EMPLOYEE MOTIVATION AND STAFF TURNOVER IN HEALTH TRAINING INSTITUTIONS

CASE STUDY: UGANDA INSTITUTE OF ALLIED HEALTH AND MANAGEMENT SCIENCES – MULAGO

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DEDICATION

I dedicate this work to my husband Simon Peter Kitayimbwa, my mother and my children Stanislaus Prosper Kitayimbwa and Joseph Propitious Kasakya.

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ABSTRACT

The study examined the effect of motivation on employee turnover in health training institutions using a case of Uganda Institute of Allied Health and Management Sciences (UIAHMS) – Mulago Uganda. The study was built on three study objectives namely; a) To examine the effect of Managerial support on the turnover of employees; b) To examine the influence of reward strategies on turnover of employees and c) To assess the effect of career development on employee turnover.
The study adopted a cross-section design blended with both qualitative and quantitative research approaches; it utilized a sample of 98 respondents drawn from a population of 110 employees of UIAHMS. Data were collected using Self-Administered questionnaires that were distributed the respondents, the study achieved a response rate of 84.69%.

The study findings revealed that all the examined measures of motivation being positively and significantly related with employee turnover. It was found that managerial support has a correlation value of r = 0.654**; P< 0.01. Relatedly, Reward strategies has a correlation value of r = 0.685**; P<0.01 while career development strategies has a correlation value of r = 0.789**; P<0.01. On running multiple regression for ascertaining the degree of the relationship amongst the study variables, the results of the regression model summary indicated that the examined dimensions of Motivation (Managerial support; Reward Strategies as well as career development strategies) account for 73.4% (R-Square = 0.734) of the variation in employee turnover. A closer look at the dimensions of motivation however indicate that career development strategies has the highest contribution on arresting attrition levels at an organization indicated by a beta value of -0.597 followed by reward strategies with a beta value of - 0.484 while management supports least affects attrition rates given a negative beta value of - 0.087.

The researcher concludes that while there is a significant positive relationship between the examined measures of employee motivation, Career development strategies and Reward strategies contribute greatly to curbing staff turnover while management support may not be of great importance in arresting staff attrition.

The study recommends that Management should improve some of the key issues that were reported to be unsatisfactory with regard career development strategies such effectively recognizing performance and supporting staff to pursue further education. Further still, management should institute a policy on rewards/employee compensation and ensure the policy should guide management on effective performance incentives. Management should also ensure that supervisors offer tailored guidance to staff on perform of tasks, remain impartial in their actions towards staff and ensuring communication is effective at all levels of management.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Managing workforce turnover is critical to the long-term health and success of any organization. Whereas Human Resource (HR) professionals historically have regarded turnover as a drain on company resources, industry leaders now recognize that turnover within a company can bring a mixed bag of positive and negative impacts (Mercer 2017). In the present world of economic growth, changing social economic factors, dynamic labor market and hyperactive micro environmental factors of almost all the organizations face the problem of employee turnover. In this very competitive environment no business can enjoy and sustain the success until it deals with this turnover problem efficiently and successfully (Mehmood et al., 2009). In light of the ongoing discussion, the study therefore focused on examining the effect of employee motivation on staff turnover in Public Health Training institutions in Uganda. It particularly utilizes a case study of Uganda Institute of Allied Health And Management Sciences-Mulago (UIAHMS) which is a health professionals' training institute to investigate this relationship. The researcher makes use of the Employment Act as the moderating variables that might influence the relationship between the main study variables. The subsequent sub sections of this chapter present the background of the study, statement of the problem, the study objectives, research questions, the scope of the study, significance of the study, justification of the study, the conceptual framework and its description as well as the operational definitions.

1.1 Back ground to the study

Employee turnover presents a significant threat to business sustainability and is a dynamic challenge faced by businesses worldwide. Despite the economic downturn, employee turnover remains one of the most relevant and significant issues in human resource management (Robison 2010). The consequences of turnover are likely to be particularly severe in cases where experience is a critical prerequisite for successful work, where replacement is expensive and where turnover is disruptive and demoralizing to the remaining workforce (Allen et al., 2010).

In a study conducted by LinkedIn (2017) With an average of 21% per cent, France ranks among the top countries in terms of employee turnover, United Kingdom 17.6%, Australia 17.5%, Canada 16%, United States 13%, Brazil 10.9%,India 8.7%, and South Africa 7.7%. LinkedIn Talent Solutions revealed the roles, industries and sectors experiencing the highest turnover rates, worldwide. The findings, based on a new analysis of more than half a billion LinkedIn member profiles, show that the technology, retail, and media sectors are seeing the highest turnover rates, while the average turnover rate for all companies around the world is 10.9 %. In 2017, the technology software sector saw the highest talent turnover rate in front of retail, media and professional services, coming in at 13.2%. This is the first time in three years that technology took the "top" spot in terms of highest turnover rate. Employees in the retail and consumer sector are turning over at high rates, with industries such as restaurants (17.2%), retail (16.2 %), and sporting goods (14.8%) experiencing the most attrition. Furthermore with media and entertainment, newspapers (13.3 %), online media (13.2 %), and sports (13.2 %) are all neck-and-neck in terms of what industries are driving the turnover rates (LinkedIn 2017). While every industry has unique drivers motivating its workforce, the report found out that the reason people leave their jobs is lack of opportunities and as such recommends the emphasis on career advancement to help retain current employees and attract new ones. Knowing who's likely to leave and how valuable that talent is relative to the pool of professionals can make a big difference in keeping the star players in a company.

According to the Mercer Global report 2017, as globalization continues to become more prevalent, companies are greatly dealing with increased cultural diversity within the workforce. These changes require small and large businesses adopt new policies and guidelines for workers so as to tap into the benefits of increased cultural diversity. The Structural Adjustment Program integrated report 2015 also emphasizes taking care of the diverse cultural diversity at work in a bid of reducing rates of turnover in organizations for all countries worldwide.

Studies on HR practices reveal that motivation practices are of great help for employee development (Anantharaman, 2003). The organization can increase the employee commitment with the help of these programs which increases their personal productivity. Barringer et al., (2005) made a comparison between the firms with rapid growth and slow growth firms. Their study revealed that the organizations with a rapid growth have motivation strategies put in place and are indeed operational to their employees. These employees put their efforts to uphold the growth oriented strategies of the organization. To achieve strategic objectives, growing firms widely use training programs for their employees. They emphasize upon employee development as compared to their non-growing competitors. Hence, training and employee development programs are quite common in growing organizations. Miller (2006) is also of the same view and suggests having more focus on the motivation policies and practices contributes to low levels of employee turnover.

According to Cunningham (2002, employees in today's competitive world are looking for more than compensation packages and benefits. More specifically, what the employees nowadays are looking for is interesting work, employer flexibility, feeling valued and having training and advancement opportunities which finally, become the major factors influencing their decision to change jobs. Nagaraj (1999) noted that organizations are trying many innovative ways to attract employees to work, be it multi-cuisine spread provided at the office, or a multi-gym right at the office premises, or a small children's center where female employees could safely leave their young ones while they work. As such the key to preventing employee turnover is to have a positive work environment where employees are recognized and rewarded for good performance, where there is good communication, and where everyone shares in the excitement of being part of a successful organization (Novliadi 2007).

In Africa where the job market is tight and unemployment is extremely high, it can be tempting to think employees won't leave. Where would they go? In reality, the competition for top talent drives competitors to invest in human capital as a growth strategy (Lowers & Associates 2018). Aside from the hard costs of replacing an employee, there are often even steeper risks. In fact, the risks of turnover extend far into the organization where the loss of institutional knowledge or far greater losses can occur, such as when customers leave to follow a trusted employee to their new place of business.According to Samuel and Chipunza (2009),the risks become even greater when an employee is terminated which can often result into employees jeopardizing customer relationships, theft of company property or trade company secrets, and performing acts of revenge which eventually can break down the company. Consequently, motivation practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners back here in Africa in a hostile economic environment. Studies have indicated that employee turnover driven by several key factors which ought to be managed through organizational culture, strategy, pay and benefits philosophy, and career development systems greatly prevents the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability (Chaminade, 2007).

According to the study carried out in South Africa establishing the causes and effects of high staff turnover at an Academic Development Centre found out that the high turnover of staff was unhealthy for the smooth running of institutions since it affects the growth, profitability and customer satisfaction whenever it occurs in the workplace (Chabaya et al., 2014).The study specifically focused on the main causes of employee turnover and the ground realities of the problem of employee turnover on sustainable growth of the organization. The study revealed that, poor working conditions where employees were given short term contracts for a long period led to uncertainty at the job. More so, the understaffing as well as undefined job descriptions where one employee ended up being the Centre of all activities led to job insecurity which was also pointed out as a push factor. In addition, lack of academic promotion prospects was also found to be a push factor in the departure puzzle of staff. The study therefore recommended that, the management should improve the working conditions for the employees and finalize the proposed unit structure as well as establishing a promotion system that would motivate staff other than monetary remuneration (MJSS report 2014).

In Uganda, the education sector in general has also been reported to have a high employee turnover rate. The turnover rate of lecturers in public universities and private universities/colleges in the country was 57.18% and 42.82% respectively in 2004 (NCHE report 2004). Excellence of any higher education institution is a function of the employees it is able to enlist and retain in its various faculties. This notwithstanding, Makerere University has however had a problem of high employee turnover among its lecturers for several years (Musisi & Muwanga, 2003). This was attributed to the political and financial crises that paralyzed every aspect of life in Uganda during the 1970s and early 1980s and is still manifesting up to the recent years. These financial crises left Makerere University impoverished and almost bankrupt; being unable to fully service many of its expenses including employee welfare (Musisi&Muwanga 2003).It is thus unfortunate that high employee turnover among academic staff has persistently been reported in training institutions. For example, Businge and Karugaba (2012) in their story entitled "staff shortage crippling varsities - report" reported that between 2010 and April 2012, Makerere had lost 25 top dons, and that "for every Appointments Board's sitting, two to four resignation letters of senior dons are submitted". Such high turnover has resulted in the University being highly understaffed, and hence having high student to staff ratios and overdependence on teaching assistants and part time lecturers. At the UIAHMS, records from the HR department as well as Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff composed of new recruits.

In today‘s business climate where organizations undergo numerous changes, stiff competition and uncertainty, the importance of motivation practices to organizational performance needs to be seen from a new perspective. Job satisfaction and the motivation to perform well at work is important in today‘s business climate not merely because of their links with high levels of work effectiveness, but they are important because the competitive advantage requires a knowledge edge, favorable work environment, fair pay and this cannot be achieved unless employees are motivated and are willing to stay to work with organizations that will result in both self-fulfillment as well organizational growth and sustainability (Pascoe et al., 2002).

1.1.1 Overview of UIAHMS

UIAHMS was founded in 1929 as Paramedical School to provide students with excellent medical programs. UIAHMS is a public yet affordable tertiary medical school offering a stimulating curriculum and a supportive environment to ensure our students experience success every day. The school is ranked as one of the best Paramedical School in Uganda where we have the best of facilities and lecturers who enhance on bringing out the best out of the learner and offers a range of programs including short courses, certificate, and diploma and degree courses in rational pharmacy, medical records management and HIV/AIDS counseling.

Nonetheless, the school is faced with high levels of staff turnover as competent and highly productive staff continues to leave the organization. For example, there is continued exodus of majority of staff who carry out various duties at top, middle and lower level in health management training services including the key decision makers. For this reason, records from the HR department of the institute as well as Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff in composed of new recruits. However, these manifestations continue to exist amidst the defined and implemented levels of motivation to staff which compelled the researcher believe that probably this trend in employee turnover could probably be due to inappropriate employee motivation and hence the study.

1.2 Statement of the problem

Employees are the most valuable assets of any organization Boyle (2002). Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term with favorable motivation strategies. Attracting and retaining competent employee depends largely on how well the workforce is motivated (Lussier, 2005). In light of these, the need to manage and retain competent employees in an organization by both private and public sector continues to be central to management and as such, understanding employee perspectives and measuring their retention factors are critical to an organization‘s success.

For many firms, surprise employee departures are creating significant effects on the execution of business plans which have eventually caused a parallel decline in productivity (Amutuhaire, 2011). To avert the costs of employee turnover, organizations define motivation packages aimed at improving commitment, productivity and scale up employee retention rates.

For example, the Human resource manual of UIAHMS provides for various motivation packages to staff such as management support, monitory rewards as well instituting career development packages to staff all aimed at arresting staff attrition together with its associated costs (UIAHMS Human resource manual revised edition, 2017; Bamulanzeeki, 2018).

Despite the continued role out of various motivation packages at UIAHMS, employee turnover continue to manifest as the institute continues to lose valuable staff to competitors. For example, records from the HR department of the institute as well as Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff in composed of new recruits(Bamulanzeeki, 2018). Relatedly, few studies have addressed this problem in Uganda and apparently none has been carried out at Uganda Institute of Allied Health And Management Sciences – Mulago (UIAHMS). It's against this background that the study was construed to examine the effect of employee motivation on staff turnover at this institution of learning.

1.3 Objectives of the Study

1.3.1 General Objective

To examine the effect of employee motivation on turnover of staff in health training institutions

1.3.2 Specific Objective

i. To examine the effect of Managerial support on the turnover of employees

ii. To examine the effect of reward strategies on turnover of employees

iii. To assess the effect of career development on employee turnover

1.4 Research Hypothesis

i. H0: Managerial Support has no significant effect on turnover of employees

ii. H0: Rewards have no significant effect on the turnover of employees

iii. H0: Career development has no significant effect on the turnover of employees

1.5 Scope of the study

The study scope was broken down into three dimensions; content, geographical and time scope.

1.5.1 Content Scope

The study focused on the effect of employee motivation on turnover with specific reference to Uganda Institute of Allied Health and Management Sciences-Mulago. The independent variable is motivation whereas the dependent variable is employee turnover. The dimensions of the study considered under the independent variable were; Managerial Support, Rewards strategies and Career development strategies. On the dimensions under the dependent variable is voluntary turnover.

1.5.2 Geographical Scope

The study was carried out at Uganda Institute of Allied Health and Management Sciences-Mulago. Mulago was chosen because it houses the majority of staff who carry out various duties at top, middle and lower level in health management training services including the key decision makers and it was also easily accessible and therefore the researcher could easily collect data for this research with minimal resources. However, records from the HR department of the institute as well as Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff in composed of new recruits.

1.5.3 Time Scope

The study research focused on the period of 2012 to 2018. The researcher believes that a five year period was sufficient enough to provide substantial and consistent evidence on employee motivation and turnover of staff at Uganda Institute of Allied Health And Management Sciences-Mulago.

1.6 Justification of the study

The researcher justifies the study on grounds that despite the continued role out of various motivation packages at UIAHMS, employee turnover continue to manifest as the institute continues to lose valuable staff to competitors. For example, records from the HR department of the institute as well as Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff in composed of new recruits(Bamulanzeeki, 2018). Thus the time is now to examine whether the undertaken measures towards motivating staff to arrest attrition have an effect on the current on the current problem under investigation.

Secondly, a number of studies have been carried out about motivation and employee turnover such as, “the influence of motivation against employee turnover in Indonesia Journal of business and Management (Welly, 2014)”, “Impact of motivation principles on employee turnover in Czech Republic (Vnoučková, 2013)”. However, there is limited research about motivation and employee turnover in health management institutions in Uganda and hence there is need to have research geared towards find out the effect of employee motivation and employee turnover in health management institutions in Uganda using a case of Uganda Institute of Allied Health and Management Sciences-Mulago.

1.7 Significance of the study

This study provides information that can guide formulation of policies on motivation in health management institutions so as to enhance efficiency in the performance of staff and service delivery in general. The findings hence form a benchmark for subsequent studies that could be carried out at the health management institution and other institutions.

Currently, literature on the effect of motivation and employee turnover among health management institutions in Uganda is scanty therefore*;* the study thus acts as a guide and contribution to the body of knowledge to the future researchers such as university students, research agencies, academicians and consultants. It is specifically vital to those who intend to carry out research on the same study variables.

