they will quit (Marker, 2007). However, a number of work conflicts and discrimination have been created between superior staff and supervisors demoralizing one another's ability to perform with the right mind.

Reward factors have been identified as basic pay and expected commission which are seen to motivate staff to perform much better. The statement tallies well with Shoaib et al., (2009), who opine that rewards for instance basic pay given to employees by employers are important as they substantiate employees' perception of their value to the organizations that they work with hence limiting on employees quitting or leaving. However, it has been found out that delays to pay staff are common, increment of basic pay and other allowances take longer and staff input rarely matches their remunerations thus gaps.

Lastly, job related factors forms the last independent variable dimension with aspects comprising of work load and working relations, these when in place motivate staff to stay longer within their work environment. The above can be supported by Shamsuzzoh and Sumon (2010) who argue that, organizational uncertainty has been shown to have a high degree of high turnover nonetheless, a number of factors creating working discomfort for instance increase in backlogs, absenteeism and underperformance have been found to affect the overall performance of organizations.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the study. The chapter is arranged as follows: a research design, study population, sample size, sampling techniques and procedures, data collection methods and instruments, validity and reliability, data collection procedure, data analysis and ends with measurement of variables.

3.2 Research design

This study adopted a case study design. According to Yin (2009) case studies are a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case, often a program, event, activity, process, or one or more individuals. The scholar further argues that cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Yin, 2012). The design investigated staff turnover as a contemporary phenomenon within its real-life context. The design provided a detailed insight of how staff at both KSMO and Kateera Kagumire advocates leave the firm based on multiple sources of evidence. The design was complemented with both the qualitative and quantitative approaches. The qualitative approach obtained non-numeric data especially from interviews whilst the quantitative approach dealt with numeric data that was obtained by administering the questionnaires (Amin, 2005).

3.3 Study population

The study population of 120 was used which included three partners, four legal staff, two clerks, and over 111 non legal staff (KSMO and Kateera Kagumire Advocates Legal Records

2013). The respondents above form the hierarchical structure of the Advocates and these are employees who provide or seek for services from this company.

3.4 Determination of the sample size

From a study population of 120 elements, a sample of 96 respondents was selected. This was because using a sample size, obtaining data from an entire population is practically impossible and it is difficult to examine every element in the population (Sekaran, 2003). The above sample size as been determined based on Krejcie & Morgan (1970) as cited in Amin, 2005) (See appendix III)

Table 3.1: Study population, Sample size and Techniques

Category of Population	Population Size	Sample Size	Sampling Technique
Partners	3	2	Purposive
Legal Assistants	4	3	
Clerks	2	1	
Non Legal Staff	111	90	Simple Random sampling
Total	120	96	

Source: KSMO and Kateera-Kagumire Advocate Records (2015) and determine using the Krejcie & Morgan Mathematical Table (1970)

3.5 Sampling techniques and procedures

The researcher used both purposive and simple random sampling techniques to select respondents for the study as elaborated. Purposive sampling refers to a technique in which the person who is selecting makes the sample representative, depending on his opinion or purpose, thus being the representation subjective. The technique enabled to select respondents with reliable information about the topic: The selected were partners, legal assistants and clerks.

Simple random sampling refers to a sampling techniques that allows respondents an equal chance of being selected for a given sample. Amin (2005) found that simple random sampling allows the selection of a good sample of respondents for a study. The technique was used as it is free from errors, population is equally represented and it requires least knowledge of the population participating in the study. The technique was applied to non-legal staff.

3.6 Data collection methods

The study used two data collection methods namely a questionnaire survey and interview methods as explained below.

3.6.1 Questionnaire survey method

The method was used to collect numeric data which was analyzed based on statistical procedures on factors affecting staff turnover at KSMO and Kateera -Kagumire advocates in Uganda. The method allowed the researcher to design closed ended questions on the subject matter and allowed distributing the questionnaires to the key respondents for answering and later collected. Furthermore, the method was comparatively inexpensive and easy when gathering data from a larger group of people, it reduced chances of biasness because the same questions were asked of all respondents, and the numeric responses were interpreted. This method was used on non-legal staff (KSMO and Kateera-Kagumire Advocate Records, 2015).

3.6.2 Interview method

Woods (2011) defines an interview as a conversation with a purpose. The conversation is intended to obtain non-numeric data from key interviewees. This method was used as it's useful for gaining insight and context into a topic under investigation, allow respondents to describe what is important to them and useful for gathering quotes and stories. In addition, it is useful for gathering more detailed information and deemed appropriate as vital information

yet less time to answer questionnaires (Sekaran, 2003). This method was applied to partners, legal assistants and clerks.

3.7 Data collection instruments

The study used three instruments namely self-administered questionnaire, interview guide and documentary review checklist as explained below.

3.7.1 Questionnaire

This data collection tool was designed with a number of closed ended questions on factors affecting staff turnover of law firms in Uganda. The above questions were designed based on a five item Likert scale (1-5) and provided quantified data that was descriptively and inferentially presented (Amin, 2005). The choice of this instrument is that it is filled at respondents' own convenience, it eliminates bias, less time is needed and it is less expensive or cheaper when used. Finally, the questionnaire method was applied to non-legal staff (See appendix I).

3.7.2 Interview guide

This data collection technique involved oral questioning of respondents, either individually or as a group. The researcher used a guide with designed open ended questions and answers to the questions asked during an interview was recorded in a note book and later used while reporting. Creswell (2013) argues that qualitative interviews allow a researcher to conduct face-to-face interviews with participants, telephone interviews, or engages in focus group interviews with six to eight interviewees in each group. To him, these interviews involve unstructured and generally open-ended questions that are few in number and elicit views and opinions from the participants. The instrument was used to obtain information from partners, legal assistant and clerks (See appendix II).

