**THE EFFECT OF MOTIVATION ON STAFF TURNOVER IN KAMPALA CAPITAL CITY AUTHORITY**

**BY**

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# 

# DECLARATION

I*,* Mary Mpuuna, hereby declare that, this is my original work and has not been presented to any university or institutions of higher learning for any academic award. I have acknowledged secondary sources of information wherever I used them in this work.

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# APPROVAL

This dissertation has been written under our supervision and has been submitted for the award of the degree of a Master’s in Public Administration with our approval as Uganda Management Institute supervisors.

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# LIST OF ACRONYMS

ACODE Agency for Coalition of Development

CVI Content Validity Index

FY Financial Year

HR Human Resource

HRD Human Resource Development

HRM Human Resource Management

KCC Kampala City Council

KCCA Kampala Capital City Authority

MoLG Ministry of Local Government

NGOs Non-government Organization

SAQ Self-Administered Questionnaire

SPSS Statistical Package of Social Scientists

# ABSTRACT

The study examined the effect of motivation on staff turnover at KCCA. The independent variable was motivation while the dependent variable was staff turnover. The general objective of the study was to determine the relationship between motivation and staff turnover at KCCA. The study was guided by the following objectives; to examine the effect of compensation on staff turnover in Kampala Capital City Authority, to assess the effect of welfare programs on staff turnover in Kampala Capital City Authority and to investigate the effect of career development programs on staff turnover in Kampala Capital City Authority. The researcher adopted to use both descriptive and analytical research, which involved the collection of data from the KCCA staff using both qualitative and quantitative approaches. Thematic analysis was used to analyze qualitative data. Data was collected using questionnaires and an interview guide. The study population consisted of 160 participants. A sample size of 130 respondents was selected using simple random technique was used for all the respondents except for the Management officials and supervisors who were selected purposively. The Findings revealed that compensation has a significant negative effect on staff turnover in Kampala Capital City Authority (-.448), welfare programs have a significant negative effect on staff turnover in Kampala Capital City Authority (-.567) and career development programs have a significant negative effect on staff turnover in Kampala Capital City Authority (-.500). It was concluded that the lower the motivation, the higher the staff turnover at KCCA. It was recommended that KCCA management should improve on welfare programs, financial benefits and employee advancement to reduce on employee turnover.

# CHAPTER ONE

# INTRODUCTION

# 1.1 Introduction

Today, many organizations have functional competitive human resource management departments and one of the key functions of human resource department in the public sector is mainly with the problems of motivation and staff turnover being very crucial to overall organization’s performance. This study investigated the effect of motivation on staff turnover in Kampala Capital City Authority (KCCA) in Uganda. Human resource is a core in any organization therefore the quality and quantity of the employees is mainly determined by the level of the workers´ motivation in order for them to remain relevant and productive to the organization (Al-Aamri 2018). This study investigated the effect of motivation on staff turnover in Kampala Capital City Authority. Motivation was regarded as the independent variable while staff turnover was regarded as the dependent variable. Motivation was conceptualized to mean compensation, welfare programs and capacity development programs. On the other hand, staff turnover was measured using voluntary resignation, early retirement, absconding from duty and transfer of services. This chapter is therefore comprised of the study background, problem statement, purpose of the study, research objectives and questions, study hypotheses, the figure of conceptual framework, study significances, study justification, study scope and definition of key terms.

# 1.2 Background of the study

The background to this study is presented in four perspectives namely; the historical perspective which explains the origins of motivation and staff turnover; theoretical perspective which unfolds the theory used to guide the research; conceptual perspective containing the independent and dependent variables in the study topic and contextual perspective that covers information concerning the area of study in relation to the research problem.

## 1.2.1 Historical background

Lawler (2013) asserts that back in 1980s, there was no need for a human resource department in government institutions since only the major department in charge of human capital was administration department. Chipunza and Samuel (2009) state that not only the governments but also the private sector is encountering problems in keeping skilled employees. Executive directors in the government sector admit the fact that retaining vital employees of the organization is the most difficult tasks of their job. In most cases, when employees move, the join competing organisations carrying with them the knowledge and trade secrets from the previous employers. This results into a very serious situation for the former bosses. Such situation calls for management to identify the reason(s) for their leaving. Once this reason has been detected, management can then seek for means of retaining vital employees for a much longer period of time.

However, with time, modernization and technology in the 1990s led to the need for more people to work in organizations. The government institutions expanded in their service delivery hence a need for organizations to engage all resources for like human, physical and financial resources to yield the results. In order to have success and maintain it, every organization must obtain unusual abilities and constant efforts from its employees and people. Rao (2008) states that when employees work extraordinarily and do their work with passion, zeal and high commitment the business will grow considerably and continuously.

Motivation is a strong requirement to be noted as one of the reasons that cause employees to leave organization so that the right remedy can be taken on by the management to cut on indirect and indirect expenses encountered on the employees’ turnover (Ongori, 2007). If attention is not paid to the issue of retaining committed employees the survival of the organisations can be at stake. Many organizations conduct research to find out the resulte of different HR practices to lessen employee turnover. Carrying out this research aids the organizations to create a conducive positive environment that promotes employee retention. Examples of such practices include providing reasonable remuneration (apart from salary and fixed bonuses) to the workers that reflect performance, recognizing and appreciating efforts and contributions of workers, making the work of employees adequately challenging and interesting, and providing openings for training and exciting career. Such HR practices can help the employees to make a decision on whether to stay in the organization or not (Chew and Chan, 2008).

Today, labour turnover in the government sector maybe increasing due to discriminations in salaries and wages, segregation in bonus schemes and no benefits, no job security in cases where contracts are awarded, casual staff schemes and probation then termination after instead of a permanent contract, and no more to grow in the organization even when one has career development and experienced but cannot be promoted in the higher positions because of the nature of the HR structure. (Human Resource report, 2005).

In Uganda, since 1980, public sector organizations have been trying to put a good working environment and follow proper motivating systems for their employees (NGO Forum, 2016). With the introduction of the Public Service Reform Programme (PSRP), benefits like the rewards and recognition scheme for all employees who were working in public service were introduced to reduce on the high employee turnover. Other rewards mechanisms include those that come as honors from the head of state, the award acquired from minister of public service, the award provided by minister of local government, certificate of recognition, letters of employee recognition or work commendation letters, increasing budget allocations to the department, work bonuses, coupons for dinners and entertainment (Musoke, 2015).

With the introduction of the reward scheme in Public Service and KCCA in particular, the researcher found it compelling to research about motivation and employee turnover in KCCA as a tool to remedy the rate of labor turnover. These schemes called for equitable pay, promotion on merit, recognition of best performing employees, career development or training of employees and setting organizational goals that are commensurate to individual goals. In this study specific focus was on forms of motivation as a key component in human resources management implemented by KCCA. It was from this basis that this study was undertaken to assess whether motivation has an effect on staff turnover in KCCA.

## 1.2.3 Theoretical background

This research was guided by two theories, the Hygiene Theory by Herzberg (1959) that categorized motivation into two factors, motivator and hygiene as the two factors which are intrinsic and extrinsic. The other theory was the Equity ant it was developed by Stacy J. Adams (1967). This refers to employees´ subjective judgment concerning how the rewards they receive relative to inputs such as effort, experience and education, in comparison with the rewards of others who fall under the same group. If they find that relation is not equal, then they shall perceive such as inequality and there shall be reduction in morale of affected employees.

The scholar agitated that those motivating factors contribute a lot in retention of labor since they come with recognition, provision of challenging work, delegation of different work activities, training of employee and many others (Nairuba, 2011). On the other hand, Herzberg indicated that the hygiene factors do not have much contribution to retention of labour in an organization since they are material and tend to be less long-lasting like in cases of providing work allowances, giving them break tea and providing free lunch as well as giving free medical support. These may contribute but not like the motivating factors.

Equity Theory on the other hand was adopted for this study due to its concerns about equitability and in-equitability. There are various reasons for which employees leave the organization. Some may be personal or professional. It should be noted that employees do not leave an organization without any justifiable reason. May factors have been given in order to explain the reasons workers leave one organization for another. Abassi & Hollman et al., (2017) state some of these reasons to include management style, lack of recognition, hiring practices, toxic workplace environment and compensation system. Others include: lack of job security, no growth opportunities, job and personality mismatch, lack of interesting work, lack of promotion and inadequate training and development opportunities, lack of trust and no support and coordination among co-workers and, work life imbalance. Other studies indicated that young workers are more interested in payment, advancement opportunities and time off. However, no matter the weaknesses within the theory, this theory is relevant in enhancing the researcher to understand the effect of rewards on labour turnover in KCCA because it was likely that some employees quit because of inequality.

## 1.2.4 Conceptual background

The researcher defined the two concepts that is motivation and staff turnover and this was guided by three measures namely; compensation, welfare programs and capacity development programs, while staff turnover which was the other variable was measured by number of employees resigning, employees intension to quit, early retirement, absconding from duty and transfer of service and the moderating variable being management subordinate relationship, working conditions and team work.

The word motivation comes from “motive”. It shows the individuals´ needs, wants, desires, and drives. There are different definitions of the word motivation. Dmitry A shows that “Motivation refers to the system of process and mechanisms that bring a living creature into motion”. Most researchers always associated motivation with “needs”. Another terminology for the word need is “meta-psychological”, this kind of association makes it hard to coordinate the definition of motivation with the transnational status in psychology. Motivation is defined to mean any material and psychological softeners which are provided to employees or an employee with an intention of recognizing his or her good work and good performance in the workplace (Kreitner, 2014). According to Balunywa (2003) he defines motivation as a form of inducement which is done to drive a desired behavior. According to Roberts (2016) motivation is defined by the two words namely, energy and direction (Roberts, 2016). The energy is the driving force behind one’s effort and persistence during involvement in a particular activity. Direction, however, motivation determines the area or field of interest in which that energy is directed. Both of them are important components of a complete motivational act. When energy is without direction it has no purpose, and direction without energy culminates in a state of motivation.

Compensation is one of the motivation practices that several scholars have agreed and contracted on how employees ought be motivated. Some of affirm that for an individual to be motivatated, the motivator has to forego a financial benefit whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives must be considered. According to Cole (2015), financial inducements are rewards/payments that employees receive in appreciation of their contribution towards the organization. He also adds that these are payments for labor as a factor of production. Under compensation is salary and wages, bonuses and benefits.

Welfare programs include insurance covers, job security and loan schemes. If the human resource department is willing it can give the workers incentives to meet the goals set by the organization as well as their own goals and in the end the authors agree that being motivated means that the person is moved to do a particular act (Ryan and Edward, 2017). According to the authors motivation is described as, the “orientation of motivation concerns the underlying attitudes and goals that give rise to action” (Ryan and Edward et al.,2017).