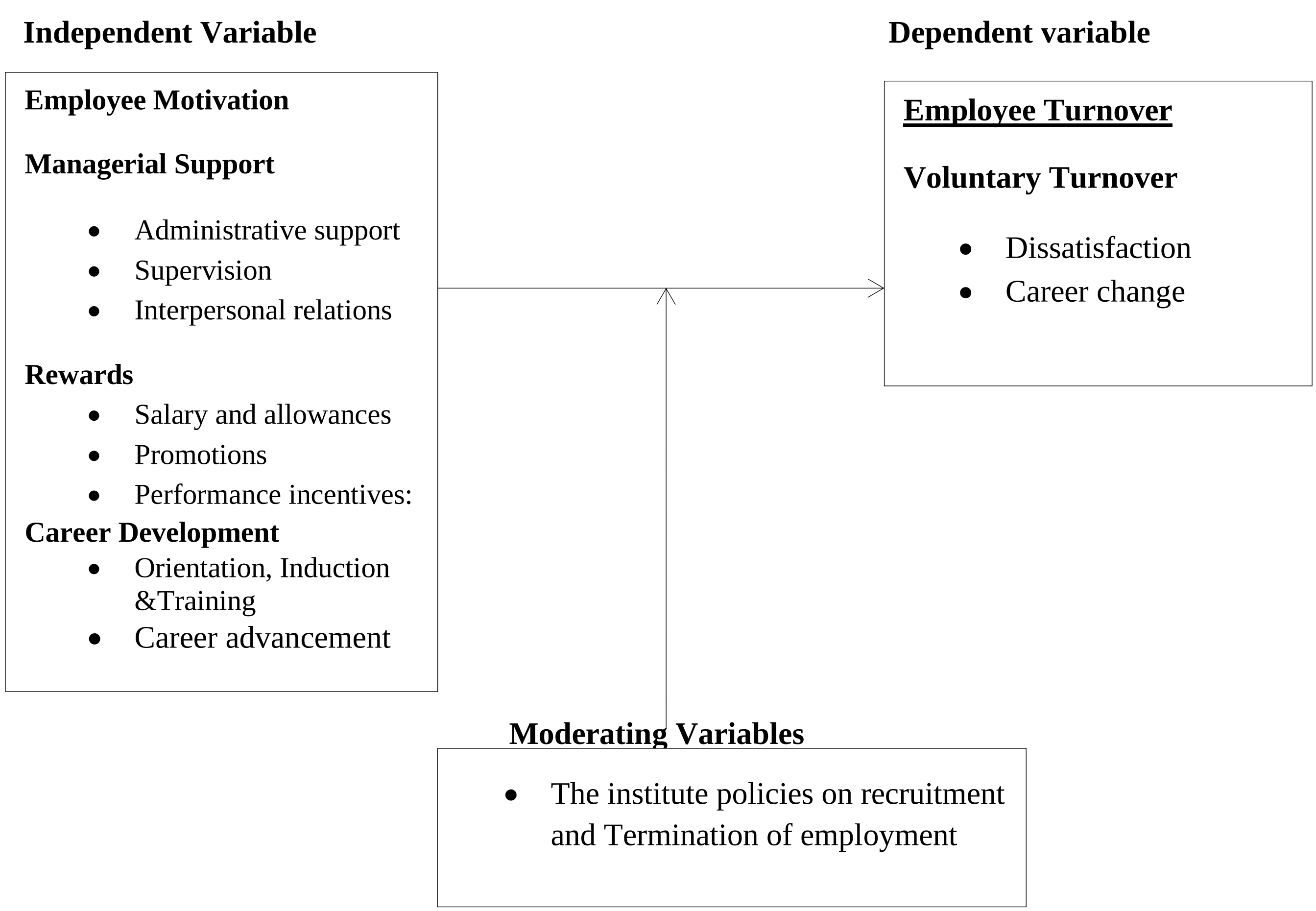
This study's empirical evidence on the impact of motivation on employee turnover might be of great importance for use in short term and long term interventions especially in line with employee retention measures to avoid organization staff turnover which comes with many costs.

1.8. Conceptual framework

The conceptual frame work of the research study is adapted from the research of Asim *et al.*, (2013) showing that interconnections relationships between motivation and employee turnover. Motivation formed the study's independent variable and was measured by Managerial Support, Rewards strategies and Career development strategies (Herzberg, 1969). On the other hand, employee turnover formed the study's dependent variable and was measured by voluntary turnover which is due to dissatisfaction of staff and career growth of the respective employees (Firth et al., 2004).

In here, by an organization effectively defining and rolling out motivation packages to staff through offering managerial staff to the respective employees, tailoring rewards to the changing employee needs as well availing career development opportunities to staff, Herzberg (1969); employee turnover through both dissatisfaction and due to career growth would be reduced(Firth et al., 2004). However, the researcher hypothesizes that this relationship would be moderated by institutional policies on recruitment and termination. Figure 1 below provides a diagrammatical relationship between the study variables.

Figure 1: Conceptual framework



Source: Adopted from Frederic Herzberg (1969); Firth et al., 2004 and modified by the researcher

The study adopts a conceptual framework based on the effect of motivation and employee turnover in health management institutions. Employee motivation is the independent variable whose dimensions include Managerial support, Rewards and Career development while employee turnover is the dependent variable measured in terms of voluntary turnover (Dissatisfaction and career change).

Employee motivation has constructive association with employee turnover. The assumption is that a motivated employee is quick to respond to the exact goals and objectives he/she must attain. As such, employee motivation formulates an additional flourishing energy to do the job well because motivated employees are continuously looking for enhanced practices to do a work effectively (Sandhu. et al., 2017; Beltrán. et al., 2018). Uzonna et al. (2013) further assert that motivation has negative relations with employee turnover because as the motivation decreases the employee turnover increases and vice versa. However, there is a possibility that employee turnover could be as a result of other underlining (moderating) factors such as the institute policies on recruitment and Termination of employment.

1.9. Definition of Key Terms

Motivation

According to Locke and Latham (2004) motivation refers to internal factors that impel action and to external factors that can act as inducements to action. Conversely, Bartol and Martin (1998) relate motivation to the force that stimulates behavior, provide direction to behavior, and underlies the tendency to prevail.

Employee Turnover

Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000). Employee turnover is equal to the number of employees leaving, divided by the average total number of employees (in order to give a percentage value).

1.10 Conclusion

The chapter has presented an introduction to the study in which the main study variables are introduced and the perceived interrelationships projected. The chapter has also shaded a picture of the extent of employee turnover and its costs to an organization in the background to the study including how motivation can be employed to arrest such levels of attrition. In the same chapter, the problem being investigated is elucidated, the study objectives laid, the research hypotheses stated as well as a presentation of the scope that the study looked at it. Equally, the significance, justification, conceptual framework and operational definition of terms and concepts have been presented hence setting the ground for reviewing literature in the subsequent chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter focuses on the theoretical, empirical and methodological review of related literature and the summary of literature review. The review of literature covers the objectives of the study that include; the effect of administrative practices on employee turnover, reward strategies on employee turnover and the effect of career development on employee turnover. Sources of information for literature review include published papers, researches, text books, company annual reports, journals, internal magazines, brochures plus company policies.

2.1. Theoretical Review

2.1.1 Herzberg's Two-Factor Theory of Motivation

Herzberg's Two- Factor Theory of Motivation will be utilized as the theoretical framework for this study.In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are two job factors that result in satisfaction while there are other job factors prevent dissatisfaction. The theory explains what satisfies or dissatisfies employees and hence, serves as an important framework for leveraging employee turnover in organizations.

In his theory, Herzberg identifies two sets of factors: Hygiene factors and Satisfiers/ Motivators factors, defining motivators as intrinsic to the job and hygiene factors as extrinsic. (Armstrong, 2012) According to Herzberg the crucial difference between motivators and hygiene factors is that the first involves psychological growth while the second involves physical and psychological pain avoidance (Viorel, 2009). Hygiene factors include salary, job security, working conditions (workplace, light and all the necessary tools to perform the job), organizational policies and culture. Herzberg affirms that although hygiene factors do not motivate employees, they can cause dissatisfaction if they are missing, but improvements in hygiene factors do not necessarily increase satisfaction. (Smith & Shields, 2013; Udechukwu, 2009) on the other hand, getting people to do their best at work, improving job satisfaction and motivating employees is more a function of motivators or satisfiers‟ factors. Smith and Shields, (2013) said that such factors include increasing employees responsibility, autonomy, recognizing them for their achievements and providing opportunities for growth (Armstrong, 2012).

Herzberg's motivation-hygiene theory points out that job satisfaction and job dissatisfaction rise from different causes, satisfaction depends on motivators, while dissatisfaction is the result of hygiene factors (Udechukwu, 2009). Herzberg (2013), states that the things that make people satisfied and motivated on the job are different in kind from the things that make them dissatisfied. He explains that poor hygiene factors make employees de-motivated, but achieving excellence in those factors will not make people work harder or smarter, affirming that people are motivated, instead, by interesting work, challenge, and increasing responsibility (Herzberg, 2013). Herzberg argues that true satisfaction is primarily a product of internalized motivation factors such as praise or recognition for efforts and opportunities for advancement (Herzberg, 2013). In the two-factor theory, it was proposed that the work-related role has the capacity to fulfill employees' need for self-actualization which influences job satisfaction and urged organizations to enrich the jobs to enhance workers‟ satisfaction in their positions. (Viorel, 2009). More recent studies have been supporting Herzberg, having found motivation/satisfiers factors to be most closely associated with job satisfaction. (Smith & Shields, 2013)

The relevance of Herzberg's Two- Factor Theory of Motivation to the study is that it provides a basis or framework for motivation practices that Uganda Institute of Allied Health And Management Sciences -Mulago can incorporate in their Human resource policy to avoid high rates of employee turnover.All levels of management at UIAHMS could adopt the theory principles byfirst identifying what satisfies or dissatisfies their workforce and initiate change programs to nurturing their job satisfaction and elevating job dissatisfaction which may motivate them for higher productivity and retention besides reducing their exit turnover or its intention. This can be done by looking at the employee complaints, what's going on and what can be done to solve these issues. Thereafter the following could be adopted to create a favourable work environment; Working on the bureaucracy within the organisation, making sure there's supportive and effective supervision, creating a work environment where all employees are respected, offering training and development opportunities, paying an honest salary, appreciating your employees' contributions, tailoring the work to your employees' talents and abilities as well as offering opportunities for career growth within the organisation.

However, critics of Locke 1971 on the Two Factor Theory pointed out issues of the fact that humans tend to look at the aspects of their work that they like and project them onto themselves when things are going well. When times are bad, external factors seem to play a larger part. He further puts it that the theory assumes that job satisfaction equals higher productivity however according to Locke there are plenty of reasons to disagree, like external factors that might influence productivity. Furthermore in a study conducted by Gruenfield and Welssenberg (1970), Herzberg's inference regarding differences between satisfiers and motivators cannot be completely accepted. Their findings attributed the causes of satisfaction to employees' own achievements and mostly attribute their dissatisfaction to obstacles presented by company's policies or superiors than to their deficiencies.

Despite considerable criticism on Herzberg's Two Factor Theory of motivation, it has cast a new light on the content of work motivation. It has contributed substantially to Maslow's ideas and made them more applicable to the work situation. Consequently it has also contributed to job design technique or job enrichment in various work places. As such the researcher believes that this theory is suitable for this study because it informs the conceptual framework of the study and can be used to explain the objectives of the study and provide clear answers to the research questions of the study.

2.2 Overview of Employee Motivation

The company's success is not only supported by the structure of a good company, but strongly on the ability of employee motivation (Robbins, Judge 2007).According to Šuleř, 2008, motivation is the main tool to eliminate the negative employee turnover rate inside organizations. The lack of adequate motivation practices leads to a lack of clear goals and problems with fulfilment as well as a lack of organizational efficiency; further, it is not possible to expect employees to stay in the organization. Motivation is useful to encourage employees to work for the spirit of the workers needed in a company is filled up with high spirits because employees can work with energy and effort that they have so that their maximum productivity can yield to the realization of the organization objectives (Stýblo, 2008).

Motivation consists of psychosomatic mechanisms, and personality differences which are used to clarify employee conduct on the job in provisions of efficiency, contentment, well-being and performance (Benedetti. et al., 2015). Abbas et al., (2014) found in their research that this is a very important phenomenon for all the organizations that each organization wants to keep the motivational level of their employees high and to keep the turnover level to low. Mohamad et al., (2014) concluded from their study that any organization can only have more performance from their employees when they are satisfied from the monetary and non-monetary benefits provided to them.

Employee motivation is also considered as a foundation of employee inventiveness and performance. Componential theory of organizational creativity and innovation shows, persons with elevated job motivation may get pleasure from their job and have a propensity to produce more artistic outcomes. Based on these thoughts, leaders should effort to expand the task motivation of employee inventiveness and, thus, get better performance (Wang 2016). Employee motivation has constructive association with employee performance. A motivated employee is quick to respond to the daily activities/assignments he/she must perform. This eventually formulates an additional energy from the motivated employees to continuously look for enhanced practices to have their work well accomplished on time (Sandhu et al., 2017).

In the current study, employee motivation was measured by managerial support, rewards strategies and career development as discussed in the subsequent subsections below.

2.2.1 Managerial support

With increased competitiveness on globalizations, managers in many organizations are experiencing greater pressure from top management to improve recruitment, selection, training, and retention of good employees and in the long run would encourage employees to stay in organizations. In here, various activities are performed by management to have staff motivated and perform their jobs to the benefit of the respective organizations. For example, organizations undertake job involvement which describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his/her job (Culibrk, 2018).

Relatedly, management offers support by undertaking employee engagement that encompasses an organization's capacity to engage, retain, and optimize the value of its employees by ensuring jobs are well designed, employees' time is well used as well as ensuring that commitment and support that is shown to employees by the management would motivate employees to stay in organizations.

Equally, management strives to ensure higher levels of knowledge accessibility which is the extent of the organization's "collaborativeness" and its capacity for making knowledge and ideas widely available to employees. This is because making knowledge accessible to employees would make them to stay in the organization. Thus, Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees and creating strong corporate culture (Hassan, 2014).

At the UIAHMS, managerial support to staff is ensured through administrative support by availing the required resources and tools to enable staff go about their work swiftly, routine supervision of employees to ensure their work is aligned to the job descriptions and the performance objectives of the institute as well investing heavily in interpersonal relations amongst and between staff and management all aimed at offering an environment that motivates staff to exhibit commitment to the organization.

2.2.2 Rewards strategies

Studies have demonstrated that basic pay affects job satisfaction which in turn affects employee turnover (Islam & Ismail, 2014). They assert that employees expect a certain level of basic pay for their organizational contribution, and that pay constitutes a quantitative measure of an employee's worth and that in order to compete for the most talented workers, companies need to provide attractive and equitable pay. However, Jackson & Schuler (2009) had earlier argued that pay is a motivator for many employees initially, but it is not a powerful motivator over the long term. They note that the role of pay in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment where strategic compensation planning is needed.

Relatedly, McChilloh (2011) posits that financial incentives in form of adequate basic pay mean any inducement involving the payment of money and reduction in price paid for goods or services or any award of credit. Adequate basic pay positively affects employees' commitment or loyalty which in turn improves performance. The fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Saleem, 2011). Wiese and Coetzee (2013) note that while there are a variety of ways to compensate employees, most companies use three main methods: straight salary, straight commissions and a combination of salary and commissions.

At UIAHMS, rewards strategies applicable to staff are in the form of salaries and allowances to compensate the respective employees for their sacrifice time towards performing tasks to inform organizational objectives, tailored staff promotions based on performance as well as undertaking other related performance incentives like bonus and commissions including recognition for achieving and surpassing targets.

2.2.3 Career Development

Çalık & Ereş (2009) reasoned that career development programs enable all the workers to make progress in the organization from the beginning. It also helps to determine career paths and remove all the obstacles against the progress of the workers. What’s more, it accelerates workflow in the organization by providing training for the personnel that go through a career stability and increasing work ability. They explain that employees, especially the young ones wish to develop their careers and be controlled. It is natural for the employees to be in expectation of more job satisfaction and more career opportunities. As a result, they go into the effort of personal development. Therefore, they chose the organizations which support their careers and have career development programs.