3.8 Data quality control

In this study, quality control ensured validity and reliability of instruments as explained below.

3.8.1 Validity

Validity has been defined by the extent to which a test measures what it claims to measure (Oso & Onen, 2008). A validity test was conducted out prior to administering questionnaires. The exercise involved the use of three raters, these were requested to rate a number of items or questions that were designed. This was done to establish whether they were capable of capturing the expected responses about the study. Content Validity Index (CVI) was calculated in order to establish the validity of the questionnaire using the formula below:

$$\text{C.V.I} = \frac{\text{Number of items rated relevant}}{\text{Total number of items (both irrelevant and relevant)}} \times 100\%$$

Table 3.2: Validity results

Variables	Rating	Validity score	Invalid questions
Rater one	24/30	0.8	6
Rate two	22/30	0.73	8
Rater three	26/30	0.866	4

Source: primary data

Based on Table 3.2 above, the validity results presented were above 0.7 as recommended by Amin (2005) and therefore the instrument was valid.

3.8.2 Reliability

Reliability is the degree to which one can expect relatively constant deviation scores of individuals across testing situations on the same, or parallel and test instruments (Zikmund,

2003). According to Sekeran (2003), a research instrument that yields consistent results across the various items when administered time and again at different point in time is seen to be reliable. To establish reliability, the researcher used internal consistency specifically cronbach Alpha was used. See results provided below

Table 3.3: Reliability results

Variables	Number of items	Reliability score
Leadership factors	6	0.750
Reward management	6	0.700
Job related factors	6	0.883
Staff turnover	6	0.719

Source: primary data

Based on Table 3.3 above, the instrument was rendered reliable as its results as presented were above 0.7 as recommended by Amin (2005).

3.9 Data collection procedures

After proposal defense, a corrected version of the proposal was presented to Uganda Management Institute, School of Civil Service Public Administration and Governance where a letter introducing the researcher to the field to collect data was issued. The letter was presented to the managing partner at KSMO and Kateera Kagumire advocates where permission was granted (Uganda Management Institute Proposal Writing Guidelines, 2015). Upon obtaining permission, the researcher deployed a trained research assistant to administer all the questionnaires.

3.10 Data analysis

Data was managed and analyzed both quantitatively and qualitatively.

3.10.1 Quantitative data analysis

The data was entered in Statistical Package for Social Sciences (SPSS) and analyzed first using descriptive statistics specifically percentages. These were presented in form of tables and figures. Additionally, inferential statistics in form of Pearson correlation were run to determine the direction and describing the association between factors affecting staff turnover at KSMO and Kateera -Kagumire advocates in Uganda (Oso & Onen, 2008). Furthermore, the regression techniques were used to determine variance that factors had on lawyers' turnover.

3.10.2 Qualitative data analysis

Upon conducting oral conversations and recording data between the interviewee and researcher. The researcher used content analysis to edit qualitative data and reorganize it into meaningful shorter sentences. The information was organized using themes and codes based on specific objectives of the study (Sekaran, 2003).

3.11 Measurement of Variables

For measurement of variables, the study used both ordinal and nominal scales. Ordinal scale was used on factors thus independent variable (leadership factors, reward management and job related factors) affecting staff turnover (dependent variable) at KSMO and Kateera - Kagumire advocates in Uganda as the variables was based on a five point Likert type scale; 5 as Strongly agree (SA), 4 as agree (A), 3 as not sure (NS), 2 as disagree (D) and 1 as strongly disagree (SD). The use of such a scale allowed obtaining numerical results. Mugenda & Mugenda (2003) assert that a Likert scale helps to measure respondents' perceptions, attitudes, and behaviors of individuals involved in the study in a given phenomenon. Lastly, a

nominal scale was used to understand the demographic characteristics of key respondents. The choice for this scale is that, it measures non numeric data.

3.12 Ethical considerations

The study or researcher ensured confidentiality of the data obtained; and learning enough about the culture of informants to ensure it is respected during the data collection process. Secondly, the researcher obtained informed consent before the study or the interview begins. Lastly, the researcher learnt enough about the culture of informants to ensure it is respected during the data collection process (Amin, 2005).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTEPRETATION OF FINDINGS

4.1 Introduction

This chapter presents, analyses and interprets the study findings in accordance with the objectives of the study. The chapter is divided into four sections. The first section highlights the response rate. The second sub section provides a description of the respondents by gender, age and category as these indicate representativeness of the sample and explains the extent of generalization of the results. The third section presents descriptive in terms of percentages, frequencies or counts and mean scores. The last section presents the inferential statistics in form of correlation results representing the relationship and strength of association between the study variables and regression that provides the variance between the study variables.

4.2 Response rate

The researcher planned to utilize a total of 96 respondents however, 93 respondents was the actual numbers reached as presented in Table 4.1.

Table 4.1: Response rate

Instrument	Sample size	Actual completed	Percentage (%)
Questionnaire	90	90	100%
Interview	6	3	50.0%
Total	96	93	97%

Source: Primary data

Table 4.1 presents quantified data which indicates that all questionnaires administered, were completed and returned constituting 100.0%, while out of 6 planned interviews, only 3 were conducted constituting 50% however, an overall response rate of 97% was obtained which according to Amin (2005) is representative of a survey population.