Capacity development programs constitute of staff training, promotions and skilling. Training and development and flexible scheduling are connected with competence. The academicians in higher education manage to perform their tasks effectively due to the fact that they are provided with related rights and appropriate trainings. Additionally, provision of training and development, flexible scheduling, and safety and health in the workplace stimulate the academicians to feel authentically related to the institutions. When the motivation level of academicians is high, this aids in achieving the best performance in order to deliver essential knowledge to the future generation effectively. It is believed that the reward scheme functions as a driver to improve the job motivation level among workers. Consequently, the motivation factors can boost the performances and positively stimulate the organizational effectiveness (Rasheed 2010). Training, however, vary from organization to organization in depending on the quality and quantity of training factors, which may include: the degree of change in the internal environment, the degree of external environment change, the level to which the management see training as a motivating factor in the workplace and current suitable skills in the existing work force (Cole, 2002)

Labor turnover on the other hand is defined to mean the extent to which permanent employees leave the organization to seek for shelter somewhere else. It can also mean the number of employees leaving the organization before their contracted period ends (Rat Bury, 2010). Those who leave the organization are usually taken in the labor turnover file which may have natural turnover, those who leave by resignations, termination and retirement. Here, there is no any form of redundancies. If the turnover is involuntary, this is what is called planned redundancy (Nobilis, 2010). In this study staff turnover was studied under the indicators of number of employees resigning, employee intention to quit, early retirement, absconding from duty and transfer of services.

## 1.2.5 Contextual background

Kampala Capital City Authority (KCCA) is established as a legal entity by the Parliament of Uganda under the KCCA Act. The act indicates that KCCA will be an authority which governs the Ugandans Capital City on behalf of the government of Uganda. The mandate of this organization is in facilitating service quality in a way that value for money can be achieved. In an effort to improve employee performance and limit staff turnover, KCCA had to follow the reward and recognition scheme and Public Service Training Policy which calls for adoption of promotion on merit, recognizing the performance of employees, initiating welfare programs, undertaking career advancement and goal achievements. However, despite the adoption of such efforts, staff turnover in KCCA is still reportedly high (48 employees in five years). For instance, KCCA experiences high employee turnover which could be due to job insecurity and lack of affective commitment to the organization. According to HRM report (2016) to the Council, KCCA lost 48 employees within the last five years of operation meaning the performance and reputation of this organization is in danger. The implication of the above situation on the overall performance of employees has been bad in KCCA. This study thus was undertaken to assess the extent to which staff turnover is due to motivation.

# 1.3 Problem statement

One of the biggest challenges faced by public sector organizations all over the world is high staff turnover (Lawler, 2013, Bennell, 2014). According to Tower (2003), he asserts that employee motivation is perhaps the biggest driver of organizational performance. He adds that an organization which is able to motivate its employees and maintain it, is able to leverage their zeal and drive in order to ensure staff performance. KCCA as an institution is no exemption to the fact that employees need motivation as a way to stay at their work place for a longer period of time than quitting the job. Uganda’s only city Kampala has many challenges including maintaining sewage systems, potholed roads, uncollected garbage in the city, rental collections, public health and environment, KCCA schools, a few to mention among many and all these different roles require competent and technical staff to carry out these roles.

KCCA has attempted to reduce labour turnover by putting in place motivation schemes for example review the salary of some of the workers, put in place benefits such as medical insurance and bonuses for best performing staff, staff training and fairly conducive working environment. However, despite motivation efforts undertaken by KCCA, employee turnover seems to take up a trend that is too alarming. For instance, according to KCCA HR annual reports (2015, 2016), employee turnover rose to 18% in 2015 and 20% in 2016. Many cases of employees absconding from duty at KCCA have been reported. The willingness of employees to work with KCCA for the years to come is highly doubted by a number of employees at KCCA. Voluntary turnover is reported at 8% (ACODE Report, 2015). If nothing is not done by KCCA to address labour turnover, service delivery will be greatly affected; hence, the organisation will not be able to fulfill its mandate and the reputation of this organization will be in danger. The above assessment led the researcher to pick interest to investigate whether motivation strategies used at KCCA are adequate enough to control labour turnover at the KCCA.

# 1.4 Purpose of the study

The purpose of this study was to examine the effect of motivation on staff turnover in Kampala Capital City Authority.

# 1.5 Objectives of the study

The objectives of this study were:-

1. To examine the effect of compensation on staff turnover in Kampala Capital City Authority
2. To assess the effect of welfare programs on staff turnover in Kampala Capital City Authority
3. To investigate the effect of career development programs on staff turnover in Kampala Capital City Authority

# 1.6 Research questions

1. What is the effect of compensation on staff turnover in Kampala Capital City Authority?
2. How do welfare programs affect staff turnover in Kampala Capital City Authority?
3. What is the effect of career development programs on staff turnover in Kampala Capital City Authority?

# 1.7 Hypotheses of the study

1. Compensation has a significant positive effect on staff turnover in KCCA
2. Welfare programs have a significant positive effect on staff turnover in KCCA
3. Career development programs have a significant positive effect on staff turnover in KCCA

# 1.8: Conceptual Framework

**INDEPENDENT VARIABLE (IV) DEPENDENT VARIABLE (DV)**

**MOTIVATION**

**Staff Turnover**

**Compensation**

-Salary

-Bonuses

- Benefits

* Number of employees resigning
* Employees intention to quit
* Early retirement
* Absconding from duty
* Transfer of service

**Welfare programs**

- Insurance

-Job security

-Loan Schemes

**Capacity Development programs**

-Training

-Promotion

-Skilling

**Source:** *Adopted from the works of Nienaber (2009), Adrisani (1978), Rohan & Madhumita (2012) and modified by the researcher.*

Figure 1. 1: Conceptual framework

Figure 1.1: Conceptual framework for understanding the relationship between motivation and staff turnover in an organization

The above conceptual framework explains the relationship between motivation measured by Compensation, Welfare programs and Capacity Development programs while labour turnover was measured by number of employees resigning, employees intension to quit, early retirement, absconding form duty and transfer of service. The moderating variables were Flexible scheduling, Safety and Health at work and Employee productivity.

# 1.9 Significance of the study

The findings of this study may benefit the government to identify better strategies to reduce employee turnover. The study may also help public sector organizations to research on areas not covered in relation to staff turnover.

This study may help KCCA to highly retain its employees which may result in extra performance in duties and high revenue collection that may boost Uganda’s economy in general. The study may help policy makers in the field of Human Resource Management (HRM) to come up with policies which can limit staff turnover.

It may also benefit academic students who wish to know more about staff turnover in organizations whether public or private and those undertaking research on this subject.

# 1.10 Justification of the study

Much as people had done research in KCCA, no one had done research about motivation and staff turnover in this organization in 2018 yet staff turnover is a very big challenge for KCCA. Many had concentrated on procurement, budget management, rewards, political interference, employee commitment, employee retention but not motivation and turnover (KCCA HR Reports 2015/2016; Karsan and Kruse, 2011). In most of the studies undertaken in KCCA irrespective of the topic, little emphasis has been on welfare programs, compensation and capacity development programs yet it is paramount for KCCA to know why it loses its staff. This was because according to HRM report (2016) to the Authority, KCCA lost 48 employees within the last five years of operation meaning the performance and reputation of this organization is in danger.

# 1.11 Scope of the study

This is the total coverage or extent to which the study wishes to investigate. In order to investigate the relationship between motivation and staff turnover, the researcher had to define the boundary of the study and considered the following in terms of scope: geographical scope, time scope and content scope.

## **1.11.1 Geographical scope**

The study was done at Kampala Capital City Authority (KCCA) headquarters on [Nakasero Hill](https://en.wikipedia.org/wiki/Nakasero), Kampala District. This was chosen since it clearly operationalized study variables and accessible to the researcher.

## **1.11.2 Time scope**

The study covered a period of 2011-2016 because it was when KCCA has been operating in Uganda and when incidences of increased staff turnover have been highly reported (KCCA HR Reports 2015/2016).

## **1.11.3 Content scope**

This study assessed the effect of motivation on staff turnover in KCCA. Motivation was limited to compensation, welfare programs and capacity development programs, whilst, staff turnover was limited to voluntary turnover, early retirement absconding from duties and transferring of services.

# 1.12 Operational definitions

**Compensation:** in this study, this referred an inducement derived from monetary and non-monetary terms in KCCA.

**Welfare programs**: this meant the extent to which KCCA provides benefits that save the lives, families and standard of living of staff

**Career development programs** this referred to continuous process of equipping employees with knowledge as well as progressing or being promoted to a higher level within KCCA.

**Voluntary resignation;** this was used to mean the layout coming as a result of an employee cancelling his working relationship with an employer.

**Early retirement**; this meant the extent to which employees retire due to a number of problems including; poor remuneration, work policies, disabilities, health problems and death in KCCA.

# 1.13 Chapter summary

In conclusion, this chapter reviewed motivation and staff turnover conceptualization and operationalization. This chapter explains the problem statement, specific objectives, research questions, hypotheses, conceptual framework, significance of the study and scope.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Introduction

This chapter presents literature review about motivation and staff turnover to explore the state of knowledge therein. The literature was purposely reviewed in line with motivation and staff turnover while limiting itself on compensation, welfare programs and career development programs and staff turnover. The literature was derived from academic books, journals, dissertations, magazines and newspapers. It comprises of theoretical review, conceptual review and review of related literature.

# 2.2 Theoretical Review of the Hygiene Theory and Equity Theory

The theoretical framework of this study was derived from two major theories including Two Factor Theory of Fredrick Herzberg’s (1959), and Equity Theory of John Stacy Adam (1963). In the contemporary explanation of labor turnover, the Fredrick Herzberg Two Factor Theory takes an edge in providing more articulate answers in human resource management. This theory came in management during the times of Fredrick Herzberg around 1959 while explaining rewards and their role in employee retention (Linda & Hannah, 2015). The theory assumed that in a work place, there usually factors which always determine labor turnover whereas there also factors which led to labor retention. These factors, Herzberg called them motivating and hygiene factors. He agitated that those motivating factors contribute a lot in retention of labor since it comes with recognition, provision of challenging work, delegation of different work activities, training of employee and many others (Nairuba, 2011). On the other hand, Herzberg indicated that the hygiene factors does not have much contribution to retention of labor in an organization since they are material and tends to be less long-lasting like which takes cases of providing work allowances, giving them break tea and providing free lunch as well as giving free medical support. These many contribute but not like the motivating factors. Therefore, it is assumed in this study that this theory can ably explain the relationship between rewards and labor turnover in KCCA (Namuddu, 2010).