Weng and Hu (2009) also proposed that employee career development could be captured by four factors: career goal progress, professional ability development, promotion speed, and remuneration growth. This multi-dimensional conceptualization implies that career growth is both a function of the employees' own efforts in making progress toward their personal career goals and acquiring new skills and the organization's efforts in rewarding such efforts, through promotions and salary increases. This multi-dimensional view of career growth can also be construed as fulfillment of promises on the part of the employer implied by the psychological contract, which in turn has been found to be positively related to employees' organizational commitment.

At UIAHMS, career development by staff is through training (orientation and induction) that are offered that are offered to staff upon assumption of employment, permitting staff promotions, allowing for further studies as well as enabling professional development and assignment of management responsibilities.

2.3 Overview of employee turnover

To accomplish organizational business objectives, efforts that an organization adopts to keep productive and desirable employees are referred as employee retention (Frank et al., 2004). Thus in every sector, employee retention is a major issue because high turnover cost results in failure for achieving organizational objectives. Highest attention is paid to retention as it helps not only in reducing turnover outlays or in minimizing the cost of recruiting and training but because it aids in retaining talented workforce from getting poached (Sandhya & Kumar, 2011). However, when an employee terminates his job, the organization suffers loss of customer loyalty (in service sector), loss of expertise, more organizational cost (hiring, administrative, and training), and interruption in daily workflow, which may prove disastrous for the organizations in the end (Brandt et al., 2016)

Ramball (2013) examined the factors that are most significant in employee turnover in organizations that influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave. The study used stratified random sampling and sampled 115 nonsupervisory employees, middle level management and senior management employees. The results reported that locations of the company, compensation, the job itself, the company's reputation, career development, job security, organizational culture, training and development, empowerment, attractive benefits were the reasons for choosing the corporation as an employer. The study further indicated that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule, lack of trust in senior management, inadequate opportunities for training and development, low overall satisfaction were the reasons for the high employee turnover from the existing organizations. In the current study, employee turnover was looked form the perspective of voluntary turnover and meant turnover due dissatisfaction as well as well turnover due to career growth a discussed below.

2.3.1 Voluntary turnover

Voluntary turnover refers to when employees decide to end their relationship with organizations on their own (Hauskenecht and Trevor 2011). Human and social capital theories assert that every departure is a disruptive event to organizations (Dess and Shaw 2001; Shaw et al., 2005). On the other hand and from an organization's perspective, employee turnover indicates a loss of firm-specific knowledge, skills, and abilities that have been acquired over time and possessed by the person who exited the organization (Lee and Whitford 2013).

Important to note however is the fact that employee turnover comes along with costs which become even greater when the employee who leaves the organization is a capable one (Tracey and Hinkin 2008). This is because finding a replacement for a qualified worker is especially challenging and as such, until the organization finds an appropriate replacement, turnover costs are likely to increase as the organization operates. Furthermore, the costs of training and adjustment might also be higher given the need to restore significantly decreased productivity due to the loss of a competent employee.

Therefore, despite the potential benefits of having newcomers, highly competent employee turnover would bring about disadvantages to an organization, given the substantial costs invoked above. In other words, an inverted U-shaped relationship between turnover and performance hypothesized by Moon (2017) might not hold when organizations lose capable workers.

It is important to note that a highly skilled individual's decision to leave an organization is mostly voluntary, as companies always want to retain these employees (Kyndt et al., 2009). An employee's intention to leave an organization and to move to another depends on her or his perception on the ease of such a transition and needless to say, highly skilled individuals have more career alternatives (Lee and Mitchell 1994), which makes movement much easier Moon

(2017). Moreover, individuals who acknowledge their talents and are passionate about pursuing their career always look for better jobs, and thus are more likely voluntarily to leave the current organization when they find a more appealing position for developing their career (Direnzo and Greenhaus 2011). As such, many incidents of voluntary turnover involve losing employees who have high levels of skills, knowledge, and talents, which can have a linear and negative effect on organizational performance.

In light of the above discussion, employee turnover at UIAHMS is particularly attributed to the voluntary turnover and due dissatisfaction as well as well turnover due to career growth.

2.4. Empirical Review of Literature

This section provides of review of the existing empirical studies regarding the main study variables to form a basis for identifying the literature gaps that the current study strives to address. The review is done in line with the study objectives as presented in the subsequent sections below.

2.4.1 The effect of Managerial Support on employee turnover.

Across the globe, the tasks and functions of the human resource department have moved to line managers and supervisors. Nowadays, the manager is supposed to lead, manage, guide, support and develop his/her subordinates and colleagues (Stýblo 2008).Because the importance of positive work motivation is on the rise, the operationalization of various motivation forms is an essential condition for fulfilling managerial tasks. This includes the engagement of subordinates, i.e. to help the individual behave according to the organization's rules and standards as well as delegation, coaching, mentoring and performance evaluation (Šuleř, 2008). Managers encourage a workplace culture that supports staff in the required time and direction as a part of his motivation role (La Brosse, 2010). Without an adequate level of motivated behaviours, employees' actions, goals cannot be set up, their fulfillment and sufficient performance cannot be achieved (Lussier 2010).

Casper and Buffardi (2004) stated that the availability of supportive supervisors and a favorable organizational climate play a pivotal role in attracting and retaining human resources. The role of an effective supervisor in arresting attrition rates is of great importance to allow proper communication among all employees irrespective of their level in an organization (Schneider, 2002).This further enhances both positive and negative feedback in the organization that facilitates proper management of organizational and personal issues at all levels (Creamer, Winston 2002).According to Peterson et al.,2003, good quality supervision contributes to employee satisfaction and helps in enhancing an employees' well-being at which results in retention of employees.

Fasolo, Davis (1990) argued that the way employees view an organization is particularly dependent on their relationship with their supervisors. In a study conducted by Smith (1995) he found that the attitude of a hospital managers increases employee commitment to the organization. The research of Kaye and Jordan (2002) also laid emphasis on the fact a manager should be "a good boss" to impact retention positivity in any organization. Firth et al., (2004) found that social supports from supervisors directly reduced the level of employees' burnout and indirectly reduced employees' intention to quit (turnover) via job satisfaction. Manning et al (2005) further found that organizational climate that encouraged peer supports with their supervisors was able to enhance employees' positive job and organizational attitudes. Manning et al (2005) in their study on hospitality employees' perception of organizational climate reported that co-workers cooperation and a good rapport with their managers were found to significantly explain the variation in employees' turnover intentions.

In a study conducted on turnover intentions of lecturers in private universities in Malaysia, supervisor support plays an important role in turnover intention. Lecturers' commitment is affected based on the strength of support they receive from their superiors (Dawley, Andrews, &Bucklew 2008). Strong supervisor support helps decrease burnout and subsequently lowers intention to quit (Kalliath& Beck, 2001). Weak supervisor support is linked to high turnover intentions (Brough& Frame, 2004). Therefore, lecturers who have strong support from their supervisor are less likely to resign from their posts

Research suggests that employees are more likely to indicate intent to leave in the absence of adequate support from Top management in decision making processes. Regarding turnover, Mohamed (2006) specifically ascertained individuals with higher top management support would be less likely to seek out job alternatives in other organizations. In a study conducted by Tang (2003), he indicated that nurse's encouragement toparticipate in decision making regarding the formulation of policies and implementation of changes in a specific unit greatly motivated their daily work activities. When nurses realize that they are involved in decision making processes with the in -charges, they experienced higher levels of job satisfaction and stayed longer in a specific hospitals which reduced their turnover. (Howard 2008) emphasized that employees feel more involved in, loyal to, committed to agencies that engage in participatory decision-making with their superiors since it keeps them informed about their jobs and wider organizational context. Having a voice in the workplace helps employees feel that their voices are heard and that they have influence over the direction of the organization.

Carney (1998) believes that the key to reduced employee turnover rates is proper communication at all levels of management in an organization. Communication with the employees must begin early in the employee - manager relationship. Managers must engage the employee early right from on boarding at orientation by sharing how important the job they do is. Lynn (1997) follows this up by stating that an early atmosphere of fairness and openness must be created by clearly laying out company policies. Taylor and Consenza (1997) indicate that it is important to communicate the values of the organization to its employees in order to increase their level of consent, participation, and motivation. Lynn (1997) further echoes this thought by pointing out that the vision of the organization must be shared with the employee as well as the importance the employees play in helping fulfill it. Lack of communication may result in gaps between management‘s perceptions of quality employment and the employees desired and perceived quality of employment (Taylor &Consenza, 1997). There must be a common purpose and trust among employees. As Denton (1992) points out, managers must make sure employees know what they should do and why it is important.

Duffield and O’Brien-Pallas (2003) were more specific in the way leadership and staff turnover correlate and viewed participative leadership style as a contributing factor. Kroon, Freese (2013) are also of the view that participative leadership style plays a significant role in employee decision making of whether to stay working with the organization or to seek for another job elsewhere. Andrews, Wan (2009) were less specific about the particular style of leadership that positively impacts the capability of an organization to make its employees stay. However, they noted that management plays a determinant role in employee retention and established that there is a direct correlation between employee retention and manager behavior. They stressed the impact of management on employee retention from two perspectives: leadership style and management support and the Involvement of employee in decision making motivate them to stay in an organization.

According to Shader et al, (2001), group cohesion is “a staff members’ perceptions of integration into the organization and colleague environment. The more the individual identifies with the group, the more the ability to conform to the group’s norms and values. The group and the organization become part of the individual and withdrawal from the organization distorts the self-concept and seems like losing part of the self. Interpersonal relations should be encouraged by management and if the environment is conducive, this could result in stronger intentions to stay in an organization. Individuals who strongly identify with their organizations enjoy their work and have higher levels of jobs satisfaction (Dick et al., 2004) than employees who fail to identify strongly with employment institution. Positive perceptions of workplace relationships (supervisor and co-workers support) may help reduce work-related stress, increase job satisfaction and motivation, enhance commitment, improve performance, and reduce employees’ turnover intentions (Lam et al., 2002).

In a study in Pakistan, Khowaja et al (2005) noted that respect at all levels of management is essential in keeping employees committed to an organization. It was found out that most nurses desired respect from their managers as they carried out their daily activities at the health facilities. Nurses were reportedly reprimanded in the presence of patients and relatives, this led to de-motivation, disappointment and lack of pride in their jobs. More so it was reported that managers did not listen to nurses’ problems and or queries on the underlying issues at work, this kept nurses under pressure and just wanted nurses to get the job done while others sought resignation from their places of work. This doctor-nurse relationship greatly contributed to nurses' levels of dissatisfaction at work, due to disrespect exhibited from their managers with greatly affected the quality of care to patients.

According to Correll et al (1998) satisfaction is promoted where there is good supervision and when the employees perceive that supervision is helpful and supportive. Poor supervision could arise within the work place when the supervisor is insensitive and/or incompetent and this could lead to job dissatisfaction. According to Yin et al (2001), nurse managers' position and power could influence the nurses' intentions to stay. Nurse Managers who carry out fair supervisory duties alongside fair appraisals for staff encourages nurses to continually have their job well done.

2.4.2 The effect of Reward Strategies on employee turnover

Richard (2003) notes that pay and benefits are extremely important to both new applicants and existing employees. The compensation received from work is a major reason that most people seek employment. Compensation not only provides a means of sustenance and allows people to satisfy their materialistic and recreational needs, it also serves their ego or self-esteem needs. Consequently, Taylor (2010) found that if an organization's compensation system is viewed as inadequate, top applicants may reject that company's employment offers, and current employees may choose to leave the organization leading to employee turnover. Chabbra& Mishra (2008) noted that if employees perceive that their efforts will be accurately appraised, and if they further perceive that the rewards they value are closely linked to their evaluations, the organization will have optimized the motivational properties from its evaluation and reward procedures and policies. This in return lead to high employee performance and satisfaction when they are: perceived correctly.

According to Walsh & Taylor (2007) Pay raise and bonuses within the course of the year for employees often brings a sense of appreciation to the employees for the work well done. The more significant the raise, the more an employee will feel appreciated. If there is not enough money to give everyone a raise, consequently the top performers can be given the first priority. Bonuses can also be given in cases where there are not enough money to offer raises. Offering a raise or bonuses every year helps the workers feel that they are moving ahead. These essentially comes in form of a financial reward that is paid in cash or added to the base rate and is linked to an employee's performance, skills, competence and contributions to the organization (Bryson et al., 2013).According to Njanja et al., (2013), organizations use bonuses in order to reward their employees for meeting and exceeding the set targets. They further observed that employees who receive large bonuses are likely to improve their commitment in order to receive more bonuses. Thus, bonus pay acts as a means of motivating employees and this enables an organization to achieve its objectives. However, Armstrong and Mullirns (2007) note that bonus pay schemes can create more dissatisfaction in an organization if employees perceive them as badly managed, inadequate and unfair since they rely on the judgment of managers in the absence of reliable and accurate methods of measuring employee performance and competences. Therefore, they can be biased and inconsistent thereby de-motivating employees.

Abassi et al., (2000) identified lack of competitive compensation packages as one of the major reasons for employee turnover in organizations. A study in Australia by Cowin (2002) indicated that nurses were dissatisfied with their payment as their additional nursing qualifications were not considered. This made them feel that their additional qualifications were undervalued and less considered yet they perceived that with this additional qualification they would receive a higher much more pay than it was before. Reportedly there was also no pay incentive for experience or for knowledge. Although some experienced nurses were happy about their salaries, improving nurses' salaries appeared to be a necessity to retain large numbers of nurses especially to those who had gone back to school to attain more knowledge in their various fields of specialty within their professional active ranks. A study in Taiwan by Yin et al (2002) indicated that salary and fringe benefits were the strongest compensation packages influencing nursing turnover. Mrrayan (2005) observed that failure to increase salary after an employee has attained additional knowledge through personal initiative of going back to school would greatly contribute to nurse dissatisfaction and turnover rates.

According to Stacy (1965), equity is an essential attempt with regard to employee compensation for the work done. Under his Equity theory, it states that people form equity beliefs based on two factors: inputs and outcomes. Employees who perceive inequality in remuneration seek to restore equality by changing employers and jobs which has negative implications for job retention. Both propositions highlight the importance of remuneration to job retention for employees. The Inputs (I) refer to the perceptions that people have concerning what they contribute to the job (e.g., skill and effort) while Outcomes (O) refer to the perceptions that people have regarding the returns they get (e.g., pay) for the work they perform.According to Spector (2008) people judge the equity of their pay by comparing their outcome-to-input ratio (O/I) with another person's ratio. This comparison person is referred to as one's "referent other." People feel equity when the O/I ratios of the individual and his or her referent other are perceived as being equal. A feeling of inequity occurs when the two ratios are perceived as being unequal. Hinkin et al., (2000) further asserts thatinequity occurs if a person feels that he or she contributes the same input as a referent other, but earns a lower salary. This feeling of inequity eventually leads to an employee opting to quit the organization due to the inequality in compensation that exists.

Non cash rewards and perks can also be used to recognize exceptional performance. Verbal recognition, trips and public recognition can send an important message regarding the importance of employees to the other employees (Wambugu&Ombui, 2013). According to Martin (2010), employee non-cash reward benefits are the range of additional rewards that are provided to employees by an employer as part of their total remuneration package. They are indirect payments made to an employee and they include insurance cover, pensions, company cars, annual holidays and sick pay. Armstrong (2012) emphasizes that non-cash benefits consist of elements of remuneration which are added to the different forms of cash pay. These benefits contribute to the security as well as the overall quality of an employee work life. Gracci and Kleiner (2006) note that benefits are offered to discourage job-hopping by providing employees with an appealing working environment. Additionally Hong et al., (2005) note that employee non –cash benefits provide a means through which employers can attract talented employees. This is because the benefits provided by an employer have a significant impact in influencing an employee to have the desire to be part of the company team. Consequently, employee non-cash benefits play an important role in the development of an organization and in improving corporate industrial relations.