4.3 Bio-data of the respondents

This sub section provides a description of the respondents by gender and age which indicates a representation of the sample and explains the extent to which generalization can be made on the sample Findings about respondents' bio data is provided in the sub sections below.

Table 4.2: Gender and Age of respondents

Variables	Percentage of respondents (n=90)
Gender	
Male	53%
Female	47%
Total	100%
Age	
20 years-30years	45.6%
31 years-40years	25.6%
41 years-50years	4.4%
51 years-60years	12.2%
Above 61years	12.2%
Total	100%

Source: Primary Data

This section presents a description of the studied respondents by gender and age. The size of the sample was dominated by male respondents who were 48 (53%) and female were 42 (47%) which suggests the representativeness of respondent by gender. In addition, reliable opinions were provided by both male and female respondents.

Secondly, the sample size was dominated by respondents aged below 40 years with 64 (71.2%) while 15 (16.6%) respondents were between 41 to 60 years and 11(12.2%) respondents were above 61 years. The age representativeness of the respondents indicates representation of the different views of the respondents since different age groups are likely to have varying opinions about the issues under study.

4.4 Leadership and Staff turnover

Objective one of the study was to establish the effect of leadership on staff turnover at KSMO and Kateera -Kagumire advocates in Uganda. Leadership was measured using supervision and leadership skills from which respondents' opinions were elicited.

Table 4.3: Respondents opinion on leadership factors

Questions on leadership factors	SD (1)	D (2)	UD (3)	A (4)	SA (5)	Mean
The law firm boosts of a team of leaders solely responsible for ensuring staff or personnel related matters including turnover	2.2% (2)	6% (5)	7.8% (7)	48% (43)	36% (33)	4.11
The firm has in place stringent supervision measures upon which staff performance is judge	1% (1)	1% (1)	15% (14)	56% (50)	27% (24)	4.06
The stringent supervision measures have limited on staff quitting either involuntarily or voluntarily	2% (2)	8% (7)	23% (21)	44% (39)	23% (21)	3.78
The law firm has an autonomous team of leaders	0% (0)	1% (1)	19% (17)	49% (44)	31% (28)	4.10
Iam happy with the existing team of our leadership	3% (3)	8% (7)	9% (8)	47% (42)	33% (30)	3.99
The leadership has positively contributed to my stay at the law firm	1% (1)	6% (5)	14% (13)	49% (44)	30% (27)	4.01

Source: Primary data

For purposes of interpretation note that scores for SA and A are grouped to represent agree while D and SD scores represent respondents who disagreed. In addition, UD represents respondents whose opinion was undecided. The mean >3.00 reveals agree scores and that above < 3.00 reveals disagree.

In terms of leadership skills, the majority 84% agreed that KSMO and Kateera-Kagumire Advocates had a team of leaders who were solely responsible for ensuring staff or personnel related matters including turnover. This means that the leaders at KSMO- and Kateera-Kagumire Advocates provide adequate quality, effective supervision to the staff. To affirm the findings, one interviewee said: *“The partners were aware of whatever was going on and they ensured good leadership at the firm to avoid staff leaving the firm any time they please”*

In terms of supervision, 77% respondents agreed that KSMO and Kateera-Kagumire advocates had stringent supervision measures upon which its staff performance was judged. This explains hierarchical nature of the advocates’ structure that supports good supervision-subordinate relationship for better results. More still, 80% indicated that KMSO and Kateera-Kagumire advocates had autonomous team leaders which suggest an independent a group of persons vested with powers to lead and create a good working environment for its staff.

Finally, the majority 79% respondents agreed that the KMSO and Kateera -Kagumire advocates leadership positively contributed to staff staying at the law firm which suggests a sense of belonging for staff which makes them stay longer. To complement on the findings was an interviewee who observed that: *“The working relations with our junior and other staff is really good that it triggers good performances all time”*

In general, it can be observed that supervision had a positive link of worker’s perception of the quality of the supervisory and worker outcomes such as sense of competence, personal accomplishment and job satisfaction a situation that has prevailed at KMSO and Kateera-Kagumire Advocates

4.4.1 Correlation results for leadership factors and staff turnover

The correlation results were generated to establish whether leadership factors were related to staff turnover at KSMO and Kateera-Kagumire advocates in Uganda. The Pearson correlation

coefficient which explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 4.4 below.

Table 4.4: Correlation results for leadership and staff turnover

		leadership factors	Staff turnover
Leadership factors	Pearson Correlation	1	.400**
	Sig. (2-tailed)		.000
	N	90	90
Staff turnover	Pearson Correlation	.400**	1
	Sig. (2-tailed)	.000	
	N	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4 above comprises variables leadership factors and staff turnover, sig (2-tailed) at .000 ($p < 0.05$ at 95% confidence level) and n as **90**. The correlation value of **.400**** indicates a significant positive relationship between leadership and staff turnover meaning that a unit increase in leadership and supervision skills significantly **would affect** staff turnover at KSMO and Kateera -Kagumire advocates **in Uganda**.

4.4.2 Regression results for leadership factors and staff turnover

The coefficient of determination or regression technique was used to determine the variance that leadership factors had on staff turnover at KSMO and Kateera -Kagumire advocates **in Uganda** with results obtained presented in Table 4.5 below.