This study was further guided by John Stacy Adam equity theory. Equity Theory was adopted for this study due to its concerns about equitability and in-equitability. It deals with employee perception between outcomes (rewards at work) and inputs (efforts at work) as other workers outputs and income. KCCA just like any other organization looks at employees as a source of competitive advantage, the organization has a duty of ensuring that rewards process is well handled and does not lead to perception of in-equitability among employees (Appelbaum, 2008). In the context of the study, the theory holds that with competitive basic pay, competitive financial benefits, opportunities for employee advancement and assured job security, employees will perceive equity and are rewarded, positive change of attitudes of employees towards work, the number of employees intending to leave would be low and the number of employees staying will would be evident through their creativity, zeal towards meeting their set objectives and their ardent need and yearning for assignment of challenging tasks (Nairuba, 2011). This theory was criticized on the basis of being over simplistic especially when it assumes that there should be a balance between what the organization invests and what it receives. This according to Enos (2014) is not realistic but rather idealistic. However, no matter the weaknesses within the theory, this theory was relevant in enhancing the researcher to understand the effect of rewards on labor turnover in KCCA because it was likely that some employees quit because of inequality.

# 2.3. Compensation and staff turnover

Compensation is concerned with designing and implementation of the individual´s and organization’s salary and benefits schemes. Employee compensation and benefit practices differ across employment units on in different way (Gerhart, Malkovich & Murray 1992). Most organizations compensate their employees in form of salaries and wages, bonuses and benefits (Barry, Harvey & Ray, 1994). This is crucial for employees in such as it plays a very important role of being one of the essential components of employment relationships. The authors go on to explain that this is so because employees mainly depend on wages and salaries provide a large share of their income and on benefits to provide income and health security. Additionally, compensation decisions influence the employer's capacity to compete for workers in the labor market (attract and retain). They also guard against high labour turnover since it is costly to an organization to keep hiring, training and developing new staff all the time compared to maintaining the existing employees.

Wages and Salaries can be defined as the monetary methods of motivation. Though they may be of little value, they are used by many firms as a major incentive. Normally wages are paid per hour worked and workers get their pay at the end of the week and overtime paid for any additional hours worked. Salaries are based on a year’s work and are paid at the end of each month (Lindner, 2015)

Bonuses are granted when employees function as a team. It is very crucial that the whole group is rewarded for a job well done as this boosts morale both personally and collectively. Incentive programs are meant to grant small bonuses to employees and this gives morale to an individual employee and that of a group as a whole by making them more satisfied (Marler, 2016). Everybody wants to feel appreciated and be treated as a special person for the work done. Employees can therefore be motivated by appreciating them and making them feel special. A satisfied employee becomes a better performer (Likert 2004). Non-financial incentives are very vital motivators of human behavior in terms of the needs of human beings because such incentives are non-monetary ways of rewarding employees. These opportunities help employees in the accomplishments of the set goals (Mwanje 2000).

Benefits are often known as bonuses and are items which workers receive in addition to their normal wage and/or salary. They include free meals, health insurance, company cars, education, to mention but a few highly. These encourage loyalty of the employees to the company and such employees may stay longer with the company (Doellgast ,2006)

Compensation is a very important component in the motivation process and it is the most commonly used in employee motivation. They are monetary benefits and incentives offered to employees in recognition of what employees have achieved to exceed the performance targets or reaching certain levels of competence or skills (Armstrong 2010).

Compensation programs come with the overall notion of compensation approaches which are defined as the “deliberate utilization of the pay system as an essential integrating mechanism through which the efforts of various sub units or individuals are directed towards the achievement of the organization´s strategic objective” (Gomez-Mojia & Balkin, 2012).

Rewards systems which have a positive impact on labour retention instead of turnover need to have promotional strategies which aim at benefiting or steering the performance of the workers. In a study that was conducted among staff in a teaching institution, it was established that promotion gave unending hope among teachers that any day they would be promoted. This ended up keeping them in jobs which many onlookers thought were less paying. Furthermore, involuntary turnover in most organizations is caused by employees serving the organization for years without changing their status at work which results into a less pay. From these findings, it was concluded that promotion based pay can enhance labor retention in an organization (Nsubuga,2010).

Another study states that there are other monetary rewards in addition to financial rewards in form of base pay (fixed salary/wage) which may be provided related to performance and these include skills, competences or experiences. These other rewards motivate and influence the level of employee performance and prevent them from leaving the organization Murlis (2014). There are other studies showing that there was a general argument that it was necessary to have satisfactory pay which entices and retains people of the right caliber to the organization. That unless there was willingness by management to constantly upgraded pay rates, or provided other monetary rewards based on increased output, it was hopeless to talk about productivity improvement. The workers would, however do so themselves through counterproductive activities such as lateness, working at slower rates, absenteeism or even quit for greener pastures (Melissa and Sackett, 2013).

# 2.3.2 Welfare programs and staff turnover

Government organizations typically offer a wide range of financial benefits to their employees, and benefits include; skill based pay, commission, individual performance related pay, retirement packages, gratuity, top up allowance, loan schemes, health insurance, life insurance and others which keep employees in the jobs (Smith, 2014) The researcher found out that KCCA had most of the welfare programs for employee empowerment welfare programs. These are extra payments that are provided for extra performance in addition to regular pay. They are designed to motivate employees over and above regular pay or remuneration. In this regard, other welfare forms of motivation are also reflected in team work and loan advancements. Teams are increasingly becoming the main work units and many organizations are endeavoring to adopt financial team-based motivation and recognition programs (Samuels et al, 2013). The onus is on the human resource specialist in organizations like KCCA to be aware of benefits offered by other organizations to ensure that his organization is not left behind and suffer high rates of employee turnover.

Job security plays a much bigger part in explaining why employees choose to stay in an organization or leave for new jobs (Dawn, 2014). There are several reasons, however, but job security is responsible for more employee turnover than any other factors today. He contends that although there are several factors relating to employee turnover, most of these can be prohibited by the employer. He argues that employers who provide competitive salaries, benefits along with good non-financial rewards such as recognition, opportunities for advancement and job security most likely reduce employee turnover (Beam, 2009)

Most organizations out there, KCCA inclusive, lately give employment contracts of four months and this demotivates employees because they worry about unemployment after a short period and this normally pushes them to look elsewhere for longer employment contracts and hence increased employee turnover in organizations. The result of this therefore is that managers should not depend on financial rewards only to reduce employee turnover, but a combination of both financial and non-financial rewards ought to be thought about as an effective strategy to reduce employee turnover. The literature above indicates that welfare programs affect employee turnover. But the underlying gap visible is that all literature ignores what exactly is happening in KCCA. This study therefore was undertaken to bridge this gap (Sherma et al,2011).

# 2.4 Capacity Development Programs and Staff turnover

# Capacity development programs can increase retention when they meet the needs of the employees (Montgomery, 2006). Training needs of employees can only be met when the information given is perceived as valuable, applicable and desirable to them. He also suggests that the keys to employee retention are competence of management, skills development, and rewards both psychological and financial. Organizations ought to seriously consider investing in training and development in order to retail their key workers. A successful retention strategy must include training (Roberts and Outley, 2002). Training helps to keep employees in the organization for a longer period. Career development programs and professional training must be an essential part of the organization policies. The organizations must urge their employees to participate in training programs. Organizations are now greatly interested in career development programs. Studies on HR practices showl that career development programs are of great importance to employee development (Paul and Anantharaman, 2003). Employee commitment can increase with the help of these programs. This personal commitment increases productivity. Barringer et al. (2005) made a comparison between the firms with rapid growth and slow growth firms. Their study revealed that the organizations´ rapid growth heavily depends on the abilities of their employees. These employees put in their efforts to sustain the growth strategies of the organization. Growing firms widely use training programs for their employees in order to achieve strategic objectives. They emphasize upon employee development as compared to their non-growing competitors. Therefore, employee development programs and training are quite common in growing organizations. Organizations that embrace training and development practices are able to retain their employees, shareholders customers, suppliers, and other stakeholders in the long run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders (Noe,2001).

# A company that endevours to train and develop its employees well and reward them for their performance makes its employees motivated and therefore are more likely to engage in their work hence improving their performance and loyalty to their company. Since employees being the point of contact with customers this will result into provision of a better service, leading to more repeat business and more referrals from the satisfied customers (Myles,2002). There are various ways of which may be used to develop the skills required within an organization. These courses and programmes are normally a set of defined and known programs where the contents, durations and all the details concerning the training are clear to both the organization and the employee to be trained. Formal training and programmes can be planned earlier and also plan for their evaluation. Employees may either undertake these courses and programmes while completely off work for a certain duration of time or be present for work on a part-time basis. These programmes can be held within the organization (in-house) or off the job. Off the job is said to be more effective since the workers are away from work place and their concentration is fully at training. The trainers may be coming within the corporation or outside the organization. This, however, depends on the knowledge needed, organization’s structure and policies. Employee turnover can be reduced through offering plenty of learning opportunities for employees in order to build their careers (Duffy and Taylor, 2012). Job openings are offered by many employers nationwide. Employment opportunities grow rapidly with experience and the work load is normally not intense but it increases. This can also imply that even if employers set up clear paths for employee opportunities for advancement, employee turnover may not reduce, but instead increase because employees get public exposure after training and promotion. However, it can be concluded that employers would be able to retain and attract well qualified and talented personnel as well as reduce turnover if they ensure that opportunities for advancement in the organization are offered (Rampur, 2010) This study will help the managers of KCCA in coming up with employee advancement plan.

Promotion is change in responsibilities and positions from a lower to a higher level which can lead to job satisfaction, motivation and retention. Promotions are positively related to employee commitment and engagement. The desire to be promoted forces employees to desire to perform exceptionally and be noted for promotion (Hamba, 2015). The literature above indicates that career development programs affect employee turnover. But the underlying gap visible is that all literature ignores what is exactly happening in KCCA. This study was thus undertaken to fill this gap

# 2.5 Summary of the Literature Review

In line with the above studies carried out in relation to how motivation affects labour turnover, it is observed that compensation is indeed the principle activity for organizations and hence the riskiest. Compensation is a very important component in the motivation process and it is the most commonly used in employee motivation. They are monetary benefits and incentives offered to employees in recognition of what employees have achieved to exceed the performance targets or reaching certain levels of competence or skills (Armstrong 2010). There is a need to minimize losses that organizations incur as a result of constant hiring of staff when former staff resign their jobs. Most studies have, however, concentrated on evidence from developed countries and less has been done with the developing countries. It is on this basis that this research was carried out to identify the effect of motivation on staff turnover at Kampala Capital City Authority.