According to Silva (2009), some employee benefits are mandated by organizational laws throughout the world. This includes such items like minimum wage, over time, annual leave. Doyle (2010) on the contrary proposes that there are types of employee benefits provided by the company but the employer is not required to offer them and likewise the employee is not entitled to receive them. They are offered at the discretion of the employer and covered in labor agreement. They vary from one organization to the other. These may include hazard pay, health care, maternity, paternity and adoption leave, paid holidays, pay raise, severance pay, sick leave, termination, vacation leave, work breaks and meal breaks. Gale (2002) suggests that employees who are injured or become ill in the job are covered by the organization compensation laws. Subsequently, the employers should possess workers compensation insurance. The benefits include payment for lost wages and medical bills. These are paid in portion, normally two- thirds of salary. The organization should also have sponsored disability program. It should provide additional disability coverage. Donata (2011) proposes that some organizations have social security disability. However, one must have worked in jobs covered by social security.

In the world today, most universities have suffered the consequences of poor performance, low staff morale and high employee turnover due to lack of effective reward management programs (Kirunda, 2010).A critical look at Universities is Makerere university where the report of the Visitation Committee (2018) showed that in November 2006**,** there was a strike by staff demanding Government to honor a pledge it had made in April 2004 for a salary increase. A year later, in November 2007, the University was shut down for up to two months as lecturers laid down their tools, September 2011, the University was also closed hardly two weeks into the new semester when authorities running the country's oldest University failed to break a deadlock over a strike by Academic Staff who were demanding enhanced pay and clearance of their pension arrears. More so in 2013, there was a strike by Makerere University Staff demanding for a salary increment from government and also on 1st August 2016, the Non-teaching Staff went on strike demanding their back pay. Lecturers also demanded that top up allowances that University administrators got be scrapped and that Government takes full responsibility of the payroll instead of the now shared salary payment between the University and Ministry of Public Service (Kiwanuka 2015). It's against such background that The Centre for Effective Organizations (2008) noted that the ability of an organization to attract and retain employees depends mostly on its monetary reward system. This is due to the fact that good financial rewards lead to high level of employee satisfaction which in turn leads to low employee turnover

2.4.3 The effect of Career development on employee turnover

Orientation in an organization is the first process of acquainting a new employee with the work environment so that she or he can relate quickly and effectively to new surroundings, (Basavanthappa, 2000). Often this is not given much attention by many employers which eventually cost companies a fortune in a bid to make replacements of the posts made vacant. The purpose of orientation is to make the new employee feel wanted and needed by co-workers and Supervisors and to convince the employee that her or his presence is important to achievement of company goals. This should essentially begin with an explanation of the agency's history, purpose, and structure and is followed by information about the conditions of employment, workers' identification, working hours, leave management, position classification, performance standards, performance evaluation, labor contracts as well as the grievance procedures (Meaghan 2002).

According to Nyambura (2005), poor orientation contributes to labor turnover as well as "reality shock" when employee find that the job they expected is not what they find, they feel discouraged, disillusioned and quit. Sullivan et al., (2005) found that new employees have unrealistically high expectations about the amount of challenge and responsibility they will find in their first job and as such need proper orientation at the point of entry into the organization. They further argue that a well-planned orientation reduces the anxiety that new employees feel when beginning the job while at the same time socializing the employee into the work place contributes to unit effectiveness by reducing dissatisfaction, absenteeism, and turnover.

According to Hiltrop (1999), Professional development is not a least retention cause. He related perceived careers success and organization ability to make employees stay in their jobs since personal and professional growth is a determining factor of retention and promotion opportunities which essentially increases employee commitment to stay working with an organization. Rolfe (2005) discovered a direct correlation between job resignation and issues related to career development. Arnold (2005), Herman (2005) also observed direct relationship between development opportunities and retention. Klein et al (2000) postulated that employees whose professional development is highly considered by their organizations generally exhibited higher organizational commitment, supported the firm’s mission, understood the firm’s corporate culture, adopted its values and beliefs, and demonstrated a willingness to stay longer in the organization. In line with this thought, other studies have confirmed that professional support at work correlate positively with job satisfaction and organizational commitment.

Prince (2005) asserts that promotions at work positively influence retention of employees in an organization hence reducing the level of employee turnover. He also identified promotion and opportunities for growth as a significant reason for which employees decide to leave or stay in an organization and went further by identifying influential factors pertaining to career growth opportunities, which are: advancement plans, internal promotion and accurate career previews. Lengnick (2011) linked perceived career success through promotion to different ranks in an organization to employee retention. Freese (2013) consequently discovered that promotions at work give an employee the morale to work hard while executing their duties in order to attain a certain position at work which gives them self-actualization in their career growth Career progression and development opportunities should also be available to all employees so as to increase the employees’ welfare and worth and also so as to attract and retain them for productivity. This can motivate the employees and also encourage them to take more interest in their line of work. Singh (2012) reinstates that promotion also enables employees to advance themselves professionally and in acquisition of new skills. Diligent, dedicated, and morally upright employees when they are rewarded by promotions help them to know that their efforts are not going unobserved.

Armstrong (2006) further asserts that procedural and transparent promotions encourage employees to do their best knowing that good performance will be rewarded. In cases where employees feel that promotions given in company are not procedural and a dubious means such as favoritism is used to promote employees, employees are likely to look for jobs in other firms that promote their employees based on transparency and true results. Employee promotions positively influence the motivation and commitment of employees. Every employee should be fairly considered for a prospective progression in the organization. Consequently Zuber (2001) found that placements of vacant positions with people outside the company often brings down the work morale of some employee as they feel fit to be promoted to those positions other than bringing new people whom they often have to teach on how to do some work activities. This often brings about organizational conflicts at work from which some employees opt to find better placements somewhere else.

Organizations are now greatly interested in career development programs. Studies on HR practices reveal that these programs are of great help for employee development (Paul, Anantharaman 2003). The organization can increase the employee commitment with the help of these programs which increases personal productivity. Barringer et al. (2005) made a comparison between the firms with rapid growth and slow growth firms. Their study revealed that organizations with a rapid growth heavily rely on the abilities of their employees. These employees put their efforts to uphold the growth oriented strategies of the organization. To achieve strategic objectives, growing firms widely use training programs for their employees. They emphasize upon employee development as compared to their non-growing competitors. Hence, training and employee development programs are quite common in growing organizations. Miller (2006) is also of the same view and suggests having more focus on the policies and practices contributing to career growth and development in the organization to reduce employees seeking for employment elsewhere.

According to Amstrong (2005), supporting ongoing education makes employees feel more valuable and fulfilled professionally. Continuing education is any extension of opportunity for reading, study and acquisition of more knowledge to any person and adult following their completion of full time school or college program (Basavanthappa 2000). This involves the acquisition of knowledge and skills that may be used in the present or future. These programs can affect work behavior in two ways. The most obvious is by directly improving the skills necessary for the employee to successfully complete for his or her job and an increase in ability improves the employee's potential to perform at higher level. This also essentially increases an employee's self-efficacy that he or she has gained more knowledge to successfully execute various duties in his current job position or even have the chance to be elevated to another level due to the new skills attained. A Southport Institute study of workplace education concluded that the longer an organization had an educational program in place for its personnel, the more likely it was to have new innovations at work, experience lower turnover, improved morale, and reduced hostility among its employees (Umiker 2000).

Sponsorship of staff by employers to do various courses to gain skills of doing their professions better is a positive measurement taken as a way of employer branding. This perception for academic staff in universities is believed to be the source of the institution's competitive edge (Minchington, 2010; Prinsloo, 2008). However, a good number of such staff have always left for greener pastures. For example Makerere University Business School (MUBS) sponsors academic staff to undertake Masters and PhD programs with the view that they will be motivated and work for the institution after graduation. In January 2015, of the two PhDs of it graduated, one left after serving two years and another did not serve at all (MUBS Annual HR Report, 2017). In 2017, it graduated 11 PhDs. Of these, two have left even before serving the bonding period. At the master's degree level MUBS graduated over 13 academic staff in 2017, of whom four have left and joined other institutions. Furthermore, evidence shows that public universities in Uganda have more often failed to engage in the activities that provide intangible attributes and qualities that help them to attract potential and retain existing staff. In 2011, Makerere University lost 25 high profile lecturers, while Mbarara University of Science and Technology lost 20 highly skilled lecturers and Gulu University continues to lose ten senior lecturers every academic year (Auditor General Report, 2016). These losses have far reaching impact on both the functioning of academics in the institution and its financial status as well as having an effect on the retention of high profile employees

According to (Ball 2004), regular performance appraisals are very important as these allow the development of career paths which are sensitive to employee's performance levels and abilities. Amstrong (2005) further adds that dissatisfaction with unfair appraisals limits career prospects which are a major cause of employee turnover. Organizations that provide formal career development activities and match them to needs that employees experience at various stages of their careers reduce the likelihood that productivity will decrease as a result of obsolescence or that job frustrations will create reduced satisfaction and hence intention to quit. According to

Samuel &Chipunza, (2009) individuals like to be appraised fairly and hence recognized differently and employers should find out what their employees value most and customize recognition accordingly. Employers must also avoid mistakes such as not getting the facts right and appraising unfairly the wrong person. The form of appraisal should also fit the degree of achievement. Acknowledgement should also be tied to specific actions to help employees recognize exactly what they performed right. Quarterly appraisal of employees can have a significant impact on their level of engagement. Research by the Gallup organization shows that companies with higher employee engagement yield high retention than companies with employees with low employee engagements (Poulston, 2008). When employees feel that their efforts are appreciate and acknowledged, they are more likely to stay, fair appraisals that come with recognition for the work well done can also cultivate dedication and loyalty to the company.

Mueller (2002) asserts that one of the basic tenets of human capital theory is that investment in skill-building is more profitable and more likely to be undertaken for company competitiveness. And in this case investment in skill building is assumed to be a means of provision of development opportunities for staff. According to Jonathan et al. (2011), talent management as the ability to attract, bring on board, manage, develop and redeploy or counsel out employees while optimizing their use – in an effort to achieve competitive success requires the concerted effort on management to equip its employees with various skills necessary to do their work effectively and efficiently with the latest technology. Toracco (2000) stated that knowledge is now recognized as one of an organization's most valuable assets, required to retain and leverage the value (talented staff) of knowledge. Organizations seeking to sustain a competitive advantage have moved quickly to develop systems to leverage the value of competitive skills for this purpose (Robbins, 2000). Consequently, attracting and retaining talented employees through skills development as a way of employer branding has become a burning issue in today's working environment.

Mapelu and Jumah, (2013) conducted a study to investigate the effects of training and development on employee turnover in selected medium sized hotels in Kisumu Kenya. A survey research design was used in which 24 medium sized hotels with 350 employees target participants. The 35 findings of the study indicated that employee development significantly affected employee turnover. The recommendations of the study were that training was an important tool that could be used by hotels to build a more committed and productive workforce.

2.5 Summary of Literature Review

The literature reviewed shows that Managerial Support, reward and Career development practices have become strong motivation initiatives for reduced employee turnover rates in organizations. Over past decades, while it is clear that motivation practices have been widely adapted in higher institutions of learning, few studies show how these practices affect employee decisions on quitting their job positions. Staff turnover has become a major concern for higher institutions of learning, yet only a few researchers have attempted an in-depth study offering detailed consideration of causes and consequences of employee turnover in the education sector with regards to motivation practices implored. Furthermore, most of the existing studies on employee motivation and turnover in the health training centers have been carried out in the Western context and very few studies back here in Uganda (Bhati and Manimala, 2016). In view of the limited research undertaken, this research therefore focuses on filling the gap about employee motivation and turnover in health training institutions in Uganda particularly Uganda Institute of Allied Health and Management Sciences- Mulago.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes a process used to collect information and data for the purpose of discovering answers to the research problem. Research methodology provides a systematic way to solve the research problem. It comprises of the; research design, study population, determination of the sample size, sampling techniques procedure, data collection methods and data collection instruments. The chapter also includes; validity and reliability of instruments, procedure of data collection, data analysis, measurement of variables and ethical considerations.

3.1 Research Design

A cross-section design was employed in order to get an in depth understanding of the phenomenon under investigation and to confirm completeness for instruments (Amin, 2005). Cross-sectional research involves using different groups of people who differ in the variable of interest but share other characteristics, such as socioeconomic status, educational background, and ethnicity. Cross-sectional research studies are based on observations that take place in different groups at one time. This means there is no experimental procedure, so no variables are manipulated by the researcher. Instead of performing an experiment, you would simply do the recording of the information that is given by respondents and that is what is examined for further evaluation, (Lisa Roundy 2003). This study collected both quantitative and qualitative data to help answer research questions of interest. Quantitative designs are plans for carrying out research oriented towards quantification and are applied in order to describe current conditions or to investigate relationships, including cause and effect relationships (Amin, 2005). Quantitative approaches was adopted when sampling, collecting data, Controlling data quality and in analyzing data. This study also applied qualitative approaches which involved an in-depth probe and application of subjectively interpreted data (Sekaran, 2003). Qualitative research enables the researcher to gather in-depth information about the study for example unstructured qualitative interviews were used to serve this purpose.

3.2 Area of the study

The Uganda Institute of Allied & Health Management Sciences (UIAHMS) was founded in 1929 as Paramedical School, to provide students with excellent medical programs. UIAHMS is a public yet affordable tertiary medical school offering a stimulating curriculum and a supportive environment to ensure the students experience success every day. The institute prides in changing the future of country's health with over 40 training programs at one of the top government medical schools in the country. UIAHMS is ranked as the best Paramedical School in Uganda where with the best of facilities and lecturers who enhance on bringing out the best out of the learners with qualifications ranging from short courses, certificate, diploma and degree. The institute thrives on Professionalism, Ethics, Collaboration, and Teamwork, Commitment as well as Integrity. However, Ministry of Public Service report of 2017 and the Education service Commission 2017 indicate that every year the institute on average at least has a quarter of the total staff composed of new recruits.

3.3 Study population

The target population comprised of employees at UIAHMS who include; the top managers, Middle managers as well lower level managers. According to HR records at the institute as of 2018, the total population of employees in the institution was 110. The staff included the following, principals, accountants, secretaries, office attendant, office clacks, machine operators, librarians, wardens, tutors and chefs.

3.4 Sampling Procedures

3.4.1 Sample Size

Brink (1996) described sample size as the number of people or items that are actually included in the study. Therefore, based on Morgan and Krejcie's 1970 table for determining sample size, a sample size of 98 was selected out of the entire population.

Table 3.1 Population, Sample size and sampling technique

Category of staff	Population	Sample Size	Sampling Technique
Top Management level	15	14	Purposive sampling
Middle level	30	28	Simple random sampling
Lower level	65	56	Simple random sampling
Total	110	98	

UIAHMS HR Records (2018)

3.4.2 Sampling techniques

The researcher employed both purposive and random sampling techniques.

Purposive sampling known as judgmental, selective or subjective sampling is a non-probabilistic sampling technique that is used to select a sample based on characteristics of a population and objectives of the study (Crossman, 2017). In this study, the researcher used purposive sampling to select senior management team. On the other hand, simple random sampling technique is one in each member of the sub set has an equal probability of being chosen. Simple random sampling was adopted for the middle level and lower level employees so as to give each of them an equal chance of being selected and to make the data more objective. This gave the study balanced perspectives from various categories of staff.

3.5 Data Collection Methods and Instrument

The researcher used both primary and secondary data sources. Primary sources were in form of interviews and questionnaires which aided the researcher to obtain first-hand information. On the other hand secondary sources of data included annual reports, and other documents having information about motivation and employee turnover. Interviews, Questionnaires and document review data collection methods were employed in this study. This aimed at not only enhancing data validity, but also to generate different perspectives from the data collected.

3.5.1 Interviews

An interview is a face to face dialog between an interviewer and an interviewee (Mugenda & Mugenda, 2003). The purpose of the research interviews is to explore the views, experiences, beliefs and or motivations of individuals on specific matters (Gill et al., 2008). Interviews were employed in this study because they are appropriate for exploring sensitive topics. The researcher conducted interviews mainly on an individual basis. These provided qualitative data which was used to back up the quantitative data collected using the questionnaire.

3.5.2 Questionnaire

A questionnaire is used to obtain factual information and to assess attitudes and beliefs across a variety of topics and groups (Colton & Covert, 2007).Questionnaires are easy to administer and less costly, so they enabled the study to be completed in the specified time frame. The questionnaire consisted of open and close ended questions. This enabled the researcher to get different perspectives on the area of study and also enabled the study to get raw details on the topic under study as recommended by Amin (2005).