Table 4.5: Regression results for leadership factors and staff turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400^a	.160	.151	.54483

a. predictors: (constant), leadership factors

Source: Primary data

Table 4.5 comprises the model summary with R as .400, R² as .160, adjusted R² as .151 and standard estimate of error as .54483. The R² value obtained of .160 revealed a 16.0% variance that leadership factors had on staff turnover while the remaining percentage of 84% was attributed to other factors therefore, hypothesis one that leadership significantly affects staff turnover at KSMO and Kateera -Kagumire advocates **in Uganda**.

4.5 Rewards management factors and Staff turnover

The second objective of the study was to examine the effect of rewards management on staff turnover at KSMO and Kateera -Kagumire advocates **in Uganda**. Rewards management was measured using expected commissions and basic pay as indicated in Table 4.6 below

Table 4.6: Respondents opinion on reward management factors

Questions on rewards management factors	SD (1)	D (2)	UD (3)	A (4)	SA (5)	Mean
The law firms has in place a good reward management system that tends to limit staff from quitting	6% (5)	7% (7)	11% (10)	46% (41)	30% (27)	3.87
The reward management system constitutes of expected commissions which makes staff to stay	7% (6)	6% (6)	18% (16)	36% (32)	33% (30)	3.82
The staff are rewarded appropriately which has reduced on their chances to quit or leave	4% (4)	6% (6)	12% (11)	44% (39)	33% (30)	3.94
The expected commissions are attractive enough to lure law firm staff from quitting	4% (4)	8% (7)	17% (15)	50% (45)	21% (19)	3.76
Basic pay is one of the components that constitutes reward management and motivates staff to stay longer on their law firm job	2% (2)	7% (6)	19% (17)	43% (39)	29% (26)	3.90
The basic pay is attractive which reduces on their chances of quitting the firm	7% (6)	7% (6)	8% (8)	52% (47)	26% (23)	3.83

Source: Primary Data

For purposes of interpretation note that scores for SA and A are grouped to represent agree while D and SD scores represent respondents who disagreed. In addition, UD represents respondents whose opinion was undecided. The mean > 3.00 reveals agree scores and that above < 3.00 reveals disagree.

Quantified findings obtained included a mean of 3.87 and an agreed score of 76% which suggests that KSMO and Kateera-Kagumire advocates have good reward management system that limit their staff from quitting. Further to note, the majority respondents 69% agreed that the reward management system constitutes commissions which make its staff to stay however 13% disagreed and 18% were undecided. The results suggest good payment systems for the law firms. To further affirm the findings was an interviewee who pointed out that, *“One of our partners was amused that despite the reward system in place for staff, staff turnover still existed”*

Further to note, 71% who agreed that expected commissions were attractive enough to lure law firm staff from quitting. When asked if KMSO and Kateera- Kagumire advocates’ staff were rewarded appropriately to reduce quitting, 77% agreed which suggests that both law firms give attractive remunerations and the reward policies provide commission to staff who undertake their obligations appropriately. *“It looks like staffs are not contented with our packages. They get commissions which may seem inadequate to their needs which drives them to quit”* said an interviewee.

Finally, mean=3.90 and 72% reveal that majority respondents agree that basic pay was a major components that constituted reward management and motivated them to stay longer. In addition, majority 78% respondents agreed that the basic pay was attractive. This is because to remain competitive in the legal sector, KSMO and Kateera- Kagumire advocates provide attractive packages to their staff. To complement on the above findings one interviewee observed that:

“Over its establishment, KSMO and Kateera -Kagumire advocates have always provided an attractive remuneration package to its staff to create stability in its operations since quiet a number of legal

entities are there to compete for competent staff. This has led to reduced staff turnover”.

4.5.1 Correlation results for rewards management factors and staff turnover

The correlation results were generated to establish whether reward management factors were related to staff turnover at KSMO and Kateera-Kagumire advocates in Uganda. The Pearson correlation coefficient which explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 4.7 below.

Table 4.7: Correlation results for rewards management and staff turnover

		Rewards management	Staff turnover
Rewards management	Pearson Correlation	1	.684**
	Sig. (2-tailed)		.000
	N	90	90
Staff turnover	Pearson Correlation	.684**	1
	Sig. (2-tailed)	.000	
	N	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

Table 4.7 above comprises variables reward management factors and staff turnover, sig (2-tailed) at .000 (p<0.05 at 95% confidence level) and n as 90. The correlation value of .684** indicates a significant positive relationship between reward management factors and staff turnover meaning that a unit increase in basic pay and commissions would significantly affect staff turnover at KSMO and Kateera -Kagumire advocates in Uganda.

4.5.2 Regression results for reward management factors and staff turnover

The coefficient of determination technique was used to determine the variance that reward management factors explained on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda. The results obtained are presented in Table 4.8 below.

Table 4.8: Regression results for reward management factors and staff turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.467	.461	.43398

a. predictors: (constant), leadership factors

Source: Primary Data

Table 4.8 comprises the model summary with R as **.684**, R² as **.467**, adjusted R² as **.461** and standard estimate of error as **.43398**. The R² value obtained of **.467** revealed 46.7% variances that reward management factors explained in staff turnover **at KSMO and Kateera- Kagumire advocates in Uganda** while the remaining percentage of 53.3% was attributed to other factors therefore, hypothesis two statement that rewards management significantly affects staff turnover **at KSMO and Kateera- Kagumire advocates in Uganda** was upheld hence suggesting a significant positive relationship between the variables.

4.6 Job related factors and staff turnover

The third objective of the study was to examine the effect of job related on staff turnover at **KSMO and Kateera -Kagumire advocates in Uganda**. Job related factors were measured using work load and work relations. Presented in Table 4.9 below are respondents' opinions about job related factors.