# CHAPTER THREE

# METHODOLOGY

# 3.1 Introduction

This chapter presents the Research design, population of study, sample size and selection, sampling technique and procedure, data collection methods and instruments, reliability and validity of the study instruments, data collection procedure and analysis.

# 3.2 Research Design

In the study, the researcher adopted a descriptive - correlation design using both qualitative and quantitative approaches to investigate the relationship between the study variable by showing a cause and effect relationship. Quantitative approach was used to answer the questions of how much and how many and was concerned with the casual relationships between variables (Polit & Beck, 2004). Pearson’s correlation coefficient was used to establish the relationship between the independent and Dependent variables. A multiple regression model and tests of significance were also done.

# 3.3 Study Population

The study population consisted of 160 participants. These were comprised of the senior management team, supervisor sand junior staffs at KCCA. This population constituted the study population because they were key stakeholders and they were characterized by a similar unique characteristic of being likeminded in public service orientation.

# 3.4 Sample Size and Selection

A sample size of 130 employees was selected using Morgan and Krejcie (1970) table as shown in Table 1.

**Table 1: Determining Sample Size and Sampling Techniques**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Target Group** | **Sample Size** | **Sampling Technique** |
| Management Team | 10 | 10 | Purposive Sampling |
| Supervisors | 30 | 28 | Purposive Sampling |
| Junior staff | 120 | 92 | Stratified random Sampling |
| **Total** | **160** | **130** |  |

**Source:** *KCCA HR Records.*

# 3.5 Sampling Techniques and Procedure

A stratified random sampling technique was used for all the respondents. A personnel list constituting the researcher’s sampling frame was obtained from the Human Resources Office. Based on this sampling frame, these respondents were equally distributed into 7 strata basing on their department of work at KCCA (Shamoo and Reshik, 2015). Then they were selected equally from each strata using a rotary technique. In this case, each employee was assigned a number which was later transcribed onto pieces of paper, folded, placed in a bowel and shaken. A third party was used to randomly select ninety pieces of paper without replacement. A simple random was chosen because the researcher found it very simple and easier to use given the fact that the target population size is not too big to cause her fatigue in transcribing numbers and coding (Gabriel, 2013). Sampling for the respondents from Senior Management team was done purposively. This technique was chosen because they were fewer and not readily available; only those who were available were selected.

# 3.6 Data Collection Methods

Data was collected from both secondary and primary sources.

## 3.6.1 Questionnaire Survey

A questionnaire survey was used to collect primary data from junior staff. This was used to collect quantitative data that the research design sought to get. The choice of this method was based on the fact that data was collected from various respondents at the same time (Lenth, 2012).

## 3.6.2 Face-to-Face Interview

In this method the researcher interviewed management team and supervisors as key informants face to face to obtain in-depth information on motivation and employee turnover in KCCA. Responses of the interviewee were recorded by the researcher. The responses were later transcribed for reporting in a narrative form. Interviews were favored given the fact that the respondents were fewer and could easily be reached out too and give a chance to the researcher to keep revisiting questionnaires and undertaking probing and prompting on a number of cases (Amin, 2005).

# 3.7 Data Collection Instruments

The researcher used questionnaires and interview guides.

## 3.7.1 Self-administered questionnaire (SAQ)

A self-administered questionnaire (appendix I) was used as the tool for collecting data in this study. The choice of this tool was guided by the fact that the number of respondents was large in a record short time (Mugenda & Mugenda, 2003). Relatedly, the subject of study related to people and their jobs is a sensitive matter which calls for high levels of confidentiality and anonymity. The researcher believed that an anonymous questionnaire would solicit true information, which was otherwise not disclosed. The SAQ was structured in the following order; it had a main title, an introductory statement. Section A included; items on the independent variable while Section B bared items on the dependent variable. All questions were close-ended to make it easy for respondents to complete and kept them focused on the items under investigation as well as ease the codification process.

## 3.7.2 Interview Guide

An interview guide is a qualitative tool of gathering data by asking people questions and following up or probing and prompting their answers (Kothari, 2004). The researcher prepared and used a semi-structured interview guide to conduct interviews with management officials and supervisors. The interview guide consisted of the questions on motivation including compensation, welfare programs and career development programs well staff turnover that was asked to key informants for their reply. Probing and prompting were concurrently employed in conducting interviews. The researcher prepared a semi-structured interview guide using open ended questions that allowed probing and prompting key informants as indicated in appendix II. The interview was designed with three sets of open ended questions with an intention to answer the three objectives. Interviews were chosen because they were thought to provide in-depth information about a particular research issue or question.

**3.8 Quality Control**

Data quality in this study was ensured by testing the data collection tools and instruments for relevance and consistence. The section therefore presents how validity and reliability was done as indicated below.

## 3.8.1 Validity

The validity of study instruments was established using expert judgments (Oso & Onen, 2008). The experts included academic supervisors and experts in Human Resource. Four experts were contacted to assess and evaluate the validity of the instruments. The experts were requested to rate questions depending on their relevance. The Content Validity Index (C.V.I) was determined by dividing the number of items rated relevant and total number of items. CVI was at least 0.7 to consider tools valid. The following formula was used in testing validity.

CVI = No. of Items rated as relevant

All items in the questionnaire

Table : Content Validity Indices for the Questionnaire

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Description | No. of Items | Content validity index |
| Independent | Compensation | 9 | .799 |
| Welfare programs | 8 | .831 |
| Capacity development programs | 7 | .805 |
| Dependent | Staff turnover | 7 | .833 |

***Source:*** *Primary data (2018)*

## 3.8.2 Reliability

The researcher pretested study instruments twice in order to establish the reliability of the tools. Two pilot studies were conducted in organization which was similar to KCCA. The first and second test were conducted in a period of three weeks. After this, the results were obtained from each test and compared or correlated. If the results lacked consistency, the researcher went ahead to improve the study tools until they had passed the reliability test. A Cronbach’s Alpha Reliability Coefficient of 0.7 and above was considered applicable (Oso & Onen, 2008). Results from the pretest were used to modify the items in the instruments. Upon performing the test, the results that were 0.7 and above are indicated in Table 3 below.

Table : Reliability indices for the respective sections of the questionnaire

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Description | No. of Items | Cronbach alpha |
| Independent | Compensation | 9 | .854 |
| Welfare programs | 8 | .860 |
| Capacity development programs | 7 | .788 |
| Dependent | Staff turnover | 7 | .855 |

***Source:*** *Primary data (2017)*

# 3.9 Procedure of Data Collection

A letter to secure permission to carry out data collection from KCCA was used after approval of proposal from Uganda Management Institute. In accordance with ethics in research, a letter was presented to respondents each time information was sought to get their consent and confidentiality thereby minimizing biased responses. Respondents were also given ample time within which they were able to return fully filled questionnaires. Interviews with key informants were held on dates which were set and data from interview was coded. Primary data was collected through questioning and interviewing. The interview guide was structured and quantitative data was collected using questionnaires administered to other respondents. Closed ended structured questions were pretested. The interview consisted of structured interview questions.

# 3.10 Data Analysis

Data was analyzed both quantitatively and qualitatively. Therefore, the researcher needed to deploy both quantitative data analysis techniques and qualitative data analysis techniques as described below.

## 3.10.1 Quantitative data analysis

Quantitative data analysis involved use of both descriptive and inferential statistics. Descriptive statistics involved determination of the mean as a measure of central tendency and percentages as a measure of dispersion. Inferential statistics included determining correlation coefficients and testing hypothesis using SPSS in order to answer the research questions and research hypotheses (Oso & Onen, 2008). Correlational analysis was carried out to establish relationship between variables based on the Pearson Product Moment Correlation Coefficient given below:

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Through the Pearson Product Moment Correlation, the researcher was able to establish a pattern which indicated the relationship between elements of motivation and staff turnover (Kothari, 2004). The hypotheses tested at a 5% upper level of statistical significance from which the research hypothesis for the three research objectives were tested against the null hypothesis and the statistical significance of the relationships determined.

## 3.10.2 Qualitative Analysis

The focus of analysis qualitative data lies on text or words. A text refers to the notes recorded or written when undertaking interviews (Gabriel, 2011). When undertaking qualitative analysis, the researcher took time to identify all important findings, categorize them, pattern them and relate the data (Gabriel, 2011). In qualitative analysis, thematic analysis is the most common way used in analyzing data. Gill et al., (2008) argues that thematic analysis is favorable in identifying, analyzing and reporting data pattern. In this study, qualitative data was analyzed in themes according to the objectives of the study using intrusion and interpretation and the findings were presented in a narrative form (Gabriel, 2011). Qualitative data from interviews were classified in terms of themes, which was sorted out and categorized accordingly; simple content categories, themes and sub-themes, was closely be examined and compared for similarities and differences (Oso and Onen, 2008). A reflection analysis was used to evaluate the phenomena according to the researcher’s interpretation of events and judgments (Gill et al., 2008).

# 3.11 Measurement of Variables

Study variables had to be measured using three major ways. For instance, the age and time taken by respondents when serving KCCA had to be measured using ordinal scales which use numbers (Saratankos, 2009). Nominal scales had to be used to measure the variables using names and in this case gender and education of the respondents had to be measured using this tool (Mugenda & Mugenda, 2003). The variables of motivation and staff turnover had to be measured using Likert type rating scales (strongly disagree (1), disagree, (2) not sure (3), agree (4) and strongly agree (5).

# 3.12 Ethical considerations

The researcher ensured confidentiality and also ensured that the respondents are informed about the purpose of the study prior to securing their consent to participate. Where the respondents did not desire their identities and particulars to be disclosed, the same was concealed. The researcher also ensured that all literature read, reviewed and referred to in the study was duly recognized (Saratankos, 2009). The researcher was guided by research ethics during the study where respondents` informed consent was sought, benefits of the study had to be explained, while their rights, privacy and confidentiality would be assured and observed. Voluntary participation in the study was assured. The individual was free to refuse to participate without consequences. An assurance of protecting the respondents’ dignity was expected. This led to a higher response rate for the study. Given that the researcher works with KCCA, research assistants were engaged to gather data in order to guard against researcher bias.

# CHAPTER FOUR

# PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

# 4.1 Introduction

This chapter presents, analyzes and interprets the results. It is divided into five major sections. The first section presents results about the response rate. The second section presents results on demographic information. The third section presents results about compensation and staff turnover in Kampala Capital City Authority. The fourth section presents results about welfare programs and staff turnover in Kampala Capital City Authority. The fifth section presents results about capacity development programs and staff turnover at KCCA.