3.5.3 Document review

Document review method entails collecting data by reviewing existing documents (CDC, 2009). The documents to be reviewed helped in obtaining background information and an understanding of motivation and employee turnover at Uganda Institute of Allied Health and Management Sciences - Mulago. Document review enabled the study get comprehensive and historical information on motivation practices. Documents review further enabled the study to get a comparison of what was happening before and the current situation so as to make informed conclusions and recommendations.

3.6 Data Collection Instruments

In this study, data were collected using the interview guide, questionnaires and document review checklist. This enabled the researcher to get detailed and in-depth information from the respondents.

3.6.1 Interview Guide

The researcher conducted face-to-face interviews individually through verbal communication in which one person was interviewed at a time. The purpose of the interview guide was to enable the researcher attain uniformity and consistency of data collected, because the compliance rates of interviews are greater compared to the other tools as Mugenda & Mugenda(2003) suggest. The instrument allowed an in-depth examination of the key informants on issues related to motivation and employee turnover at Uganda Institute of Allied Health And Management Sciences - Mulago. In particular, the participants to the interviews were; the director of human resources, the principal of the institute and the 2 staff representatives to the board because this category was believed to have key insights on the extent of staff turnover at the organization and the efforts being made by management to address the problem including the success of such efforts towards curbing the problem.

3.6.2 Self- administered questionnaire

Self-administered questionnaire was employed to collect quantitative data. The Researcher distributed the questionnaires to the respondents and collected them after they were filled. The questionnaire comprised of close and open ended questions. Questionnaires were distributed to the tutors, administrative staff as well as management with the exception of the director HR, the principal and the two staff representative to the board at Uganda Institute of Allied Health And Management Sciences - Mulago. In this study, a five headed response rating, using Likert scale ; 5- Strongly Agree, 4- Agree, 3-Not Sure 2-Disagree, 1- Strongly Disagree, was used to ease the filling of the questionnaire.

3.7 Quality Control Methods

Silverman (2005) argued that for the results of the research to be valid and reliable, there must be trustworthiness in the research process. According to Roberts &Tryaner (2006), reliability and validity are technical terms used by researchers to refer to objectivity and credibility of research. In particular, Miles & Huberman (1994) explained that; quality of the research, data ownership and use of the results should be put into consideration while conducting a research.

3.7.1 Validity

Kimberlin and Winterstein (2008) define validity as the extent to which an instrument measures what it meant to measure. They explained that validity requires that an instrument is reliable, but an instrument can be reliable without being valid. Mugenda and Mugenda (2003) add that, when data collection instruments are able to collect data as per the objectives and measure what they intended to measure so as to arrive at meaningful conclusions, then they are regarded as valid. Content validity Index (CVI) for the questionnaire was used to test the relevance and validity of the questionnaire contents.

It is computed as follows CVI=R/R+IR; CVI is content validity index, R relevant items, IR is irrelevant items.

$$CVI = \frac{\text{No of items rated relevant by the judge}}{\text{Total No of items in the instruments}} = 36/41 = \mathbf{87.8\%.}$$

A CVI value of 87.8% was deemed sufficient based on Amin (2005) who stressed that a CVI of 0.7 and above is sufficient in proving the appropriateness of the tool being prepared for data collection.

3.7.2 Reliability

Reliability is a measure of the extent to which a testing tool or instrument gives consistent outcome each time it is applied to determine an attribute or perception from the same or similar subjects/ respondents. Internal consistency technique was used, based on Cronbach alpha (α) computation (Mugenda & Mugenda, 2003). Cronbach alpha coefficient method measures the consistency within the instruments and how well a set of items measure a particular behavior or characteristic with the test. The researcher conducted a reliability test using SPSS to determine the alpha values of variables that determine the reliability of tools used. According to Streiner (2003), the value of alpha (α) ranges from 0 to 1. Cronbach's alpha (α) generally increases when the correlations between the items increase. A high Cronbach's alpha indicates a high level of internal consistency thus methodologists recommend a minimum alpha (α) coefficient 0.7

Table 3.2: Reliability statistics

S/N	Objective	Number of statements	Alpha (α) Value
1	Management Support	11	0.981
2	Reward strategies	10	0.976
3	Career Development Strategies	11	0.976
4	Turnover	08	0.984

Source: Primary data (2019)

3.8 Data management and analysis

This study collected both qualitative and quantitative data. Therefore, analysis was considered in two categories of data.

3.8.1 Quantitative data analysis

This entailed application of both descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics involved determination of means and measures of dispersion such as standard deviations. Data was processed by editing, coding, entering, and then presented in tables showing the responses of each category of variables. Inferential statistics used were Pearson's correlation coefficient and multiple linear regression analysis using a regression coefficient in order to answer the research questions.

3.8.2 Qualitative data analysis

Involves both thematic and content analysis, and was based on how the findings relate to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes identified (Sekaran, 2003). After data collection, information of the same category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data is illustrated and substantiated by quotation or descriptions from the key informants.

3.9 Measurement of variables

A nominal scale was used to measure the first section of the questionnaire since it contained demographic characteristics of the respondent. The researcher categorized the data collected in an orderly form using the 5 point Likert rating scales used on the questionnaires as follows: 1- Strongly disagree, 2 – Disagree, 3. Not sure, 4. Agree, 5. Strongly Agree. The Likert scale is the most appropriate to measure attitudes, opinions and experiences (McLeod Saul, 2008).

3.10 Ethical considerations

Mwangi & Osei (2013) defined ethics as philosophy which investigates human moral behavior as well as to distinguish what is right or wrong. In order to promote ethics in the proposed study, respondent's names were withheld to ensure anonymity and confidentiality in terms of any future prospects.

In order to avoid bias, the researcher used the data collected for the reason for which it is intended. In this study therefore, in order to avoid plagiarism, the researcher also acknowledged the works of various authors referred to in the study by citation using Harvard format.

Similarly, the researcher obtained clearance and a letter of introduction from Uganda Martyrs University (Faculty of Business Administration & Management) and the consent of the respondents prior to the research and issues regarding confidentiality about the information and identities of respondents, as well as their social and psychological wellbeing were strictly respected.

3.11 Limitations of the study

Due to busy work schedules some respondents might didn’t have adequate time to participate in the study. However, the researcher made appointments with respondents in order to arrange for the appropriate time for them to participate in the study.

Some respondents were occasionally hesitant to reveal the required information for fear that their jobs may be affected is they disclosed information about the UIAHMS. The researcher sought permission from Uganda Institute of Allied Health And Management Sciences – Mulago before conducting the study of its employees in order to allow all selected respondents to freely participate in the study. The researcher also assured respondents of maximum confidentiality and their names were not be recorded anywhere in the work.

The study is also conceptualizing motivation to only refer to managerial support, Rewards and career development with particular emphasis to health training institutions. However, there are other tenets of motivation not addressed in the content scope of this study and hence may affect application of the research findings.

3.12 Conclusion

This chapter has discussed the methodology to be used while going about the study. It highlights the study design and associated methods as well as tools for collection of the data. Relatedly, quality control methods, the tools for data processing, presentation, analysis and discussions are also discussed which eventually formed the basis on which chapter four was premised.

Therefore, in the next chapter, the findings from the field, and the records based on objectives and questions were presented and analyzed.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter presents study findings as obtained from the field in view of the study objectives. Similarly, the chapter offers an analysis as well as a discussion of the study findings with an aim of ascertaining whether the findings resonate with the study objectives and the associated hypotheses. The findings give summaries of the demographic characteristics of the respondents, the descriptive statistics summarizing the means and standard deviations as well as the correlations and regression results for the study variables.

4.1 Response Rate

The researcher administered a total of 94 questionnaires of the 98 targeted respondents using the drop and pick technique and eventually all completed questionnaires at the end of the exercise. On completion of the data collection exercise, 83 questionnaires out of the 94 that had been given out were returned as fully answered representing a response rate of **88.3%**(83/94). The response rate is deemed sufficient representative of the defined according to Babbie (2004) who submitted that return rates of 50% are acceptable to analyze and publish, adding that 60% is good and 70% is very good. Relatedly, all of the 4 interviews that the researcher proposed to conduct were successful representing a success rate of 100%.

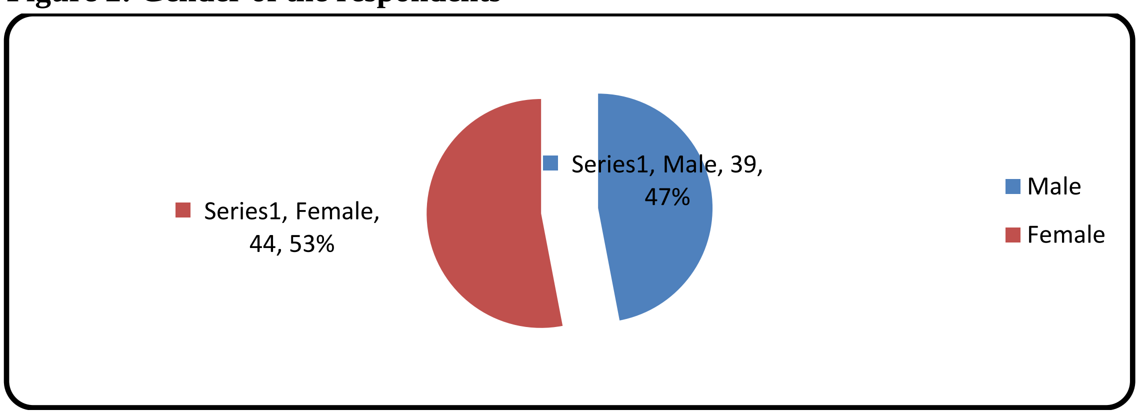
4.2 Demographic Characteristics

The study examined the respondents on key demographic characteristics such as gender, age, education attainment, marital status and the working experience at the UIAHMS with view of linking the study objectives. Responses as recorded from the field are presented in the subsequent tables under this subsection.

4.2.1 Gender of the respondents

Regarding the gender of the respondents, majority (53%) were females while (47%) were males. This could be attributed the many women being engaged in health training activities than men. This may be stemming from the fact that more women pursue medical related courses than men and thus more are likely to get employed as trainers and managers of health training institutions. The high number of female respondents may however be due to the fact that women are relatively easier to motivate and hence likely to stay longer at a particular organization compared to men as presented below.

Figure 2: Gender of the respondents

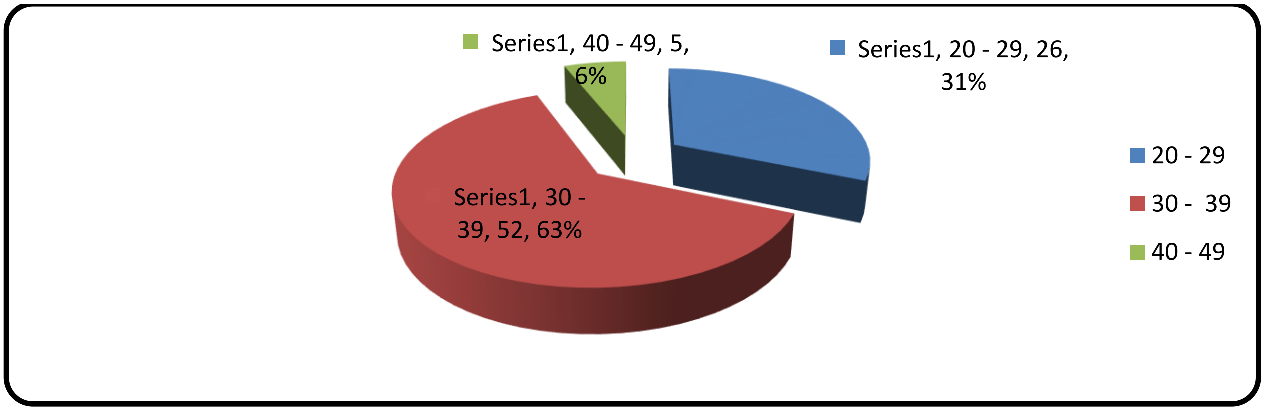


Source: Primary data (2019)

4.2.2 Age of the respondents

Majority of the respondents (94%) were aged below 40 years with 63% aged between 30 and 39 years while 31% were aged between 20 and 29 years. On the other hand, only 6% were aged above 40 years. The results points to the fact that UIAHMS employed a generally young labor force with a host of demands and ambitions. This may however pose a great challenge to the management of the institute since a young labor force requires a lot of material motivation to maintain them on the job with commensurate levels of productivity. This may imply that failure by the employer to offer material motivation to such a labor force may fuel labor turnover.

Figure 3: Age of the respondents

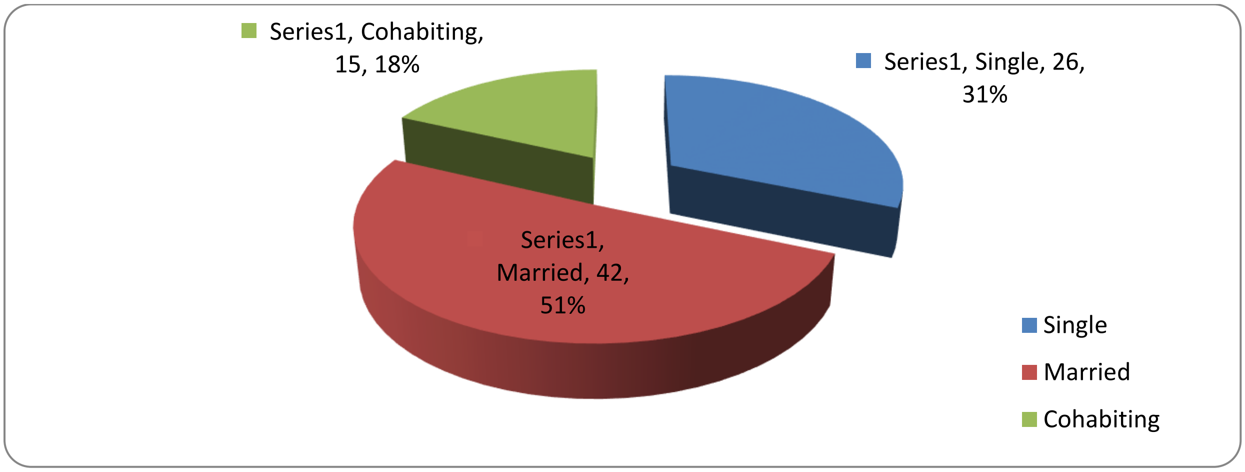


Source: Primary data (2019)

4.2.3 Marital status of the respondents

The study findings revealed that majority of the respondents (51%) were married while 31% were single. On the other hand, 18% of the respondents were cohabiting. The findings point to the fact that majority of the employees of UIAHMS seem to be living a responsible life which comes along with an increase in responsibility. This also means that married staff need different and tailored motivation packages compared to the single counterparts and thus failure by management to address this may result into high levels of employee turnover.

Figure 4: Marital status of respondents



Source: Primary data (2019)

4.2.4 Highest Level of Education of respondents

Regarding the highest education level by respondents, majority (56.6%) were graduates of which 4.8% graduate degrees. On the other hand, 26.5% of the respondents held diplomas while 16.9% held certificates as the highest education qualification. The results indicate that the institute has technically competent staff capable of executing activities that result into achievement of its objectives. However, the composition of staff at the institute in terms of education and training may pose a motivation dilemma to management and hence result into employee turnover.