Table 4.9: Respondents' opinion about job related factors

Questions on Job Related Factors	SD (1)	D (2)	UD (3)	A (4)	SA (5)	Mean
Work load and working relations are two job related factors that have reduced on the chances of staff quitting involuntary or voluntary	8% (7)	12% (11)	35% (32)	26% (23)	19% (17)	4.11
The law firm boosts an effective work load policy upon which staff are compensated	6% (5)	18% (16)	24% (22)	43% (39)	9% (8)	4.06
Workload is closely monitored, paid in accordance to any additional tasks that a staff executes beyond set working hours. This has reduced on the chances of its staff to quit	9% (8)	12% (11)	26% (23)	42% (38)	11% (10)	3.78
I am highly committed to perform my duties and responsibilities with the intent that I will be paid for the extra work.	7% (7)	16% (14)	36% (32)	29% (26)	12% (11)	4.10
There is a conducive work environment at the firm for staff to perform their duties and responsibilities	10% (9)	13% (12)	30% (27)	32% (29)	14% (13)	3.99
The work environment at the law firm has created good working relations among staff	12% (11)	17% (15)	17% (15)	29% (26)	25% (23)	4.01

Source: primary data

For purposes of interpretation note that scores for SA and A are grouped to represent agree while D and SD scores represent respondents who disagreed. In addition, UD represents respondents whose opinion was undecided. The mean > 3.00 reveals agree scores and that above < 3.00 reveals disagree.

Majority respondents 45% respondents agree that work load and working relations are two job related factors that have reduced chances of staff quitting involuntary or voluntary. The

findings suggest that KSMO and Kateera- Kagumire advocates **compensate staff for their** extra effort after official working hours.

Further still, 52% respondents agreed that the law firms boosted an effective work load policy upon which staffs are compensated however, 24% respondents were undecided and 22% disagreed respectively. Similarly, 53% respondents agreed that workload is closely monitored, paid in accordance to any additional or extra tasks that a staff executes beyond set working hours. **The findings suggest the availability** of effective work load policies that reward staff for their extra efforts. Additionally, one key informant pointed out that: *“Staff are managed with the help of policies as stipulated in the manuals. These have a direct effort on their expected performance”*

Further to note, mean=3.99, 41% agreed that they are highly committed to perform their duties and responsibilities with the intent that they will be paid for the extra work. This explains the attractiveness of KSMO and Kateera- Kagumire advocates jobs that staff performance in expectation of being rewarded.

Finally, 46% respondents agreed that KSMO and Kateera -Kagumire advocates have good work environments for their staff to perform duties and responsibilities. Similarly, 54% agreed that the work environment at KSMO and Kateera- Kagumire advocates fosters good working relations. This suggests furnished offices, good ventilation and lighting systems among others for non- legal staff to work.

4.6.1 Correlation results for Job related factors and staff turnover

The correlation results were generated to establish whether job related factors were related to staff turnover at KSMO and Kateera-Kagumire advocates in Uganda. The Pearson correlation coefficient which explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 4.10 below.

Table 4.10: Correlation results for job related factors and staff turnover

		Job related factors	Staff turnover
Job related factors	Pearson Correlation	1	. 442**
	Sig. (2-tailed)		.000
	N	90	90
Staff turnover	Pearson Correlation	. 442**	1
	Sig. (2-tailed)	.000	
	N	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

Table 4.10 above comprises variables job related factors and staff turnover, sig (2-tailed) at .000 ($p < 0.05$ at 95% confidence level) and n as **90**. The correlation value of .442** indicates a significant positive relationship between job related factors and staff turnover suggesting that provision of work load and creating better work relations would significantly affect staff turnover at KSMO and Kateera -Kagumire advocates in Uganda.

4.6.2 Regression results for job related factors and staff turnover

The coefficient of determination or regression was used to determine the variance that job related factors had on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda.

The results obtained are presented in Table 4.11 below.

Table 4.11: Regression results for leadership factors and staff turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 ^a	.195	.186	.67273

a. predictors: (constant), leadership factors

Source: Primary data

Table 4.11 comprises the model summary with R as .422, R² as .195, adjusted R² as .186 and standard estimate of error as .67273. The R² value obtained of .195 revealed a 19.5% variance that leadership factors explained on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda while the remaining percentage of 80.5% was attributed to other factors therefore, hypothesis three statement that job related factors significantly affect staff turnover at KSMO and Kateera- Kagumire advocates in Uganda.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents the summary, discussion, conclusions and recommendations of the study. It goes ahead and provides the limitations and areas for further study in line with the objectives of the study.

5.1 Summary of findings

This section provides the summary of the findings in accordance with the objectives of the study.

5.1.1 Leadership factors and Staff turnover

Objective one of the study was to establish the effect of leadership factors on staff turnover **at KSMO and Kateera- Kagumire advocates in Uganda**. The descriptive statistics on leadership factors revealed team's leaders fighting off staff turnover, ensuring stringent supervision measures for staff and the leadership influencing staff to stay. In addition, the study summarizes that a significant positive relationship existed between leadership factors and staff turnover.

5.1.2 Reward management factors and Staff turnover

The second objective of the study was to determine the effect of rewards management on staff turnover **at KSMO and Kateera- Kagumire advocates in Uganda**. Descriptive findings on rewards management factors and staff turnover indicate both firms had attractive reward management systems including commission. Finally, reward management factors and staff turnover are two inseparable variables.