# 4.2 Response Rate

The total numbers of respondents who constitute the sample used in this dissertation are summarized in Table 2 below

Table : Response rate

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Sampled size** | **Responses received** | **Percentage** |
| Management Team | 10 | 6 | 66**%** |
| Supervisors | 28 | 16 | 57.1**%** |
| Junior staff | 92 | 88 | 95.7**%** |
| **Total** | **130** | **110** | **84.6%** |

**Source**: *Primary data*

A total of 110 questionnaires were distributed to KCCA staff and 92 were returned. The response rate for the distributed questionnaires was therefore eight four percent (84%) as shown in the Table 2 above. Darren (2006) asserts that for a study to score above 80%, it shows that the study was perfectly done meaning that all questions were perfectly understood by all the respondents from the study

## 4.3. Demographic Information of KCCA support staff

KCCA Junior staff were asked about their gender, age, marital status, level of education, and duration of service at KCCA. Findings are presented in the following sub sections.

## 4.3.1 Gender of support staff

Respondents were asked about their gender. This was because gender of the respondents was important in determining whether the sample that participated in the study was representative of the composition of population. Findings are presented in Figure 4.1.

Figure 4. 1: Findings about Gender of Respondent

***Source:*** *Primary data 2018*

From Figure 4.1, findings show that more males (58%) participated in the study compared to the 42% male counterparts. This was because the organization employs more males compared to females in the departments covered. Thus, findings in Figure 2 closely reflect the distribution staff by gender at KCCA implying that views of both male and females were obtained in this study which makes it representative.

## 4.3.2 Level of Education of Respondents

Respondents were asked about their education. Findings are presented in Figure 4.2

Figure 4. 2: Level of education of Respondents

***Source:*** *Primary data, 2018*

In relation to the respondents’ educational level, the study indicated that 34.9% have attended the University, 27% have attained Post graduate diplomas, 18% have masters while 9% had at least diplomas, and this points out that the majority of the respondents are highly educated. This is attributed to the KCCA employment policy, which aims at employing people with at least an advanced level of education. The implication of these findings is that the education background of the respondents indicated that most of them had a cognitive capacity to respond to information about motivation and staff turnover at KCCA. This means that they provided required information as far as the study objectives were concerned.

**4.3.4 Marital status of Respondents**

Respondents were asked about their marital status. Findings are presented in Figure 4.3.

Figure 4. 3: Marital status of Respondents

***Source:*** *Primary data*

Findings show that most KCCA support staff (62%) who participated in the study were married while 38% were single. Married people have many family responsibilities and if organizations do not give them attractive motivation, they can end leaving the organization for better motivating opportunities.

## 4.3.5 Time spent in KCCA

Respondents were asked about their years of working with the organization. Findings are presented in Figure 4.4.

Figure 4. 4: Time spent in KCCA

***Source:*** *Primary data*

The finding reveals that 47.1% of the population has spent about 6 years and above in the authority, 39% have spent about 1-5 years while only 2% have spent less than a year at KCCA. This implies that the respondents were knowledgeable about what happens at KCCA including motivation and staff turnover and provided dependable information about the motivation and staff turnover at KCCA.

## 4.4.1 Effect of compensation on staff turnover in KCCA

The first objective of the study was to examine the effect of compensation on staff turnover at KCCA. The findings of this objective were from questionnaires from KCCA staff. Their responses were computed by making an aggregate of responses given by respondents to the 9-items and 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which sought to identify the forms compensation available in KCCA which were categorized according to their percentages, means and standard deviation as follows:

***Key****: SD = strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA=strongly agree*

Table : Descriptive Statistics on the findings on compensation done in KCCA

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Items about compensation** | **SD** | **D** | **NS** | **A** | **SA** | **Mean** | **Std** |
| Salary is prompt | (17%) | (37%) | (6%) | (35%) | (6%) | 1.88 | .367 |
| I am satisfied with my salary | (17%) | (54%) | (11%) | (11%) | (7%) | 1.75 | 1.309 |
| There is regular increment of staff Salaries | (19%) | (50%) | (9%) | (15%) | (7%) | 1.61 | 1.201 |
| My workload matches my salary | (7%) | (19%) | (11%) | (48%) | (15%) | 3.53 | 1.206 |
| I am allowed to pick salary advance often | (15%) | (48%) | (11%) | (19%) | (7%) | 1.98 | 1.122 |
| I benefit from the medical scheme in place | (11%) | (57%) | (4%) | (20%) | (7%) | 1.58 | .555 |
| When I work overtime I get an allowance | (11%) | (54%) | (4%) | (13%) | (19%) | 2.33 | .864 |
| Housing allowance is incorporated in my salary | (11%) | (43%) | (7%) | (26%) | (13%) | 2.33 | .712 |
| I am entitled to bonus when I exceed my target | 3  (6%) | 28  (52%) | 3  (6%) | 11  (20%) | 9  (17%) | 1.65 | 1.309 |

**Source:** *Primary data*

To analyze the findings, a total sum of respondents who strongly disagreed and those who disagreed was computed into one category “opposed to items” and another total sum of respondents who strongly agreed and those who agreed was computed into one category “concurred with items”. Thus, three categories of respondents were compared, which included “Respondents who opposed the items”, “Respondents not sure with the items” and “Respondents who concurred with the items”. The scales were combined for easy presentation, analysis and interpretation (Kothari, 2004) as shown in the following paragraph.

Findings relating to promptness of salary in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure about promptness of salary. A comparison on these items shows that the percentage of staff that opposed ranged 54% while the percentage that were not sure was 6% and the percentage of those who concurred was 41%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. From this analysis therefore, findings show that most staff were of the view that their salary was not prompt compared to staff doing similar work in other organizations. This is expected to lead to increased staff turnover.

Findings relating to satisfaction with salary in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure whether they are satisfied or not. A comparison on these items shows that the percentage of staff that opposed ranged 71% while the percentage that were not sure was 11% and the percentage of those who concurred was 18%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. From this analysis, findings show that most staff were of the view that they were not satisfied with their salary compared to staff doing similar work in other organizations. This is expected to lead to increased staff turnover.

On whether there is regular increment of staff salaries, findings in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure whether they are satisfied or not. A comparison on these items shows that the percentage of staff that opposed ranged 69% while the percentage that were not sure was 9% and the percentage of those who concurred was 22%. Comparisons from the above items shows that percentages that concurred to the items and the percentage that were not sure about the items are low as compared to the percentages that opposed to the items. From this analysis therefore, findings show that most staff was of the view that there was no regular increment of staff Salaries. This is expected to lead to increased staff turnover.

On the other hand, on whether the workload matches the salaries of employees at KCCA, findings in Table 5 show that most staff concurred to this item compared to staff who were opposed and not sure. When you compare these items it shows that the percentage of staff that concurred ranged 67% and the percentage that were not sure was 11% and the percentage of those who opposed was 22%. A comparison on these items shows that the percentages that concurred to the items while the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Thus, from this analysis, findings show that most staff was of the view that their salaries matched with their workload.

On whether employees are allowed to pick salary advance often, findings in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure whether they are allowed to get advances or not. A comparison on these items shows that the percentage of staff that opposed ranged 63% and the percentage that were not sure was 11% and the percentage of those who concurred was 26%. A comparison on these items shows that the percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Findings show that most staff was of the view that they were not allowed to pick salary advance. This is presumed to lead to increased staff turnover.

Further, on whether employees benefit from the medical scheme in place, findings in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure. A comparison on these items shows that the percentage of staff that opposed ranged 68% while the percentage that were not sure was 4% and the percentage of those who concurred was 27%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are low compared to the percentages that opposed to the items. Thus, from this analysis, findings show that most staff were of the view that employees do not benefit from the medical scheme. The medical scheme that is there does not cover all employees of the organization. This is presumed to lead to increased staff turnover.

In addition, employees were asked whether when they work overtime, they get an allowance, findings in Table 5 show that most staff were opposed to this item compared to staff who concurred and not sure. A comparison on these items shows that the percentage of staff that opposed ranged 55% while the percentage that were not sure was 4% and the percentage of those who concurred was 32%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Thus, from this analysis, findings show that most staff were of the view that they are not given an allowance when they work overtime. This is presumed to lead to increased staff turnover.

On whether housing allowance is incorporated in salary, the findings in Table 5 show that most staff were opposed to this items compared to staff who concurred and not sure. A comparison on these items shows that the percentage of staff that opposed ranged 54% while the percentage that were not sure was 7% and the percentage of those who concurred was 39%. From these comparisons, it can be seen that percentages that were in agreement with the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. From the findings it can be seen that most staff were of the view that housing allowance is not incorporated in their salary. This is presumed to lead to increased staff turnover.

Lastly, on whether employees are entitled to bonus when they exceed their target, findings in Table 5 show that most staff were opposed to this item as compared to staff who were in agreement and not sure. A comparison on these items shows that the percentage of staff that opposed ranged 58% while the percentage that were not sure was 6% and the percentage of those who were in agreement was 37%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. From this analysis therefore, findings show that most staff were of the view that employees are not entitled to bonus when they exceed their target. This is presumed to lead to increased staff turnover.

Generally, from above comparisons, it can be seen that , it the percentages that opposed to the items and the percentage that were not sure about the items are higher compared to the percentages that concurred to the items. An analysis from the above findings shows that most staff were of the view that their salary was not fair compared to staff doing similar work in other organizations, they were not satisfied with their salary, salary was not paid on time as required and their workload did not match their salary. Further, from this analysis, findings show that most staff were of the view that the salary they got did not influence them to stay with KCCA, there was irregular increment of staff salaries, their salary was not enough to meet their basic needs and retain reasonable amount for saving and salary increment was not based on period of time spent in service. Further, a comparison on these items shows that the percentage of staff that opposed ranged from 58% to 71% and the percentage that were undecided ranged from 4% to 11% and the percentage of that concurred ranged from 18% to 37%. A comparison on these items shows that the percentages that opposed to the items are higher compared to the percentage that were undecided about the items and the percentages that concurred to the items. Thus, from this analysis, findings show that most staff were of the view that they did not benefit from the medical scheme in place, KCCA did not facilitate their transport to and from work, housing allowance was not incorporated in their salary, they are not entitled to bonus when they exceeded their target and when they worked overtime they did not get an allowance.

Interviews with the 7 key informants made more clarification on compensation at KCCA and were supportive of the findings obtained using questionnaire. Key informants revealed that most KCCA staffs were not adequately rewarded with compensation. They were of opinion that compensation offered to staffs was inadequate. Indeed, emphasizing the inadequacy of the salary, one key informant A said:

*….most staffs are not satisfied with the amount of money that KCCA pays them. It‘s indeed inadequate. The cost of living has gone up and most staffs find it difficult to afford daily expenses like transport, house rent, food, medical care and school fees for their family members from what they earn as their salary.* (Key Informant 4, 21st October, 2018)

Similarly, key informant B had this to say:

*The salary some staffs get is not enough yet they have to pay for rent and cater for their home needs. Some staffs wonder why this KCCA cannot realize that the cost of living is so high to increase their salaries given that they are overworked.* (Key Informant 2, 20th October, 2018)

The quotation suggests that compensation is not proportionate to reward KCCA staff, which can lead to increased turnover among staff.