Table 4.1: Highest Level of Education of respondents

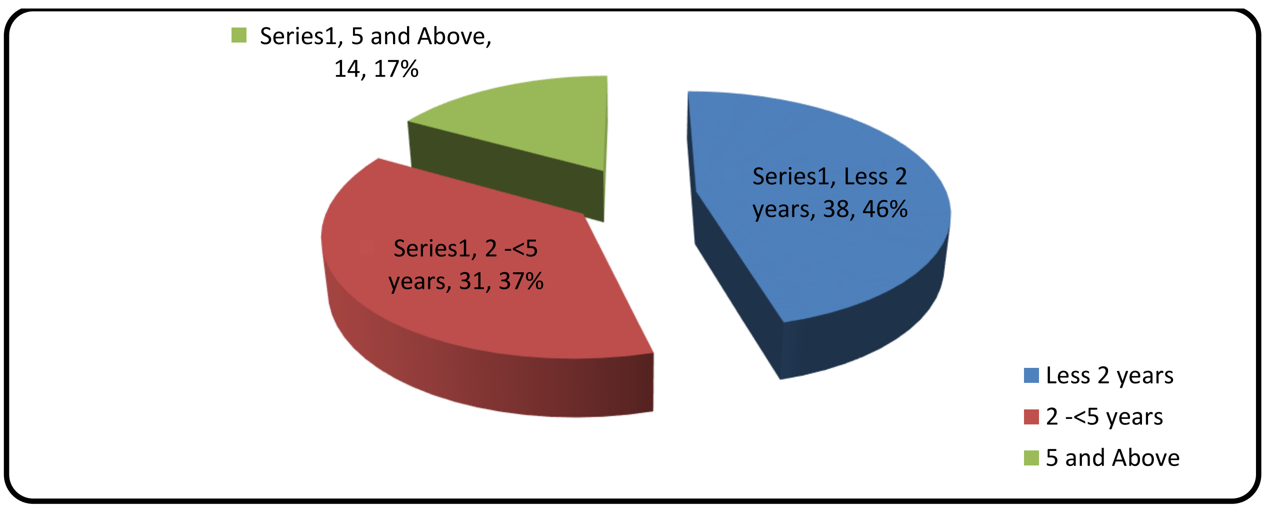
Qualification	Frequency	Percent (%)
Certificate	14	16.9
Diploma	22	26.5
Bachelors' Degree	43	51.8
Graduate degree	4	4.8
Total	**83**	**100.0**

Source: Primary data (2019)

4.2.5 Working Experience

The respondents were examined about their how long they had worked for the institute. In response, majority (46%) had worked the organization for less than 2 years followed by 37% who had worked the institute between 2 and 5 years while only 17% had worked with UIAHMS for more than 5 years. The results thus point to relatively high degree of employee turnover at UIAHMS which might be attributed to unsatisfactory levels of employee motivation and such the institute experiences continuous exodus amongst its staff.

Figure 5: Working experience of respondents



Source: Primary data (2019)

4.3 Descriptive Statistics on the study variables

The study was built on three research objectives namely; a) To examine the effect of Managerial support on the turnover of employees; b) To examine the effect of reward strategies on turnover of employees and c) To assess the effect of career development on employee turnover. Each objective was studied independently with statements formulated and responded to by the respondents as presented below. Relatedly, to interpret the mean, the researcher adopted a five-point scale of 1 – 5 (1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Not sure, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree). Relatedly the researcher interpreted the standard deviation based on Ruiz (2002) recommendation that 1 -1.5 = High Variation and Low reliability; 0.5 – 0.99 = Low variation and Moderate reliability as well 0 – 0.49 = Low variation and High reliability.

4.3.1 Descriptive Statistics on Management support at UIAHMS

The first objective of the study was to examine the effect of Managerial support on the turnover of employees at UIAHMS. To measure this objective, the researcher formulated several statements and sought responses from the study participants. The obtained responses are as summarized in table 4.2 below.

Table 4.2: Descriptive Statistics on Management Support at UIAHMS

Statements	N	Min	Max	Mean	Std. Dev.
The institute has framework on Managerial Support to staff	83	1	5	3.94	.722
Management offers work related managerial support to staff	83	1	4	3.31	.780
The institute has a favorable climate for attracting talent	83	1	4	3.39	.824
The Institute has a favorable climate for retaining talent	83	1	4	3.53	.721
Management usually supports ideas of her staff	83	1	5	3.84	.804
Management offers supervisory support to staff	83	1	5	4.46	.721
The supervisors offer guidance to staff on how to perform their tasks	83	1	5	4.35	.956
The supervisors are impartial in their actions towards staff	83	1	5	3.81	.943
Staff actively participates in decision making	83	1	5	3.65	.756
Communication is effective at all levels of management	83	1	5	4.53	.846
The institute management organizes social gathering for staff	83	1	4	2.45	.887

Source: Primary data (2019)

Asked whether, “the institute has framework on Managerial Support to staff”, the respondents agreed with a mean of 3.94. This may be attributed to the management of UIAMS having an understanding defining frameworks on how management should support staff goes a long way enhancing employee motivation and hence result into low levels of employee turnover. A standard of 0.722 is however an indicator of relatively high variation amongst the views of the respondents about the statement. The findings are in agreement with Sherman et al. (2006) highlighting some of the reasons for high attrition rates as being unclear policies on hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called -motivators.

Regarding whether, “management offers work related managerial support to staff”, the respondents were generally neutral with a mean of 3.31. This may be linked to the fact that at whereas management of UIAHMS defines and to a large extent adherence to managerial related support that motivates employees so as to curb down levels of employee turnover, the problem persists. There is however a relatively high variation amongst the respondents’ opinions about the statement as indicated by a standard deviation of 0.780. The results are supported by Smith & Shields, (2013) as well as Udechukwu (2009) observing that getting people to do their best at work, improving job satisfaction and motivating employees is more a function of motivators and trades beyond salaries adding that management itself must pay vast attention to. Relatedly, Smith and Shields, (2013) submits that such factors include increasing employees responsibility, autonomy, recognizing them for their achievements and providing opportunities for growth.

On whether, “the institute has a favorable climate for attracting talent”, the respondents were generally not sure with a mean of 3.39. This may be attributed to management of the institute having some unclear policies and avenues of attracting staff to the organization. For example the institute recruits through formal advertisement in newspapers, and also conducts formal interviews to select the best candidates. This way staff is recruited without bias or favor and hence motivating them for better performance and hence minimize employee turnover. A standard deviation of 0.824 is however an indicator relatively high variation amongst the view of the respondents about the statement. The findings are in agreement with Wang (2016) submitting that employee motivation is considered as a foundation of employee inventiveness and performance. Further still, componential theory of organizational creativity and innovation shows, persons with elevated job motivation may get pleasure from their job and have a propensity to produce more artistic outcomes. Based on these thoughts, leaders should effort to expand the task motivation of employee inventiveness and, thus, get better performance (Wang 2016). Employee motivation has constructive association with employee performance. A motivated employee is quick to respond to the daily activities/assignments he/she must perform. This eventually formulates an additional energy from the motivated employees to continuously look for enhanced practices to have their work well accomplished on time (Sandhu et al., 2017).

When the respondents were asked whether, “the Institute has a favorable climate for retaining talent”, they agreed with a mean of 3.53. This may be based on the fact that the management of UIAHMS has in place various incentives such as reasonable pay, medical insurance, mutual respect and a healthy communication mechanism among others to enhance staff retention levels and hence minimize employee turnover. There is however an averagely high variation amongst the respondents' opinions about the statement indicated by a standard deviation of 0.721. The results are supported by Sherman *et al.*, (2006) asserting that inadequate motivation practices in organizations lead to high rates of employee turnover in every organization. They highlight some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called –motivators.

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Regarding whether, "management usually supports ideas of her staff", the respondents agreed with a mean of 3.84. This may attributed to reasonably evident levels of staff participation in matters that concern how they do their work. It may also be linked to an open door policy at the institute that enables staff to actively share their ideas to their supervisors which may scale up internal motivation, spurring high productivity and cutting down on employee turnover. With a standard deviation of 0.804 however, there is a high variation amongst the views of the respondents about the statement. The findings are opine with Ramball (2003) who on examining the factors that are most significant in employee turnover in organizations that influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave submitted that locations of the company, compensation, the job itself, the company's reputation, career development, job security, organizational culture, training and development, empowerment, attractive benefits were the reasons for choosing the corporation as an employer. Relatedly, the study further indicated that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, inflexible work schedule, and lack of trust in senior management, inadequate opportunities for training and development as well as low overall satisfaction were the reasons for the high employee turnover from the existing organizations.

Asked whether, “management offers supervisory support to staff”, the respondents agreed with a mean of 4.46. This may imply that throughout the entire organization, management assigns supervisors and defines their core roles to the supervisees to ensure health relationships among staff. The supervisors may also be positively inspired in establishing an enabling environment that works towards enabling the subordinates while going their daily routines. There is however a relatively high variation amongst the views of the respondents about the statement indicated by a standard deviation of 0.721. The results are supported by Styblo (2008) submitting that the tasks and functions of the human resource department have moved to line managers and supervisors adding that nowadays, the manager is supposed to lead, manage, guide, support and develop his/her subordinates and colleagues Stýblo(2008). Further still, because the importance of positive work motivation is on the rise, the operationalization of various motivation forms is an essential condition for fulfilling managerial tasks. This includes the engagement of subordinates, i.e. to help the individual behave according to the organization’s rules and standards as well as delegation, coaching, mentoring and performance evaluation (Šuleř, 2008). Managers encourage a workplace culture that supports staff in the required time and direction as a part of his motivation role (La Brosse, 2010). Without an adequate level of motivated behaviors, employees' actions, goals cannot be set up, their fulfillment and sufficient performance cannot be achieved (Lussier 2010).

On whether, "the supervisors offer guidance to staff on how to perform their tasks", the respondents agreed with a mean of 4.35. This may be linked to a high level of collaboration between staff and their respective supervisors which enhances motivation and neutralizes staff turnover. With a standard deviation of 0.956, there is a high degree of variation amongst the views of the respondents about the statement. The results agree with Casper and Buffardi (2004) stating that the availability of supportive supervisors and a favorable organizational climate play a pivotal role in attracting and retaining human resources. Further still, the role of an effective supervisor in arresting attrition rates is of great importance to allow proper communication among all employees irrespective of their level in an organization (Schneider, 2002).This further enhances both positive and negative feedback in the organization that facilitates proper management of organizational and personal issues at all levels (Creamer, Winston 2002).According to Peterson et al.,(2003), good quality supervision contributes to employee satisfaction and helps in enhancing an employees' well-being at which results in retention of employees.

Asked whether, "the supervisors are impartial in their actions towards staff", respondents agreed with a mean of 3.81. This may probably be attributed to supervisors at UIAHMS exercising professional behavior in guiding and supervising staff as they go about their work. Tis staff motivation levels get elevated and hence attrition may be minimized in the long run. There is however a high variation amongst the opinions of respondents about the statement indicated by a standard deviation of 0.943. The results are in agreement with Mohamed (2006) who submitted that employees are more likely to indicate intent to leave in the absence of adequate support from

Top management in decision making processes adding that individuals with higher top management support would be less likely to seek out job alternatives in other organizations. Relatedly, Tang (2003) indicated that nurse's encouragement to participate in decision making regarding the formulation of policies and implementation of changes in a specific unit greatly motivated their daily work activities. When nurses realize that they are involved in decision making processes with the in -charges, they experienced higher levels of job satisfaction and stayed longer in a specific hospitals which reduced their turnover. Further still, Howard (2008) emphasized that employees feel more involved in, loyal to, committed to agencies that engage in participatory decision-making with their superiors since it keeps them informed about their jobs and wider organizational context. Having a voice in the workplace helps employees feel that their voices are heard and that they have influence over the direction of the organization.

Regarding whether, "staff actively participates in decision making", the respondents agreed with a mean of 3.65. This may be attributed to the management of UIAHMS availing an enabling environment to staff to make decisions that affect their work. This in turn may enhance employee motivation and to a large extent may address the problem of employee turnover. There is however a relatively high variation amongst the views submitted by the respondents indicated by a standard deviation of 0.756. The results are supported by Mohamed (2006) who submitted that employees are more likely to indicate intent to leave in the absence of adequate support from Top management in decision making processes adding that individuals with higher top management support would be less likely to seek out job alternatives in other organizations. Relatedly, Tang (2003) indicated that nurse's encouragement to participate in decision making regarding the formulation of policies and implementation of changes in a specific unit greatly motivated their daily work activities. When nurses realize that they are involved in decision making processes with the in -charges, they experienced higher levels of job satisfaction and stayed longer in a specific hospitals which reduced their turnover. Further still, Howard (2008) emphasized that employees feel more involved in, loyal to, committed to agencies that engage in participatory decision-making with their superiors since it keeps them informed about their jobs and wider organizational context. Having a voice in the workplace helps employees feel that their voices are heard and that they have influence over the direction of the organization.

On whether, “communication is effective at all levels of management”, the respondents agreed with a mean of 4.53. This could be attributed to the fact UIAHMS management has put place proper communication channels that enhance feedback in timely manner. This in turn could spur high levels of staff motivation leading to enhanced commitment of employees thereby mitigating employee turnover. A standard deviation of 0.846 however indicates presence of a relatively high variation amongst the opinions of the respondents about the statement. The results are in agreement with Casper &Buffardi (2004) submitting that the availability of supportive supervisors and a favorable organizational climate play a pivotal role in attracting and retaining human resources. Relatedly, the role of an effective supervisor in arresting attrition rates is of great importance to allow proper communication among all employees irrespective of their level in an organization (Schneider, 2002).This further enhances both positive and negative feedback in the organization that facilitates proper management of organizational and personal issues at all levels (Creamer& Winston 2002).Further still, Peterson et al.,(2003) good quality supervision contributes to employee satisfaction and helps in enhancing an employees’ well-being at which results in retention of employees.

When the respondents were asked whether, “the institute management organizes social gathering for staff”, they generally disagreed with a mean of 2.45. This may be attributed to the management undermining the importance of such events to staff or simply the fact that staff are over consumed in core work activities and neglect such gatherings. It may also be that such events are poorly communicated or poorly timed and hence staff may not tell whether such events take place. A standard deviation of 0.887 is however an indicator of relatively high variation amongst the opinions of the respondents about the statement. The results are supported by Shader et al, (2001) asserting that group cohesion is “a staff members’ perceptions of integration into the organization and colleague environment and that the more the individual identifies with the group, the more the ability to conform to the group’s norms and values. The group and the organization become part of the individual and withdrawal from the organization distorts the self-concept and seems like losing part of the self. Interpersonal relations should be encouraged by management and if the environment is conducive, this could result in stronger intentions to stay in an organization. Individuals who strongly identify with their organizations enjoy their work and have higher levels of jobs satisfaction (Dick et al., 2004) than employees who fail to identify strongly with employment institution. Positive perceptions of workplace relationships (supervisor and co-workers support) may help reduce work-related stress, increase job satisfaction and motivation, enhance commitment, improve performance, and reduce employees’ turnover intentions (Lam et al., 2002).

4.3.2 Descriptive Statistics on Reward Strategies at UIAHMS

The second objective of the study was to examine the effect of reward strategies on the turnover of employees at UIAHMS. To measure this objective, the researcher formulated several statements and sought responses from the study participants. The obtained responses are as summarized in table 4.3 below.

Table 4.3: Descriptive Statistics on Reward Strategies at UIAHMS

Statements	N	Min	Max	Mean	Std. Dev
The institute has a policy on rewards/employee compensation	83	1	5	3.39	1.069
The policy guides on how to reward achievement	83	1	5	3.86	.871
The policy guides on management of performance incentives	83	1	5	3.43	.900
Financial rewards enhance one's ability to perform	83	1	3	2.13	.947
Non-financial rewards give a sense of belonging	83	1	5	2.83	.908
The salaries are competitive given the position held by staff	83	1	5	3.41	.733
The salaries are competitive given the academic qualifications held by staff	83	1	4	3.36	.725
Staff has a right to negotiate their pay	83	1	5	3.98	.811
The institute management regularly reviews staff salaries	83	1	5	4.02	1.024
Salaries to staff at the same level and position are uniform	83	1	5	3.81	.788

Source: Primary data (2019)

When respondents were asked whether, "the institute has a policy on rewards/employee compensation", they seemed neutral with a mean of 3.39. This may attributed to the authorities at UIAHMS having inappropriate place frameworks or policy guidelines on pertinent issues that affect staff capacity to deliver satisfactory. This way, the management may be having drafted policies on how staff members are rewarded or compensated for the sacrifice they make to the company aimed at reducing dysfunctional attrition of staff yet the staff deem such policy inadequate. With a standard deviation of 1.069, there appears to be a high level of variation amongst the opinions of respondents about the statement. The results are supported by Sherman et al. (2006) highlighting some of the reasons for high attrition rates as being hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called -motivators.