5.1.3 Job related factors and staff turnover

Objective three of the study was to determine the effect of job related factors on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda. Descriptive statistics on job related factors indicated that frequent work load causes staff to quit, some staff exhibited less commitment to work and a conducive work environment exists at the firms therefore a significant positive relationship existed between job related factors and staff turnover.

5.2 Discussion of findings

This section provides the summary of the findings on the factors affecting staff turnover and it is laid in accordance with the objectives of the study.

5.2.1 Leadership factors and Staff turnover at KSMO and Kateera-Kagumire advocates

The study first objective was to establish the effect of leadership factors on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda. In addition, study findings revealed that leadership factors were seen to affect staff turnover, however from a positive perspective with the correlation score of .400** significantly indicating a positive association between the variables. In addition, the study established that a change in leadership and use of good supervision skills would make more staff stay hence less staff turnover at KSMO and Kateera -Kagumire advocates in Uganda.

To start, the study found out that KSMO and Kateera- Kagumire advocates boost teams of leaders responsible for personal related matters. The findings concur with Marker (2007) who accorded that effective leadership: lack of support, particularly from supervisors decreases employee's ability to cope with their jobs and increases the likelihood that they will quit. Further to add, Zimmerman (2009) argues that management researchers have blamed bad supervision as a prime cause of high employee turnover rate. The issue of personnel management is very critical to the survival of an organization.

Secondly, skilled, talented, competent and qualified personnel are able to perform assigned tasks which led to the accomplishment of an organization's goals or set objectives however, respondents who either were not sure or disagreed explains prevailing gaps in the team of leaders that oversee personnel issues at the advocate firm. One of the common gap being the inability of such leaders to follow the clearly stipulated HR rules and regulation governing the advocates. The rules and regulations are time and again influenced by the leadership which translates to pockets of personnel discrimination emerging under such situations. Such discrimination has resulted into some staff being demoralized and therefore their ability to fully execute their assigned duties hence expressing intent to quit the firm. This is a gap that should be mitigated at the earliest if the firm intends to remain outstanding in the legal business.

In another context, many respondents agreed that KSMO and Kateera -Kagumire advocates have stringent supervision measures upon which staff performance is judge. The findings concur with Nissly et al. (2005) who stress that, one of the key role of supervision was to provide tangible, work-related advice and instruction, provide assistance in job-related tasks, support training and learning activities, coach employees, and offer solutions to work related problems contribute to workers having higher rates of retention. The essence of stringent HR measures is to ensure that performance gaps are controlled. To add in a work environment when supervisors are able to oversee what subordinates are expected to do and what they eventually do is important. At this point, it is easier to tell where employees are contributing positively or negatively to the objectives of an organization. To argue, some respondents who disagreed or were not sure were still not convinced about the stringent supervision which explains laxity or favour gaps. Such laxity gaps may be attributed to the prevailing obsolete or out dated supervision guidelines upon which leaders refer while exerting administrative powers on subordinates to perform hence explains intent to quit by some staff.

5.2.2 Rewards management factors and Staff turnover

Reward management factors in this study were explained using basic pay, fringe benefits and commissions. Further to note, the study established that reward management factors affected staff turnover at KSMO and Kateera-Kagumire advocates in Uganda thus with a positive effect. The effect highlights a significant positive strength of association and direction between the variables. From the findings, it was observed that a unit increase in basic pay and commissions provided to staff as rewards significantly affected staff turnover at the advocates.

These factors were found to have an effect on the staying or quitting of staff at KSMO and Kateera- Kagumire advocates in Uganda. To further support the statement, many of the respondents in the study agreed that the law firm had place a good reward management system that limits many staff from quitting. The statement is a reflection of Shoaib et al. (2009), who opine that rewards for instance basic pay given to employees by employers are important as they substantiate employees' perception of their value to the organizations that they work with hence limiting on employees quitting or leaving. The scholars further opine that, using intrinsic rewards to increase employee commitment and retention is achievable in all organizations. To the researcher, the presence of rewards for instance salary and fringe benefits among others helps to attract, retain and motivate hired employees which therefore increases their efforts to realize organizational goals however, some respondents seemed to differ from those who agreed citing weaknesses in the way the reward systems are structured, delays in pay and the duration that KSMO and Kateera- Kagumire advocates take to review its reward system. These two issues were key in explain more legal employees quitting the advocate hence a gap that needs to be neutralized.

Lastly, it was found out that KSMO and Kateera -Kagumire advocates staff were rewarded appropriately which has reduced on their chances to quit or leave. The above findings are in line with Sutherland (2004) who exhibits that rewards form basic element which indicate how much employees gain by dedicating their time and effort towards the achievements of set organization objectives, therefore employers have the responsibility to designing an attractive reward package to attract and retain valuable employees. Furthermore, Shechtman (2008) argues that when appropriate reward strategies are understood and embedded in the organization's culture, productive employees remain. However, as indicated by respondents who disagreed, in certain situations a KSMO and Kateera- Kagumire advocates staff may land a mega legal business deal that is paying however, since the commissions are obsolete, they tend to earn less compared with what has been paid, such a mismatch in commissions explains the intent to quit by staff and therefore a gap that needs to be addressed.

5.2.3 Job related factors and staff turnover

Job related factors were found to affect staff turnover at KSMO and Kateera- Kagumire advocates in Uganda. Job related factors were classified into work load and working relations as key indicators. The correlation score obtained of .442** suggested a significant positive relationship between job related factors and staff turnover. Further to note, the positive association meant that provision of work load and creating better work relations would significantly affect staff turnover at KSMO and Kateera -Kagumire advocates in Uganda.