Generally, findings show that compensation to KCCA support staff was not satisfactory. From the conceptual framework, the explanation was that if this happens to be the case, staff turnover would be high.

## 4.4.3 Findings on how welfare programs affect staff turnover in KCCA

In order to measure welfare programs, eighty-eight (88) KCCA support staff were requested to respond using a five-point response Likert scale: “Strongly disagree”, “Disagree”, “Not sure”, “Agree”, and “Strongly agree” to 8 items about welfare programs as shown in Table 6. The items are presented in the first column of Table 6 and the proportions of KCCA junior staff responses on each of the items are presented in form of percentages, means and standard deviation. The last column presents the total percentage of KCCA of junior staff on each of the items. The analysis and interpretation of the findings about welfare programs follows the presentation of findings in Table 6.

Table : Descriptive Statistics on the findings on welfare programs in KCCA

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Items about welfare programs** | **SD** | **D** | **NS** | **A** | **SA** | **Mean** | **Std** |
| KCCA gives contract of employment | (17%) | (22%) | (4%) | (54%) | (4%) | 3.53 | 1.089 |
| Managers at KCCA trust employees | (20%) | (56%) | (7%) | (11%) | (6%) | 1.71 | 1.006 |
| I have a medical insurance guaranteed by KCCA | (11%) | (57%) | (9%) | (15%) | (7%) | 1.88 | 1.173 |
| KCCA has a functional policy on employee job security | (17%) | (52%) | (7%) | (22%) | (2%) | 2.03 | 1.076 |
| My pension is guaranteed after work | (16%) | (67%) | (6%) | (4%) | (7%) | 2.12 | .931 |
| KCCA has loan schemes for employees | (0%) | (0%) | (0%) | (69%) | (31%) | 4.27 | .567 |
| KCCA runs a SACCO for employees | (0%) | (0%) | (0%) | (78%) | (22%) | 4.33 | .439 |
| KCCA has a work compensation insurance policy | (20%) | (56%) | (7%) | (13%) | (4%) | 2.69 | 1.208 |

**Source**: Primary data

***Key****: SD = strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = strongly agree*

To analyze the findings, a total sum of respondents who strongly disagreed and those who disagreed was computed into one category as “opposed to items” and another total sum of respondents who strongly agreed and those who agreed was computed into one category “concurred with items”. Therefore, three categories of respondents were also compared, which included “Respondents who opposed the items”, “Respondents not sure with the items” and “Respondents who concurred with the items”. The scales were combined for easy presentation, analysis and interpretation (Amin, 2005) as shown in the following paragraph.

Findings relating to employment contract in Table 6 show that most staff concurred to this items compared to staff who opposed and not sure about contracting. A comparison on these items shows that the percentage of staff that opposed ranged 58% while the percentage that were not sure was 4% and the percentage of those who concurred was 39%. From these comparisons, it can be seen that percentages that opposed to the items and the percentage that were not sure about the items are lower compared to the percentages that concurred to the items. Thus, from this analysis, findings show that most staff were of the view that they were on contracts with KCCA which increases chances of staff turnover.

Furthermore, on whether managers at KCCA trust employees, findings in Table 6 show that most staff were opposed to this item compared to staff who concurred and not sure. A comparison on these items shows that the percentage of staff that opposed ranged 76% while the percentage that were not sure was 7% and the percentage of those who concurred was 17%. From these comparisons, it can be seen that percentages that concurred to the item and the percentage that were not sure about the item are lower compared to the percentages that opposed to the item. Thus, from this analysis, findings show that most staff were of the view that their managers at KCCA do not trust them. This is presumed to lead to increased staff turnover.

Findings on whether employees´ medical insurance was guaranteed by KCCA, it was established that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of staff that ranged 68% and the percentage that was not sure was 9%. The percentage of those who concurred was 22%. From these comparisons, it can be seen that percentages that concurred to the item and the percentages that were not sure about the item are lower compared to the percentages that opposed to the item. Thus, from this analysis, findings show that most staff were of the view that they do not have a medical insurance guaranteed by KCCA. This is presumed to lead to increased staff turnover.

On whether KCCA has functional promotional policy, findings in Table 6 show that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of staff that opposed were 69% and the percentage that was not sure was 7% and the percentage of those who concurred was 24%. When you compare these items it shows that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore, from this analysis, findings show that most staff was of the view that KCCA has no functional promotional policy.

Findings on whether pension is guaranteed after work, it was established that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of staff that opposed ranged 83% while the percentage that were not sure was 6% and the percentage of those who concurred was 4%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore, from this analysis, findings show that most staff was of the view that pension is not guaranteed after work in KCCA.

Findings on whether KCCA has loan schemes for employees, it was established that most staff concurred to this item compared to staff who were opposed and not sure. When you compare these items it shows that the percentage of staff that concurred was 100% while the percentage that was not sure and opposed was 0%. From these comparisons, it can be seen that since 100% agreed that KCCA has loan schemes for employees, this is presumed to reduce increased staff turnover.

Findings on whether KCCA runs a SACCO for employees, it was established that most staff concurred to this item compared to staff that were opposed and not sure. When you compare these items it shows that the percentage of staff that concurred was 100% while the percentage which was not sure and opposed was 0%. From these comparisons, it can be seen that since 100% agreed that KCCA runs a SACCO for employees, this is presumed to improve financial compensations that can improve labor retention.

Lastly, they were asked on whether KCCA has a work compensation insurance policy. Findings in Table 6 show that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of employees that opposed was 76% while the percentage that were not sure was 7% and the percentage of those who concurred was 17%. From these comparisons, it can be seen that percentages that concurred to the item and the percentage that were not sure about the item is lower compared to the percentages that opposed to the items. From the above analysis, findings show that KCCA has no work compensation insurance policy.

These comparisons show that percentages that opposed to the items are higher compared to the percentages that were undecided about the items and the percentages that concurred to the items. Therefore from this analysis, findings show that most staff were of the view that KCCA gives contract of employment and KCCA did not have a functional policy on staff job security, the management did not give the staff opportunity to express their views on the content of their jobs, managers at KCCA did not trust the staff and managers and staff did not have good working relationship based on professionalism.

Interview findings shed more light about welfare programs at KCCA. When key informants were asked about the welfare programs which KCCA offered its employees, it was established that these included promotion, provision of loans and putting in place SACCOs. During the interview, key informant E responded in the following quotation when asked about welfare programs at KCCA.

“*The fact is that KCCA has tried to put in place welfare programs including provision of loans through KCCA SACCOs for employees. However, KCCA still lacks in some major long lasting welfare programs like medical insurances and job security”.* (Key Informant 1, 21st October, 2018)

Regarding the effectiveness of welfare programs, it was learnt during the interviews that workers felt insecure on their future in KCCA as shown in the following comment by key informant B:

*…..KCCA has no job security for its employees and you and me know that without a job security, most of employees always feel insecure staying with an organization and I think this can explain the threatening high labor turnover.* (Key Informant 5, 23rd October, 2018)

Generally, findings show that welfare programs to KCCA staff were not satisfactory. From the conceptual framework, the explanation was that if this happens to be the case, staff turnover is likely to be high. Inferential statistics was conducted to confirm if this was the case at KCCA. Thus, after establishing KCCA support staff’s views on welfare programs, the next step was to test the second hypothesis using inferential statistics.

## 4.4.4 Findings on the effect of capacity development programs on staff turnover at KCCA

In order to measure capacity development programs, eighty-eight (88) KCCA junior staff were requested to respond using a five-point response Likert scale: “Strongly disagree”, “Disagree”, “Not sure”, “Agree”, and “Strongly agree” to 7 items about capacity development programs as shown in Table 12. The items are presented in the first column of Table 7 and the proportions of KCCA support staff’s responses on each of the items are presented in form of percentages, means and standard deviation. The last column shows the percentage of KCCA junior staff on each of the items. The analysis and interpretation of the findings about capacity development programs follows the presentation of findings in Table 6.

Table : Descriptive Statistics on the findings on capacity development programs in KCCA

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Items about capacity development programs** | **SD** | **D** | **NS** | **A** | **SA** | **Mean** | **Std** |
| There are opportunities for me to develop new skills in KCCA | (17%) | (52%) | (7%) | (22%) | (2%) | 2.03 | 1.076 |
| Trainings are always organized by management to employees | (17%) | (50%) | (7%) | (31%) | (2%) | 2.06 | .856 |
| Approval for further studies is based on organization priorities other than friendship. | (4%) | (49%) | (4%) | (24%) | (19%) | 2.31 | 1.205 |
| I have been supported to attend conferences/Seminars by the organization | (20%) | (22%) | (7%) | (48%) | (2%) | 4.33 | 1.43 |
| KCCA has functional promotional policy | (13%) | (50%) | (6%) | (24%) | (7%) | 2.12 | .931 |
| Promotion at KCCA is based on merits other than favoritism | (17%) | (48%) | (7%) | (22%) | (6%) | 2.27 | 1.250 |
| Promotion at KCCA is regular | (9%) | (46%) | (4%) | (26%) | (15%) | 2.45 | 1.270 |

**Source**: *Primary data*

***Key****: SD = strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = strongly agree*

In order to analyze the above findings, a total sum of respondents who strongly disagreed and those who disagreed was computed into one category “opposed to items” and another total sum of respondents who strongly agreed and those who agreed was computed into one category “concurred with items”. Thus, three categories of respondents were compared, which included “Respondents who opposed the items”, “Respondents not sure with the items” and “Respondents who concurred with the items”. The scales were combined for easy presentation, analysis and interpretation (Amin, 2005) as shown in the following paragraph.

Findings on whether there are opportunities for employees to develop new skills in KCCA, it was established that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of staff that opposed ranged 69% while the percentage that were not sure was 7% and the percentage of those who concurred was 24%. It can be seen from these comparisons that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore, from the analysis, findings show that most staff were of the view that there are no enough opportunities for them to develop new skills in KCCA. This is presumed to lead to increased staff turnover.

Findings on whether trainings are always organized by management to employees, it was established that most staff were opposed to this item compared to staff who concurred and not sure. The percentage of staff that opposed ranged 67% and the percentage that was not sure was 7% and the percentage of those who concurred was 33%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore from the analysis, findings show that most staff were of the view that there are no enough trainings organized by management for employees. This is presumed to lead to increased staff turnover.