On whether, “the policy guides on how to reward achievement”, the respondents agreed with a mean of 3.86. This may attributed to the authorities at UIAHMS often paying attention to the provisions of the rewards policy in coming up with the best packages on rewarding its staff. It may also imply that any adjustments in rewards may only materialize if they are backed up by the rewards management policy of the institute so as to spur motivation and curb turnover. There is however a relatively high variation amongst the opinions of the respondents about the statement as indicated by a standard deviation of 0.871. The findings agree with Richard (2003) noting that pay and benefits are extremely important to both new applicants and existing employees and that the compensation received from work is a major reason that most people seek employment. Further still, compensation not only provides a means of sustenance and allows people to satisfy their materialistic and recreational needs, it also serves their ego or self-esteem needs. Relatedly, Taylor (2010) submits that if an organization’s compensation system is viewed as inadequate, top applicants may reject that company's employment offers, and current employees may choose to leave the organization leading to employee turnover. In a similar manner, Chabbra& Mishra (2008) noted that if employees perceive that their efforts will be accurately appraised, and if they further perceive that the rewards they value are closely linked to their evaluations, the organization will have optimized the motivational properties from its evaluation and reward procedures and policies. This in return leads to high employee performance and satisfaction when they are perceived correctly.

Asked whether, “the policy guides on management of performance incentives”, the respondents seemed to agree with a mean of 3.43. This may be linked to authorities at UIAHMS having in defined performance incentives that form the basis of how much goes to a particular staff in relation to percentage achievement of the performance targets. A standard deviation of 0.900 is however an indicator of relatively higher variation amongst the views of the respondents about the statement. The results are supported by Walsh & Taylor (2007) submitting that pay raise and bonuses within the course of the year for employees often brings a sense of appreciation to the employees for the work well done and that the more significant the raise, the more an employee will feel appreciated. If there is not enough money to give everyone a raise, consequently the top performers can be given the first priority. Bonuses can also be given in cases where there are not enough money to offer raises. Offering a raise or bonuses every year helps the workers feel that they are moving ahead. These essentially comes in form of a financial reward that is paid in cash or added to the base rate and is linked to an employee’s performance, skills, competence and contributions to the organization (Bryson et al., 2013). Similarly, Njanja et al., (2013) notes that organizations use bonuses in order to reward their employees for meeting and exceeding the set targets and that employees who receive large bonuses are likely to improve their commitment in order to receive more bonuses. Thus, bonus pay acts as a means of motivating employees and this enables an organization to achieve its objectives.

Regarding whether, “financial rewards enhance one’s ability to perform”, the respondents generally disagreed with a mean of 2.13. This may attributed to staff not being taken up by money as a reward since its impact is for a short run and hence hardly felt after a long time compared to non-financial rewards. There is however a high variation amongst the opinions of respondents about the statement indicated by a standard deviation of 0.947. The results however disagree with Makerere University Visitation Committee (2018) which highlights the prime causes of strikes in the university as inadequate pay. The report reveals that in November 2006, there was a strike by staff demanding Government to honor a pledge it had made in April 2004 for a salary increase. A year later, in November 2007, the University was shut down for up to two months as lecturers laid down their tools, September 2011, the University was also closed hardly two weeks into the new semester when authorities running the country’s oldest University failed to break a deadlock over a strike by Academic Staff who were demanding enhanced pay and clearance of their pension arrears. More so in 2013, there was a strike by Makerere University Staff demanding for a salary increment from government and also on 1st August 2016, the Non-teaching Staff went on strike demanding their back pay. Lecturers also demanded that top up allowances that University administrators got be scrapped and that Government takes full responsibility of the payroll instead of the now shared salary payment between the University and Ministry of Public Service (Kiwanuka 2015).

Asked whether, “the salaries are competitive given the position held by staff”, the respondents agreed with a mean of 3.41. This could be linked to the authorities at UIAHMS defining commensurate salaries to the respective positions and responsibilities held by staff. A standard deviation of 0.733 is however an indicator of relatively high variation amongst the views of the respondents about the statement. The study findings are supported by Abassi et al., (2000) who identified that lack of competitive compensation packages as one of the major reasons for employee turnover in organizations. Further still, Yin et al (2002) indicated that salary and fringe benefits were the strongest compensation packages influencing nursing turnover. More so, Mrrayan (2005) observed that failure to increase salary after an employee has attained additional knowledge through personal initiative of going back to school would greatly contribute to nurse dissatisfaction and turnover rates.

When the respondents were asked whether, “the salaries are competitive given the academic qualifications held by staff”, they were neutral with a mean of 3.36. This may be attributed to the fact that authorities at UIAHMS have lack mandate to define the respective notches and salary grades to fit either positions of staff, responsibility or qualifications or simply matching all the three parameters because the institute is under the public service commisison. A standard deviation of 0.725 however points to relatively high variation amongst the views of the respondents about the statement. The findings agree with Cowin (2002) indicating that nurses were dissatisfied with their payment as their additional nursing qualifications were not considered and that this made them feel that their additional qualifications were undervalued and less considered yet they perceived that with this additional qualification they would receive a higher much more pay than it was before. Reportedly there was also no pay incentive for experience or for knowledge. Although some experienced nurses were happy about their salaries, improving nurses’ salaries appeared to be a necessity to retain large numbers of nurses especially to those who had gone back to school to attain more knowledge in their various fields of specialty within their professional active rank

On whether, “staff has a right to negotiate their pay”, the respondents agreed with a mean of 3.98. This may link to the fact that during recruitment, the prospective get chance to discuss the respective salaries they deem commensurate to the task the jobs they are seeking. Relatedly, it may be stemming from the framework on remuneration of staff which paves way for staff to have healthy negotiations regarding their salaries. There is however a relatively high variation amongst the views of respondents about the statement as indicated by a standard deviation of 0.811. The results are in supported by Silva (2009) submitting that some employee benefits are mandated by organizational laws throughout the world and that these include such items like minimum wage, over time, annual leave. Doyle (2010) on the contrary proposes that there are types of employee benefits provided by the company but the employer is not required to offer them and likewise the employee is not entitled to receive them. They are offered at the discretion of the employer and covered in labor agreement. They vary from one organization to the other and may include hazard pay, health care, maternity, paternity and adoption leave, paid holidays, pay raise, severance pay, sick leave, termination, vacation leave, work breaks and meal breaks. Gale (2002) further suggests that employees who are injured or become ill in the job are covered by the organization compensation laws. Subsequently, the employers should possess workers compensation insurance. The benefits include payment for lost wages and medical bills. These are paid in portion, normally two- thirds of salary. The organization should also have sponsored disability program and that it should provide additional disability coverage as proposed by Donata (2011) suggesting that some organizations have social security disability.

Regarding whether, “the institute management regularly reviews staff salaries”, the respondents agreed with a mean of 4.02. This may be attributed to staff at UIAHMS being treated to salary increments at regular interval either on annual basis or as per the guidelines on rewards and compensation defined by management in line with the provisions of the Uganda public service about salaries and compensations. A standard deviation of 1.024 is however an indicator of a very high variation amongst the views of the respondents about the statement. The results opine with Walsh & Taylor (2007) submitting that pay raise and bonuses within the course of the year for employees often brings a sense of appreciation to the employees for the work well done and that the more significant the raise, the more an employee will feel appreciated. They further submit that if there is not enough money to give everyone a raise, consequently the top performers can be given the first priority. Bonuses can also be given in cases where there are not enough money to offer raises. Offering a raise or bonuses every year helps the workers feel that they are moving ahead. These essentially come in form of a financial reward that is paid in cash or added to the base rate and is linked to an employee's performance, skills, competence and contributions to the organization (Bryson et al., 2013).AccordinglyNjanja et al., (2013) asserts that organizations use bonuses in order to reward their employees for meeting and exceeding the set targets.

Asked whether, "salaries to staff at the same level and position are uniform", the respondents agreed with a mean of 3.81. This could probably be linked to the absence of salary discrepancies amongst staff at the same levels and positions at UIAHMS. There is however a relatively high level of variation amongst the views of the respondents about the statement given a standard deviation of 0.788. The results are in agreement with Stacy's (1965) equity theory asserting that equity is an essential attempt with regard to employee compensation for the work done. Employees who perceive inequality in remuneration seek to restore equality by changing employers and jobs which has negative implications for job retention. Both propositions highlight the importance of remuneration to job retention for employees. The Inputs (I) refer to the perceptions that people have concerning what they contribute to the job (e.g., skill and effort) while Outcomes (O) refer to the perceptions that people have regarding the returns they get (e.g., pay) for the work they perform. Accordingly, Spector (2008) observes that people judge the equity of their pay by comparing their outcome-to-input ratio (O/I) with another person's ratio. This comparison person is referred to as one's "referent other." People feel equity when the O/I ratios of the individual and his or her referent other are perceived as being equal. A feeling of inequity occurs when the two ratios are perceived as being unequal. Hinkin et al., (2000) further asserts that inequity occurs if a person feels that he or she contributes the same input as a referent other, but earns a lower salary. This feeling of inequity eventually leads to an employee opting to quit the organization due to the inequality in compensation that exists.

4.3.3 Descriptive Statistics on Career Development at UIAHMS

The third objective of the study was to examine the effect of Career development on the turnover of employees at UIAHMS. To measure this objective, the researcher formulated several statements and sought responses from the study participants. The obtained responses are as summarized in table 4.4 below.

Table 4.4: Descriptive Statistics on Career Development Strategies at UIAHMS

	N	Min	Max	Mean	Std. Dev.
The institute has a policy on staff promotions	83	1	5	3.65	.876
Staff promotions are guided by the staff promotions policy	83	1	4	2.73	.938
Staff get professional training to improve their skills	83	1	5	3.00	.541
Staff promotions are normal and occur regularly	83	1	5	3.17	.838
New staff is guaranteed of thorough orientation	83	1	5	4.23	.721
The institute recognizes performance	83	1	5	3.77	1.130
The institute offers career advancement to staff through skills and tasks	83	1	5	4.01	.930
Staff is supported to pursue further education	83	1	5	3.80	1.102

Performance appraisals are performed regularly and objectively	83	1	5	4.10	.850
Staff are offered opportunity to balance work and life	83	1	5	4.11	.812
The institute offers effective talent management	83	1	5	3.12	.929

Source: Primary data (2019)

On whether, “the institute has a policy on staff promotions”, the respondents agreed with a mean of 3.65. This may attributed to the fact that promotions of staff at UIAHMS is a planned activity and draws from established grounds such as experience, education advancement and performance excellence among others are geared toward boosting employee morale to avert staff turnover. A standard deviation of 0.876 is however an indicator or relatively higher variation amongst the opinions of the respondents about the statement. The results are supported by Sherman et al. (2006) highlighting some of the reasons for high attrition rates as being hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called -motivators.

Regarding whether, “staff promotions are guided by the staff promotions policy”, the respondents were generally in disagreement with a mean of 2.73. This may be linked to staff not being informed by management of what really transpires when promotions are to be executed or simply the fact that according to staff members, those who are ripe for promotion hardly achieve the desired promotions and instead the ones considered as week candidates for promotions are the ones who eventually get through. There is however a high variation amongst the views submitted by the study participants about the statement as indicated by a standard deviation of 0.938. The results are supported by Jones and Lloyd (2005) arguing that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work.

Asked whether, “staff gets professional training to improve their skills”, the respondents were neutral with a mean of 3.00. This could probably be attributed to the trainings offered by staff being the conventional practices that UIAHMS carries out on a routine basis as provided by the public service guidelines on staff training. On the other hand, it may be linked to staff facilitating themselves for the professional trainings sought. A standard deviation of 0.541 however points to a moderate variation amongst the views of the respondents about the statement and hence may have a moderate effect on data reliability. The findings agree with the submissions of Hiltrop (1999) who observed that professional development is not a least retention agenda adding that professional growth is a determining factor of retention and promotion opportunities which essentially increases employee commitment to stay working with an organization. Relatedly, Rolfe (2005) discovered a direct correlation between job resignation and issues related to career development. Arnold (2005), Herman (2005) also observed direct relationship between development opportunities and retention.

Regarding the statement, “staff promotions are normal and occur regularly”, the respondents were neutral with a mean of 3.17. This may be attributed to limited transparence in staff promotions at UIAHMS and also the fact promotions happen rarely at the institute. There is however a relatively high variation amongst the views of the respondents about the statement given a standard deviation of 0.838. The results are supported by Armstrong (2006) asserting that procedural and transparent promotions encourage employees to do their best knowing that good performance will be rewarded and that in cases where employees feel that promotions given in company are not procedural and a dubious means such as favoritism is used to promote employees, employees are likely to look for jobs in other firms that promote their employees based on transparency and true results. Further still, employee promotions positively influence the motivation and commitment of employees. Every employee should be fairly considered for a prospective progression in the organization.

On whether, “new staff is guaranteed of thorough orientation”, the respondents agreed with a mean of 4.23. This could be attributed to a healthy employee orientation program at UIAHMS that gives staff a sense of belonging which in turn helps them to settle in and commit their efforts towards performing their jobs in a satisfactory manner. A standard deviation of 0.721 however points to a relatively high variation amongst the opinions generated from respondents about the statement. The results are supported by Nyambura (2005) submitting that poor orientation contributes to labor turnover as well as “reality shock” when employee find that the job they expected is not what they find, they feel discouraged, disillusioned and quit. Relatedly, Sullivan et al., (2005) submitted that new employees have unrealistically high expectations about the amount of challenge and responsibility they will find in their first job and as such need proper orientation at the point of entry into the organization. They further argue that a well-planned orientation reduces the anxiety that new employees feel when beginning the job while at the same time socializing the employee into the work place contributes to unit effectiveness by reducing dissatisfaction, absenteeism and turnover.

On whether, “the institute recognizes performance”, the respondents agreed with a mean of 3.77. This may be linked to the various schemes that management has put in place for uplifting employee morale by recognizing and rewarding satisfactory performance. It could be in the form of bonuses, promotions or even physical accolades such as employee of the year among others. A standard deviation of 1.130 however points to a very high variation amongst the views of the respondents about the statement. The results agree with Samuel &Chipunza, (2009) submitting that individuals like to be appraised fairly and hence recognized differently and employers should find out what their employees value most and customize recognition accordingly. Employers must also avoid mistakes such as not getting the facts right and appraising unfairly the wrong person. The form of appraisal should also fit the degree of achievement. Acknowledgement should also be tied to specific actions to help employees recognize exactly what they performed right.

Asked whether, “the institute offers career advancement to staff through skills and tasks”, the respondents agreed with a mean of 4.01. This may probably be linked to a number of career support activities that the institute and the line ministries such ministry of Education and the Ministry of Health arrange for the staff so as to improve their skills and ability and hence prepare them for higher responsibilities. These could be in form of sponsorships for high further studies or professional career development. There is however a high variation amongst he views of the respondents about the statement indicated by a standard deviation of 0.930. The results opine with Mueller (2002) asserting that one of the basic tenets of human capital theory is that investment in skill-building is more profitable and more likely to be undertaken for company competitiveness adding that in this case investment in skill building is assumed to be a means of provision of development opportunities for staff. Accordingly, Jonathan et al. (2011) submits that talent management entails the ability to attract, bring on board, manage, develop and redeploy or counsel out employees while optimizing their use – in an effort to achieve competitive success requires the concerted effort on management to equip its employees with various skills necessary to do their work effectively and efficiently with the latest technology.

Regarding whether, “staff is supported to pursue further education”, the respondents agreed with a mean of 3.80. This feedback may be attributed to presence of education related support at the institute that enables staff pursue further studies at the institutions of their choice and hence enhance their skills for improved performance. For example, the institute may be in partnerships with leading educational institutions in Uganda and abroad where it makes recommendations and other augmented forms of support to staff to go for further studies. A standard deviation of 1.102 however points to presence of a very high variation amongst the views of the respondents about the statement. The findings are however agree with Minchington(2010) submitting that sponsorship of staff by employers to do various courses to gain skills of doing their professions better is a positive measurement taken as a way of employer branding.