Several questions were asked as respondents provided their opinions about their study for instance respondents indicated that they were highly committed to perform their duties and responsibilities with the intent that they would be paid for the extra work. The findings are a complementary from Van der Meer & Ringdal (2009), who argue that commitment of personnel towards their work is equally important as committed employees tend to perform

their work diligently and beyond expectation of their management. The scholars further add that to increase employees' commitment was important that organizations employed high-performance personnel. The fact is higher performing employees have a multiplier effect on expected productivity and it's therefore important that organization continue to hire committed employees to realize better results.

The issue of being self-motivated and therefore committed to a job is very important to one's career growth. Employees who are motivated to work have less stress; they are always organized and appreciate the value of time as a resource. They are able to form good working teams and always exhibit their skills and are competent towards realized or accomplishing set goals nevertheless, it can be argued that some respondents disagreed to the fact that highly committed to perform their duties and responsibilities with the intent that they would be paid for the extra work. The real issue here is that some employee have time and again vest much more time in working to reduce on their backlog only to be frustrated by the obsolete internal HR policies embedded in an outdated HR manual. This has seen many employees quit work to such unwelcoming prey of organization politics.

Conclusively, many respondents agreed that KSMO and Kateera -Kagumire advocates had created good work environment for staff to operate or perform their duties and responsibilities. The issue of such an environment is in line with Zuber (2001) who stresses that employees are more expected to stay when there is a expectable work environment and vice versa. Zuber adds that, the main causes of turnover are linked to salaries, working environment and safety of job. Turnover mainly gets up from discontent from job place. In opposing employee also strapped to leave job due to the disappointment in their present workplace (Shamsuzzoh & Sumon, 2010). When an organization creates a stable working environment for its employees, they are able to realize better output in terms of work. These employees adhere to the guidelines and observe rules as set by the organization hence

embracing the culture and working environment of such an organization however, the fraction of respondents who disagreed creates a loophole in work operations and it explains why some staffs are unhappy and demoralized to work. In addition, the situation explains pockets of employee hire and fire, expected dismissal given the advocate is a private legal business among other work related threats. Some of such imbalances have created a sense of fear and cause for unstable working hence turnover.

5.3 Conclusion of findings

This section provides conclusions about the study however based on the specific objectives

5.3.1 Leadership factors and Staff turnover

The study established the effect of leadership factors on staff turnover at KSMO and Kateera -Kagumire Advocates at KSMO and Kateera- Kagumire advocates in Uganda. The study, established a significant positive effect of leadership factors on staff turnover where good leadership and exhibition of supervision skills would retain staff within the law firms.

5.3.2 Rewards management factors and Staff turnover

The study determined the effect of rewards management on staff turnover at KSMO and Kateera- Kagumire advocates in Uganda and therefore, it can be concluded that good reward management system and job related commissions would reduce staff from quitting the laws firms.

5.3.3 Job related factors and staff turnover

The study determined the effect of job related factors on staff turnover at KSMO and Kateera-Kagumire Advocates in Uganda. From the study, it can be concluded that having an effective work load and work relations would lessen job pressure from staffs.

5.4 Recommendation of the findings

The study on factors affecting staff turnover came up with recommendations which are presented below in accordance of objectives.

5.4.1 Leadership factors and Staff turnover

Leadership factors and staff turnover findings were found to relate with one another and were gaps identified. The following are the recommendations namely:

- 1) The KSMO and Kateera- Kagumire advocates' leadership could strengthen the use of the HR manual and reduce challenges for instance personnel discrepancies that may occur as a result of influence by its leaders.
- 2) In light of the above discussion held on stringent supervision under leadership factors, the study recommends that KSMO and Kateera- Kagumire advocates' leadership through its HR department considers reviewing the Human Resource (HR) manual including updating the role of supervisors. The update will be critical to the aligning of HR tasks well

5.4.2 Rewards management factors and Staff turnover

The study on reward management factors and staff turnover as key study variables revealed deficiencies. The recommendations are namely:

- 1) There is need for management of KSMO and Kateera- Kagumire advocates' to review the reward structures and consider short span of time say annual if the organization has a stable financial muscle. This is likely to reduce reward discrepancies that may occur.
- 2) Based on the above issues, the study recommends that KSMO and Kateera- Kagumire advocates' management liaises with its legal and HR team to forge a way on how best to review commissions paid to cater for uncertainties like if staffs get a high earning workload. This is intended to curb any ill feeling that staff may develop when they realize

a mismatch between what a client pays and what they have been paid since this would pave a way for more clients quitting or considering taking the business to another competitor.

5.4.3 Job related factors and staff turnover

The **investigation** on factors affecting staff turnover **enables to come up** with recommendations. **These are as follows;**

- 1) **The management of KSMO and Kateera -Kagumire** advocates management **could** consider reviewing the existing clauses on work load and better employee working relations in the HR manual. This will ensure that employees are equally considered for and paid benefits thus turnover **could** be reduced accordingly.
- 2) KSMO and Kateera- Kagumire advocates' management with its HR **could** consider budgeting for funds and **implementing** the job evaluation exercise. The exercise will elicit all required personnel information (challenges) and avail remedies. This is likely to **reduce** a number of gaps that cripple the advocate staff turnover inclusive.

5.5 Limitations of the findings

The study encountered a number of limitations that affected the generalization of results namely despite having a 96% response rate for the questionnaires (4% short fall), only 50% response rate for the interviews (50% short fall). The two short falls amount to 54% information reduction and hence a gap however several pleas were made to collect data therefore based on this, the study findings would not be generalized.