On whether approval for further studies is based on organization priorities other than friendship, findings in Table 7 show that most staff were opposed to this item compared to staff who concurred and not sure. When you compare these items it shows that the percentage of staff that opposed ranged 54% and the percentage that were not sure was 4% and the percentage of those who concurred was 42%. These comparisons show that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore, the findings show that most staff were of the view that approval for further studies is based on friendship more than organization priorities. This is presumed to lead to increased staff turnover.

Findings on whether KCCA has been supporting employees to attend conferences/Seminars, it was established that most staff concurred to this items compared to staff who opposed and not sure about contracting. When you compare these items it shows that the percentage of staff that concurred was at 50% and the percentage that were not sure was 7% and the percentage of those who concurred was 42%. From these comparisons, it can be seen that percentages that opposed to the items and the percentage that were not sure about the items are lower compared to the percentages that was in agreement. From this analysis therefore, findings show that most staff was of the view that they have been supported to attend conferences/Seminars by the organization.

On whether KCCA has functional promotional policy, findings in Table 7 show that most staff were opposed to this item compared to staff who concurred and not sure. When these items are compared, it shows that the percentage of staff that opposed were 63% while the percentage that were not sure was 6% and the percentage of those who concurred was 31%. When these items are compared, it shows that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Thus, from this analysis, findings show that most staff was of the view that KCCA has no functional promotional policy.

To further confirm the above findings, they were asked whether promotion at KCCA is based on merits other than favoritism. Findings in Table 7 show that most staff were opposed to this item compared to staff who concurred and not sure. When these items are compared, it shows that the percentage of staff that opposed were 65% and the percentage that were not sure was 7% and the percentage of those who concurred was 28%. It can be seen from these comparisons that percentages that did concur to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Therefore from the above, findings show that promotion at KCCA is based on favoritism other than merit despite the fact that promotional policy is in place but not functional.

Lastly, to further convict the above findings, they were asked whether promotion at KCCA is regular. Findings in Table 7 show that most staff were opposed to this item compared to staff who concurred and not sure. When these items are compared, it shows that the percentage of staff that opposed were 55% while the percentage that were not sure was 4% and the percentage of those who concurred was 41%. From these comparisons, it can be seen that percentages that concurred to the items and the percentage that were not sure about the items are lower compared to the percentages that opposed to the items. Thus, from this analysis, findings show that promotion at KCCA is irregular.

A comparisons from the above shows that the percentages that opposed to the items are higher compared to the percentage that were undecided about the item and the percentages that concurred to the items. Thus, from this analysis, findings show that most staff were of the view that trainings were rarely organized by management for staffs, approval for further studies was not based on organization priorities other than friendship, they had not been supported to attend conferences/seminars by the organization, KCCA had no functional promotional policy, and promotion at KCCA was not based on merit other than favoritism and was irregular. However, findings also show most staff were of the view that adequate training did not make them feel secure at their job.

Interview findings shed more light about capacity development programs at KCCA. When key informants were asked about the capacity development programs offered by KCCA to its employees, it was established that these included promotion, appreciations, written or verbal thanks, good working conditions, gift offering and recognition. Others were challenging responsibilities and training. During the interview, key informant E responded in the following quotation when asked about capacity development programs at KCCA.

*Appreciation and promotion are mostly used. Good performing employees are appreciated during organization’s ceremonies and end of year party. However, employees prefer salary increment to any other form of reward. Promotions would be good but when they promote you, they add on you more responsibilities and promotions are sometimes given according to one’s relationship with the supervisor.* (Key Informant 6, 23rd October, 2018)

From the quotation, it can be observed that although KCCA workers were recognized through promotion, the process was not transparent because some of the workers’ promotion depended on one’s relationship with the supervisor. In addition, these forms of appreciation and recognition are not very effective given that staffs preferred salary increment.

Perceptions of key informant at KCCA indicated that the use of capacity development programs was not at the adequate levels in the organization. When key informants were asked how effective had been KCCA’s capacity development programs, key informant F responded

“*Capacity development programs are not effective. For example, it takes some staff three to five years to advance to the higher position, while other staffs, it is above five years*”. (Key Informant 2, 22nd October, 2018)

Regarding the effectiveness of capacity development programs, it was learnt during the interviews that workers feel recognized and appreciated from the jobs they do as shown in the following comment by key informant G:

*…..When promoting someone, even if you do not add much to their salary, they still feel that they have made a great step in their capacity or profession and a recognizable contribution in the organization.* (Key Informant 3, 20th October, 2018)

Thus, from the comment, it is shown that employees at KCCA are given capacity development programs in form of promotion. These help to improve employee turnover.

Key informant H in support had this to say*:*

*I have been working with this organization for six years. I have already had three promotions. Therefore, it really encourages me and other workers who also were promoted.* (Key Informant 7, 23rd October, 2018)

Generally, findings show that capacity development programs to KCCA support staff were not satisfactory. From the conceptual framework, the explanation was that if this happens to be the case, staff turnover is likely to be high. Inferential statistics was conducted to confirm if this was the case at KCCA. Thus, after establishing KCCA support staff’s views on capacity development programs, the next step was to test the second hypothesis using inferential statistics.

## 4.5 Factor analysis

## 4.5.1 Correlation Results for Compensation and Staff Turnover

To test if there was a relationship between compensation and staff turnover in KCCA, a Spearman`s rho correlation coefficient was done by the study and the results are shown in Table 8 below. To verify this hypothesis, a null hypothesis was derived that compensation has a significant positive effect on staff turnover in KCCA.

Table : Correlation results for compensation and staff turnover

|  |  |  | Compensation | Staff turnover |
| --- | --- | --- | --- | --- |
| Spearman's rho | Compensation | Correlation Coefficient | 1.000 | -.448\*\* |
| Sig. (1-tailed) | . | .000 |
| N | 88 | 88 |
| Staff turnover | Correlation Coefficient | -.448\*\* | 1.000 |
| Sig. (1-tailed) | .000 | . |
| N | 88 | 88 |

Findings show that there was a negative correlation ( = -.448) between compensation and staff turnover. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation (p = .000) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis “Compensation has a significant positive effect on staff turnover in KCCA” was rejected and the alternative hypothesis was considered. The implication of these findings is that compensation had no significant influence on staff turnover at KCCA. The negative relationship implied that the lower the compensation, the higher staff turnover.

## 4.5.2 Regression Results for Compensation and Staff Turnover

Analysis was further conducted using a regression to determine the effect of the dimensions of compensation (salary, bonus and benefits) on staff turnover. Findings are presented in Table 9

Table : Model summary for compensation and staff turnover

|  |  |  |
| --- | --- | --- |
| ***Regression Statistics*** | |  |
| Multiple R | -.448 |  |
| R Square | .218 |  |
| Adjusted R Square | .196 |  |
| Standard Error | 4.500 |  |

**Source**: *Primary data*

Findings in Table 9 show a negative linear relationship (Multiple R = -.448) between the combination of compensation benefits and staff turnover. Using R Square, it can be seen that compensation account for 21.8% change in staff turnover. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 22.4) was less than the critical significance at .05. Hence, the findings were accepted.

## 4.5.3 Correlation results for welfare programs and staff turnover

The second hypothesis stated, *“*Welfare programs have a significant positive effect on staff turnover in KCCA*”* Spearman correlation coefficient (r) was used to test the hypothesis. Table 10 presents the test results.

Table : Correlation results for welfare programs and staff turnover

|  |  |  | Welfare programs | Staff turnover |
| --- | --- | --- | --- | --- |
| Spearman's rho | Welfare programs | Correlation Coefficient | 1.000 | -.567\*\* |
| Sig. (1-tailed) | . | .000 |
| N | 88 | 88 |
| Staff turnover | Correlation Coefficient | -.567\*\* | 1.000 |
| Sig. (1-tailed) | .000 | . |
| N | 88 | 88 |

**Source**: *Primary data*

The findings show that there was a negative correlation ( =-.567) between welfare programs and staff turnover. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation (p = .000) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis *“*Welfare programs have a significant positive effect on staff turnover in KCCA*”* was rejected and the alternative hypothesis was considered. Therefore the findings imply that welfare programs had a significant negative effect on staff turnover at KCCA. This implies that the lower the welfare programs, the higher staff turnover in Kampala Capital City Authority.

# 4.5.4 Regression results for welfare programs and staff turnover

Analysis was further conducted using a regression to determine the effect of welfare programs on staff turnover. Findings are presented in Table 11, accompanied by analysis and interpretation.

Table : Model summary for welfare programs and staff turnover

|  |  |  |
| --- | --- | --- |
| ***Regression Statistics*** | |  |
| Multiple R | -.567 |  |
| R Square | .321 |  |
| Adjusted R Square | .318 |  |
| Standard Error | .5643 |  |

***Source****: Primary data*

Findings in Table 11 show a negative linear relationship (Multiple R = -.567) between the combination of dimensions of welfare programs and staff turnover. The R Square shows that the welfare programs account for 32.1% change in staff turnover. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 25.8) was less than the critical significance at .05. Hence, the findings were accepted.

# 4.5.5 Correlation Results for Capacity Development Programs and Staff Turnover

The third hypothesis stated, *“*Career development programs have a significant positive effect on staff turnover in KCCA*”* Spearman correlation coefficient (r) was used to test the hypothesis. Table 12 presents the test results.

Table : Correlation results for capacity development programs and staff turnover

|  |  |  | Capacity development programs | Staff turnover |
| --- | --- | --- | --- | --- |
| Spearman's rho | Capacity development programs | Correlation Coefficient | 1.000 | -.500\*\* |
| Sig. (1-tailed) | . | .000 |
| N | 88 | 88 |
| Staff turnover | Correlation Coefficient | -.500\*\* | 1.000 |
| Sig. (1-tailed) | .000 | . |
| N | 88 | 88 |

***Source:*** *Primary data*

Findings show that there was a negative correlation ( =-.500) between capacity development programs and staff turnover. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation (p = .000) is less than the recommended critical significance at 0.05. The relationship was thus significant. Due to this, the hypothesis *“*Career development programs have a significant positive effect on staff turnover in KCCA*”* was rejected and alternative hypothesis was taken. Thus, the implication of the findings was that capacity development programs had a significant negative influence on staff turnover at KCCA. This implies that the lower the capacity development programs, the higher staff turnover in Kampala Capital City Authority.

## 4.5.6 Regression results for capacity development programs and staff turnover

Analysis was further conducted using a regression to determine the influence of capacity development programs on staff turnover. Findings are presented in Table 13, accompanied by analysis and interpretation.