Secondly, it is worth noting that the study was confined to only KSMO and Kateera-Kagumire advocates among other law firms therefore what transpires elsewhere say Sempebwa & Company advocates in terms of factors affecting staff turnover may differ with that of the study area hence results would not be generalized.

Finally, the content scope for the study was on factors specifically leadership, reward management factors and job-related factors however, it can be noted that factors are far way many therefore the study findings could not be generalized for that matter.

5.5 Area for further study

The following are areas identified for further study namely:

- To conduct a comparative study on the effect of HR policies on staff turnover of selected private legal entities in Uganda
- Its recommended that a study be conducted to establish the effect of reward management on performance of newly recruited staff in private legal entities in Uganda

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Appendix I: Questionnaire

Questionnaire for Non-legal staff and registered clients

Dear Respondent,

I am a student pursuing a Masters in Management Studies (MMSPAM) of Uganda Management Institute (UMI). My Topic is on “Factors affecting Staff Turnover of Law Firms”. The purpose of this note is to inform you that you have been selected as one of the respondents for this study. Kindly spare some minutes and provide answers to the questions below. The study is purely academic and will be treated with utmost privacy.

Thank you

Juliet Kyeyune Nanyonga

PART A:
BIO-DATA FOR THE RESPONDENTS

Please indicate your choice of answer by show of a tick

1. Gender of respondents

Male Female

2. Age of respondents

1. 20 years - 30 s s 2. 31 years -40 years 3. -41 - 50 years
4. 51 – 60 years 5. Above 61 years of Age

3. Category of respondent

Non-Legal staff Registered Client

PART B:
FACTORS AFFECTING STAFF TURNOVER OF LAW FIRMS

The questions are designed based on a five item Likert scale. Please choose the most appropriate answers using a tick. Options range from **5 for (SA)-Strongly Agree**, **4 for (A)-Agree**, **3 for (UD) –Undecided**, **2 for (D) -Disagree** and **1 for (SD) -Strongly Disagree**

	LEADERSHIP FACTORS	SA	A	UD	D	SD
		5	4	3	2	1
1	The law firm boasts of a team of leaders solely responsible for ensuring staff or personnel related matters including turnover					
2	The firm has in place stringent supervision measures upon which staff performance is judge					
3	The stringent supervision measures have limited on staff quitting either involuntarily or voluntarily					
4	The law firm has an autonomous team of leaders					
5	I am happy with the existing team of our leadership					
6	The leadership has positively contributed to my stay at the law firm					
	REWARD MANAGEMENT FACTORS					
7	The law firm has in place a good reward management system that tends to limit staff from quitting					
8	The reward management system constitutes of expected commissions which makes staff to stay					

9	Staff are rewarded appropriately which has reduced on their chances to quit or leave					
10	The expected commissions are attractive enough to lure law firm staff from quitting					
11	Basic pay is one of the components that constitutes reward management and motivates staff to stay longer on their law firm job					
12	The basic pay is attractive which reduces on their chances of quitting the firm					
	JOB RELATED FACTORS	SA 5	A 4	UD 3	D 2	SD 1
13	Work load and working relations are two job related factors that have increased on the chances of staff quitting involuntary or voluntary					
14	The law firm boosts an effective work load policy upon which staff are compensated					
15	Workload is closing monitored, paid in accordance to any additional or extra tasks that a staff executes beyond set working hours. This has reduced on the chances of its staff to quit					
16	I am highly committed to perform my duties and responsibilities with the intent that I will be paid for the extra work.					
17	There is a conducive work environment at the firm for staff to perform their duties and responsibilities					
18	The work environment at the law firm has created good working relations among staff					
	STAFF TURNOVER	SA 5	A 4	UD 3	D 2	SD 1
19	I understand the concept of staff turnover in line with KSMO					
20	I always exhibit willingness to quit the firm					
21	Quitting at the law firm is either voluntary or involuntary					
22	The number of staff who voluntary or involuntary quit the law firm is overwhelming					
23	As staff quit my law firm operations or services are negatively affected					
24	A number of leadership, reward management and job related factors have contributed to staff quitting the firm					

Appendix II: Interview Guide

Interview Guide for Partners, Legal Assistants and Clerks

Please indicate your choice of answer by show of a tick

1. Gender of respondents.....

2. Age of respondents

1. 20 years - 30 years 2. 31 years – years . 41 – 50 years
4. 51 – 60 years 5. Above 61 y of Age

3. Category of Respondent

Partners Legal Aant Clerks

Questions on Leadership Factors

How do you ensure good leadership qualities at the law firm?

Please elaborate about your ability to exhibit supervision quality skills to your subordinates

What is your view about a leader failing to adhere to exhibit quality supervision skills and its impact of employees within the firm?

Reward Management

Comment about KSMO's remuneration package and its importance to staff

How are the commissions paid to them (staff)?

Are they rewarded appropriately if yes/no. Why?

How competitive is your basic pay in accordance to other law firms?

Job related factors

Comment about work load and working relations in relation to staff expectations in your Law firm

The law firm boosts an effective work load policy upon which staff are compensated

How is Workload affecting the performance of the firm? How have you been able to resolve it?

How are the work relations at your firm?, How do you relate with subordinates at the law firm?

Staff turnover

Generally comment about staff turnover at your law firm

How is staff turnover mitigated at the law firm?

Appendix III: Krejcie& Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384