Table : Model summary for capacity development programs and staff turnover

|  |  |  |
| --- | --- | --- |
| ***Regression Statistics*** | |  |
| Multiple R | -.500 |  |
| R Square | .250 |  |
| Adjusted R Square | .239 |  |
| Standard Error | .8543 |  |

**Source**: *Primary data*

Findings in Table 13 show a negative linear relationship (Multiple R=-.500) between the combination of dimensions of capacity development programs and staff turnover. The R Square shows that the capacity development programs account for 25% change in staff turnover. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 33.1) was less than the critical significance at .05. Hence, the findings were accepted.

# CHAPTER FIVE

# SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

# 5.1 Introduction

This chapter provides a summary of the findings from the study, discusses the empirical results in view of the research objectives, stated hypotheses and similar findings in other research elsewhere. The researcher’s conclusions are presented and finally recommendations made for future studies on the subject of motivation and staff turnover.

# 5.2 Summary of Findings

The study revealed a number of findings. These findings are summarized below.

## 5.2.1 Compensation and staff turnover

This study has shown that motivation is strongly correlated to staff turnover. It is clear that the biggest number disagree with the statement. This shows that the salaries and wages offered to employees have an impact on the labour turnover at Kampala Capital City Authority; yet, the Authority does not consider salaries and wages as a means of motivation. Management should consider wages and salaries as a motivation tool for better results. In addition, the survey results revealed that payment should be done in time not only for contract and permanent staff only who earn salaries promptly between the 15th -20th of the month, leaving out casual workers who get paid in arrears and other sectors like health workers and teachers being paid when the next month is starting, therefore the authority should make sure the set policies are properly followed, that regular compliance appraisals are prepared. Bonuses are only for staff that had outstanding performance from their appraisals while benefits were also classified for top managements mainly.

## 5.2.2 Welfare programs and staff turnover at KCCA

The correlation results revealed a negative correlation between welfare programs and staff turnover. However, it can be noted that staff have benefited from loan schemes that are got from the staff Sacco to build themselves through the lower interest rates as compared to banks, some staff have been able to get land from the Sacco, emergencies are sorted with easy because of the emergency loans available, and also staff are encouraged to save and plan for who to invest from their savings scheme. Insurance schemes are available to staff on permanent and contract basis much as the Health Workers and casual workers are not insured, job security is only for the public servants under the Authority who are only few in number compared to other categories of employees, the contract staff have their contracts renewed every four months while the casual staff have no contracts.

## 5.2.3 Capacity Development Programs and Staff Turnover at KCCA

The correlation results revealed that capacity development programs are positively and strongly correlated to staff turnover at KCCA. In addition, the institution has encouraged staff to grow in their careers whereby study leaves are given, scholarships are also given for different levels of management, short term training and capacity building in form of workshops are also present at the Authority, especially when staff get promotions, the authority has a LEAP mentorship programs that helps managers and supervisors undergo trainings on how to handle the staff below them. The study has demonstrated that expertise and skilled staff are reliable and seasonable, and hence competent to carry out service delivery at KCCA.

# 5.4 Conclusions

## 5.4.1 Compensation and staff turnover at KCCA

On the first objective, the findings of this study showed that it is only the matching of workload with salary that had strong influence on staff turnover at KCCA. Based on the findings of the study, a conclusion is drawn that organizations need to pay much attention to compensation such as salaries, wages and allowances. This explains the higher levels of staff turnovers at KCCA.

## 5.4.2 Welfare programs and staff turnover at KCCA

On the second objective, the findings of this study showed that loan schemes given through KCCA SACCOs were the only welfare programs that had strong influence on staff turnover at KCCA. Based on the findings of this study, it is concluded that organizations need to pay much attention to insurance schemes, functional policy on employee job security and work compensation insurance policy and many others. The absence of the above explains the high levels of staff turnovers at KCCA.

## 5.4.3 Capacity Development Programs and staff turnover at KCCA

On the second objective, the findings of this study showed that attending conferences/seminars funded by the organization was the only capacity development program that had strong influence on staff turnover at KCCA. Basing on the findings of the study, conclusion is made that organizations need to pay much attention to other capacity development programs such as recognitions, challenging work, and many others. This explains the high levels of staff turnovers at KCCA.

# 5.5 Recommendations

## 5.5.1 Compensation and staff turnover at KCCA

Based on the conclusions above, it is recommended that the management of KCCA should adopt a “monetary benefits” policy to all employees. The policy should ensure that all employee benefit from the medical scheme in place, employees’ transport to and from work is facilitated, housing allowance is incorporated in employees’ salary, employees are entitled to bonus when they exceed their target and when they work overtime they get an allowance.

## 5.5.2 Welfare programs and staff turnover at KCCA

From the empirical results, it is recommended that the management of KCCA in particular must ensure that they have in place employee insurance schemes covering all employees, functional policy on employee job security and work compensation insurance policy to retain competent employees at KCCA.

## 5.5.3 Capacity Development Programs and staff turnover at KCCA

Based on empirical results, it is recommended that the management of KCCA in particular must introduce a policy of “employee advancement”. It should focus on regularly organizing staff trainings, approve for further studies basing on organization priorities, provide managerial support to staff, organize conferences/seminars, and promotion based on merit.

# 5.6 Limitations of the study

On the whole, the study was successful save for some limitations encountered.

Some of the potential respondents holding key policy information could not be reached for interview in spite of several arrangements to meet them. There were also some respondents who did not give this study the seriousness it deserved claiming it was a waste of time as they had participated in such research previously, without any notable change. This resulted into wastage of time as the researcher labored to explain that the study was only for academic purposes. Some respondents did not return the questionnaires issued to them. This hampered the researcher’s progress as timelines had to be revisited. There were also cases where some expenses were incurred in availing extra questionnaires.

# 5.7 Areas for Further Research

The content scope of this study was limited to motivation and staff turnover, with motivation limited to the three that included compensation, welfare programs and capacity development programs. The same study could be replicated with other types of motivation as a predictor variable and staff turnover as a dependent variable.

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# APPENDICES

## APPENDIX I: QUESTIONNAIRE FOR JUNIOR STAFFS

**Introduction**

*Dear respondent,*

You have been selected to participate in this study that seeks to analyze the effect of motivation on staff turnover in Kampala Capital City Authority. The study is being undertaken as a partial fulfillment of the requirements of a Master’s Degree in Public Administration at Uganda Management Institution (UMI), Kampala. The purpose of the research is purely academic and all information that will be given will be treated as confidential.

**SECTION A: DEMOGRAPHIC DATA**

Choose and tick the most appropriate description of your bio data from the objectives below

1. Your gender a) Male b) Female

2. What is your age group?

a) 20-29, b) 30-39, c) 40-49, d) 50 and above

3. What is your highest level of education?

a) Post Grad Diploma, b) Bachelor’s degree, c) Masters’ degree d) Doctorate

e) Others (specify) ---------------

4. What is your marital status?

a) Single b) Married c) divorced d) Separated e) Widowed

5. For how many years have you worked with KCCA?

a) Less than one year b) 1-5 years c) 6-10 years

**SECTION B: INDEPENDENT VARIABLE – MOTIVATION**

1. **Compensation**

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| 1 | Salary is prompt |  |  |  |  |  |
| 2 | I am satisfied with my salary |  |  |  |  |  |
| 3 | There is regular increment of staff salaries |  |  |  |  |  |
| 4 | My workload matches my salary |  |  |  |  |  |
| 5 | I am allowed to pick salary advance often |  |  |  |  |  |
| 6 | I benefit from the medical scheme in place |  |  |  |  |  |
| 7 | When I work overtime I get an allowance |  |  |  |  |  |
| 8 | Housing allowance is incorporated in my salary |  |  |  |  |  |
| 9 | I am entitled to bonus when I exceed my target |  |  |  |  |  |

1. **Welfare programs**

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1=Strongly Disagree, 2=Disagree, 3 =Not Sure, 4 =Agree, 5 =Strongly Agree

| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | KCCA gives contract of employment |  |  |  |  |  |
| 2 | Managers at KCCA trust employees |  |  |  |  |  |
| 3 | KCCA has a functional policy on employee job security |  |  |  |  |  |
| 4 | I have a medical insurance guaranteed by KCCA |  |  |  |  |  |
| 5 | My pension is guaranteed after work |  |  |  |  |  |
| 6 | KCCA has loan schemes for employees |  |  |  |  |  |
| 7 | KCCA runs a SACCO for employees |  |  |  |  |  |
| 8 | KCCA has a work compensation insurance policy |  |  |  |  |  |

1. **Capacity Development Programs**

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | There are opportunities for me to develop new skills in KCCA |  |  |  |  |  |
| 2 | Trainings are always organized by management to employees |  |  |  |  |  |
| 3 | Approval for further studies is based on organization priorities other than friendship. |  |  |  |  |  |
| 4 | I have been supported to attend conferences/Seminars by the organization |  |  |  |  |  |
| 5 | KCCA has functional promotional policy |  |  |  |  |  |
| 6 | Promotion at KCCA is based on merits other than favoritism, |  |  |  |  |  |
| 7 | Promotion at KCCA is regular |  |  |  |  |  |

**SECTION C: DEPENDENT VARIABLE –STAFF TURNOVER**

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | I intend to resign in the next two years |  |  |  |  |  |
| 2 | Most employees voluntarily leave KCCA |  |  |  |  |  |
| 3 | The willingness of employees to leave KCCA is high. |  |  |  |  |  |
| 4 | Most employees use this KCCA as a starting point for other better options |  |  |  |  |  |
| 5 | A number of resignations are submitted to the HRM |  |  |  |  |  |
| 6 | Issues of early retirement have been heard in KCCA |  |  |  |  |  |
| 7 | There are a number of cases when employees abscond from duty at KCCA |  |  |  |  |  |

**THANK YOU FOR YOUR PARTICIPATION!**

## APPENDIX II:

## INTERVIEW SCHEDULE FOR SENIOR MANAGEMENT AND SUPERVISORS

1. Position in KCCA……………………………………………………………..

2. Department /Section…………………………………………………………………….

3) Explain different forms of financial compensations offered at KCCA?

4) In what ways has financial compensation soothed/rendered staff to stay at KCCA?

5) Explain different welfare programs provided at KCCA?

6) In what ways have welfare programs soothed/rendered staff to stay at KCCA?

7) Mention different forms of capacity different programs offered at KCCA?

8) In what ways have capacity development programs soothed/rendered staff to stay at KCCA?

**THANK YOU SO MUCH**

## APPENDIX III:

## TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

| N | S | N | S | N | S |
| --- | --- | --- | --- | --- | --- |
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

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

*Note.—N is population size.*

*S is sample size.*

# APPENDIX IV: Introductory Letter

# APPENDIX V: Anti-Plagiarism Report