Asked whether, “Performance appraisals are performed regularly and objectively”, the respondents agreed with a mean of 4.10. This may attributed to execution of routine performance appraisals by the authorities at UIAHMS and the fact that probably staff feels satisfied with the outcomes of the appraisals since they are the basis for training needs assessments, staff promotions and re-designation of duties of staff by management. A standard deviation of 0.850 however points a relatively high variation amongst the opinions recorded from respondents about the statement. The findings concur with (Ball 2004) asserting that regular performance appraisals are very important as these allow the development of career paths which are sensitive to employee’s performance levels and abilities. Relatdly, Armstrong (2005) further adds that dissatisfaction with unfair appraisals limits career prospects which are a major cause of employee turnover. Thus organizations that provide formal career development activities and match them to needs that employees experience at various stages of their careers reduce the likelihood that productivity will decrease as a result of obsolescence or that job frustrations will create reduced satisfaction and hence intention to quit.

Regarding whether “staff is offered opportunity to balance work and life”, the respondents agreed with a mean 4.11. This may linked to a host of avenues where staff members are allowed to attend out of work functions like wedding parties, funerals and other social events of friends and family. It may also be extended to staff getting reasonable holidays and effective leave administration that enables them to attend to life outside work. There is however a relatively high variation amongst the views of the respondents about the statement indicated by a standard deviation of 0.812. The results are supported by Silva (2009) submitting that some employee benefits are mandated by organizational laws throughout the world and that these include such items like minimum wage, over time and annual leave among others. Doyle (2010) on the contrary proposes that there are types of employee benefits provided by the company but the employer is not required to offer them and likewise the employee is not entitled to receive them. They are offered at the discretion of the employer and covered in labor agreement. They vary from one organization to the other. These may include hazard pay, health care, maternity, paternity and adoption leave, paid holidays, pay raise, severance pay, sick leave, termination, vacation leave, work breaks and meal breaks.

As to whether, “the institute offers effective talent management”, the respondents were neutral with a mean of 3.12. This may probably be linked the fact that the executions of management at

UIAHMS to large extent don't nurture talent management and as such staff struggle to stay at the institute. A standard deviation of 0.929 however indicates existence of high a variation amongst the views of respondents about the statement. The findings are supported by Jonathan et al. (2011) submitting that talent management encompasses the ability to attract, bring on board, manage, develop and redeploy or counsel out employees while optimizing their use – in an effort to achieve competitive success requires the concerted effort on management to equip its employees with various skills necessary to do their work effectively and efficiently with the latest technology. Relatedly, Toracco (2000) observed that knowledge is now recognized as one of an organization's most valuable assets, required to retain and leverage the value (talented staff) of knowledge.

4.3.4 Descriptive Statistics on Employee Turnover at UIAHMS

The researcher formulated several statements to measure the extent of employee turnover at UIAHMS. A summary of the feedback is presented in the table below.

Table 4.5: Descriptive Statistics on Employee Turnover at UIAHMS

	N	Min	Max	Mean	Std. Dev.
Advancement Opportunity directly affects employee decision to leave their current jobs	83	1	5	4.10	.850
Career Change is an important reason for Job Hopping	83	1	5	4.11	.812
Insufficient Challenges in a Job make employees think of changing employment	83	1	5	3.12	.929
Conflict with immediate supervisors or coworkers directly affects employees decisions to quit	83	1	4	2.89	.897
Staff live the institute due to dissatisfaction	83	1	5	3.33	.843
Staff leave the institute for career change	83	1	4	3.20	.808
Staff recruitment occurs regularly	83	1	5	3.07	1.135
Exit interviews are conducted for ascertain the reason for departure	83	1	5	3.98	1.104

Source: Primary Data (2019)

Results indicated that advancement opportunity directly affects employee decision to leave their current jobs as respondents were in agreement to the statement with a mean of 4.10 and a standard deviation 0.850. This could be attributed to the attitude that staff usually have regarding the career advancement opportunities that present themselves to staff and by default affects their departure decisions from the organization as such staff imagines what the prospective opportunities carry along with them. A standard deviation of 0.850 on the other hand is a reflection of moderate variation amongst the views sought from the participants about the statement which might moderately affect the reliability of the data.

Career change is an important reason for Job hopping as respondents agreed to the statement with a mean of 4.11 and standard deviation of 0.812. This could be attributed to the existing staff at the organization to always wish to have desire to change their career or even simply move to next level of management hence the reason for their continued quest for employment elsewhere. With a standard deviation of 0.812 however, variation amongst the views of the respondents about the statement is moderate given a moderate standard deviation of 0.812 hence a moderate effect on data reliability.

Respondents were however indifferent on whether insufficient challenges in a Job make employees think of changing employment as they remained neutral with a mean of 3.12 and a standard deviation of 0.929. This might be attributed to probably staff leaving the organization not because they feel less challenged to perform by the current jobs but because of other factors such low extrinsic motivation, need to change the environment or simply due to emergency of new opportunities elsewhere. Equally, variation amongst the views gathered from the participants about the statement is moderate given a moderate standard deviation of 0.929 which is likely to affect data reliability moderately.

Respondents were equally indifferent on whether conflicts with immediate supervisors or coworkers directly affect employees' decisions to quit as they were neutral with a mean of 2.89 and a standard deviation of 0.897. This could be attributed to the organization having in place measures and respective mechanisms of resolving conflict and hence such conflicts rarely escalate into causing or forcing staff into exiting the organization. Relatedly, variation amongst the views gathered from the participants about the statement is moderate given a moderate standard deviation of 0.897 which might have a moderate effect on the reliability of the data.

Respondents were also indifferent on whether staffs live the institute due to dissatisfaction as they were neutral to the statement with mean of 3.33 and a standard deviation of 0.843. This could be attributed to the organization having relatively rich and engaging job description for all positions that in turn offer self-motivation to employees by feeling they are satisfied with their respective deliveries. A standard deviation of 0.843 is equally a reflection of a relatively moderate variation amongst the views generated from the respondents about the statement and hence a moderate effect on data reliability.

Respondents were equally indifferent on whether staff leave the institute for career change as they remained neutral with a mean of 3.20 and a standard deviation of 0.808. This could be attributed to the probably the fact that employees at UIAHMS exit due to a number of reasons including retirement, further education and termination among others and not necessarily due to career change. A standard deviation of 0.808 is equally a reflection of moderate variation amongst the views generated from the respondents about the statement and this might moderately affect the reliability of the data.

Respondents were also indifferent on whether staff recruitment occurs regularly as they were neutral to the statement with a mean of 3.07 and a standard deviation of 1.135. This could probably be attributed to absence of clear windows during which staff recruitment is planned and executed probably due to high levels of attrition at the institute that hardly provide for regular yet planned recruitment. A standard deviation of 1.135 is on the other hand a reflection of higher variation amongst the views gathered from the respondents about the statement and is likely to adversely affect data reliability.

It was however revealed that exit interviews are conducted for ascertain the reason for departure as respondents were in agreement to the statement with a mean of 3.98 and a standard deviation of 1.104. This could be attributed to desire by the management of UIAHMS to understand in detail the reasons for the continued high rates of staff attrition despite routine rolling out of tailored motivation to give staff a better working environment while ensuring compensation for their efforts. On the other hand, a standard deviation of 1.104 an indicator of greater variation amongst the views of the respondents about the statement and might negatively affect the reliability of the data.

4.4 Correlations between the study variables

To tell whether relationships exist between the Employee motivation and turnover, the researcher performed Pearson's tail statistic on all the tenets of employee motivation with turnover. The results indicate that all the examined measured of motivation are positively and significantly related with employee turnover. In here, Managerial support has a correlation value of r = 0.654**; P< 0.01. Relatedly, Reward strategies has a correlation value of r = 0.685**; P<0.01 while career development strategies has a correlation value of r = 0.789**; P<0.01 as presented in table 4.6 below.

Table 4.6: Correlations Statistics

		Managerial Support	Reward Strategies	Career Development Strategies	Employee Turnover
Managerial Support	Pearson Correlation	1	.671**	.656**	.654**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Reward Strategies	Pearson Correlation	.671**	1	.681**	.685**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
Career Development Strategies	Pearson Correlation	.656**	.681**	1	.789**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Employee Turnover	Pearson Correlation	.654**	.685**	.789**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

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

In detail, a strong positive significant correlation between managerial support and employee turnover implies that with improvement in top management support to staff, staff turnover improves while a decline managerial support to staff results into an increase in staff attrition. Thus continuous managerial support in terms of engagement into decision making, availability of supportive supervisors as well as effective communication across all levels of management improves motivation and harnesses employee retention. There results concur with the works of

Culibrk (2018) as well Hassan (2014) who postulated that there exists a positive significant relationship between motivation of employees and staff attrition.

Relatedly, a positive significant correlation between reward strategies and employee turnover is an indicator that balanced and progressive reward strategies induce high levels of intrinsic motivation that in turn may empower staff to start side business alongside employment which might negatively employee commitment and eventually increase staff turnover as the started businesses breakeven and call for more time and focus. The results are therefore consistent with Islam & Ismail (2014), Wiese and Coetzee (2013) and Taylor (2010) who found a positive significant association between rewards strategies employed by organizations and employee turnover.

Similarly, a positive significant correlation between career development strategies and staff turnover signals to the fact the when staff are confident that once their employers can effectively nurture and develop their careers through promotions, education support and professional trainings among others, their confidence in working with other organization is likely to increase and hence an thereby increasing turnover. This is because such staff feel and that they have a higher bargaining power both internally (within the organization) and externally (outside the organization) because they possess key skills and competences desired in the industry thereby making it very expensive for the current employers to retain such staff. The results are in line with Lengnick (2011), Freese (2013) and Singh (2012) whose studies exhibited a positive significant association between staff career development and level of employee turnover.

The researcher carried out several interviews on what were the prime causes of employee turnover at the UIAHMS. In response, the participants submitted that,

"…the participants submitted that usually mishandling of employees by the employers at work coupled with yelling insults, delayed payment as well as inadequate payments amidst the escalating cost of living usually frustrate staff to leaving their jobs. Other factors were insufficient management support towards career development while in the extreme cases; some staff may be forced off the job due to their unpleasant behavior or continuous underachievement of the performance targets…"

4.4 Regression Analysis for the study variables

The researcher went ahead and conducted regression statistics for the study aimed at establishing the extent to which motivation affects turnover.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892[a]	.814	.734	.12782918

a. Predictors: (Constant), Career Development Strategies, Managerial Support, Reward Strategies

The overall, the results of table 4.7 above reveal the Adjusted R Square of 0.734. This indicates that the examined dimensions of Motivation (Managerial support; Reward Strategies as well as career development strategies) account for 73.4% variations in employee turnover while the remaining 26.6% is due to other factors. Relatedly, table 4.7 shows the regression coefficients from a model employed to measure the degree of relationship among study variables.

Table 4.8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.001E-013	.014		.000	1.000
	Managerial Support	-.087	.059	-.087	1.467	.000
	Reward Strategies	-.484	.091	-.484	5.324	.000
	Career Development Strategies	-.597	.073	-.597	8.123	.000

a. Dependent Variable: Employee Turnover

The results in table 4.8 of the regression model revealed that career development strategies contribute greatly to arresting employee turnover with a beta value of - 0.597. This means that a unit change in career development strategies by management results into about 60% reduction in employee turnover. Therefore the management of Uganda Institute of Allied Health and Management Sciences should emphasize career development to reduce labor turnover.

Further still, the results indicate that a reward strategies comes second in reducing turnover in an organization given a beta value of - 0.484. This further implies that a unit changes in reward strategies results about 48% reduction in turnover. Therefore the management of Uganda Institute of Allied Health and Management Sciences should emphasize career development to reduce labor turnover.

Managerial support contributes less to reducing labor turnover in an organization as indicated by a beta value of - 0.087. This implies that an improvement in managerial support by one unit reduces turnover by 8.7%. The results agree with both descriptive statistics and the associated correlation statistics that employee turnover is largely addressed by an effective reward strategies and staff tailored career development strategies. Therefore the management of Uganda Institute of Allied Health and Management Sciences should emphasize more career development together with reward strategies to reduce labor turnover.

Therefore, going by the results generated through regression analysis, the researchers rejects all the null hypotheses formulated under section 1.4 of this dissertation and concludes that managerial support, reward strategies and career development strategies have a significant effect on employee turnover.

4.6 Conclusion

Going by the regression model results, the researcher concludes that employee motivation explains 73.4% of the variation in employee turnover at UIAHMS. Further still, there researcher concludes that there exists a positive relationship between all the dimensions of the Independent variable (Managerial support- correlation coefficient of 0.654, reward strategies - 0.685 and career development strategies - 0.789) and the dependent variable. Similarly, there is sufficient evidence to conclude that managerial support, reward strategies and career development strategies positively affect employee turnover.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents a summary of findings based on the study objectives, the conclusions derived from the findings as well as the recommendations the researcher deems material regarding the study objectives including the areas proposed for further research.

5.1 Summary of the study findings

The study was carried out on a sample of 98 respondents all drawn from employees of UIAHMS at the top, middle and lower levels of management. The study sought to examine the effect of employee motivation on turnover of staff in health training institutions by utilizing three study objectives namely; a) To examine the effect of Managerial support on the turnover of employees; b) To examine the influence of reward strategies on turnover of employees and c) To assess the effect of career growth on employee turnover.

The researcher administered a total of 98 questionnaires to all the targeted respondents using the drop and pick technique and eventually all completed questionnaires at the end of the exercise. On completion of the data collection exercise, 83 questionnaires out of the 98 that had been given out were returned as fully answered representing a response rate of **84.69%**and the resulting summarized finding per objective are presented below.

5.1.1 Managerial Support and Employee Turnover at UIAHMS

Based on the first study objective, the findings revealed that the institute has framework on managerial support to staff and that management offers work related managerial support to staff. The findings further revealed that the institute has a favorable climate for attracting talent, retaining talent and that management usually supports ideas of her staff. Relatedly, the findings indicate that management offers supervisory support to staff and that the supervisors offer guidance to staff on how to perform their tasks. The study findings also revealed that supervisors were impartial in their actions towards staff and that staff actively participate in decision making and also the fact that communication is effective at all levels of management. However, the results indicate that management of the institute rarely organizes social gathering for staff.

Further still, the results obtained by running correlation statistics between Managerial support and employee turnover revealed a strong positive significant relation with a correlation coefficient of ***r =0.654; P<0.01*** which is implies that managerial support is instrumental in arresting high rates of staff attrition. Relatedly, regression analysis reveals that managerial support has a smaller contribution in arresting turnover as indicated by a beta value of -***0.087and*** hence managerial support may not be so important in curbing staff attrition in an institution

5.1.2 Reward strategies and Employee turnover at UIAHMS

With regard to reward strategies at UIAHMS, the findings revealed that the institute has a policy on rewards/employee compensation which guides on how to reward achievement as well as guiding management performance incentives. However, respondents were not sure on whether financial rewards enhance one's ability to perform and also whether, non-financial rewards give a sense of belonging. On the other hand, the results revealed that the salaries are competitive given the position held by staff and that the salaries are competitive in comparison with the academic qualifications held by staff. Similarly, staff has a right to negotiate their pay and the institute management regularly reviews staff salaries as well as salaries to staff at the same level and position being uniform.

In a similar manner, results of Pearson's two tail statistic reveal that reward strategies has a strong positive significant relationship with employee turnover with a correlation coefficient of ***r = 0.685; P<0.01*** which implies that efforts by management to improving the rewards to staff are not a waste of time since progressive reward strategies minimize turnover. Regression analysis results further reveal that a change in reward strategies by 1 unit reduces employee turnover by ***-0.484***.

5.13 Career Development Strategies and Employee turnover at UIAHMS

On the extent of career development strategies and employee turnover at UIAHMS, the findings revealed that the institute has a policy on staff promotions. However, respondents were not sure whether staff promotions are guided by the promotions policy and whether staff get professional training to improve their skills. On the other hand, staff promotions were found to be normal and occurred regularly on top of new staff being guaranteed thorough orientation. In a similar manner, the institute recognizes performance and also offers career advancement to staff through skills and tasks. Further still, the results reveal that staff is supported to pursue further education and performance appraisals are performed regularly and objectively. The results further revealed that staff members are offered opportunity to balance work and life that the institute offers effective talent management.

Relatedly, on running correlation analysis, the results reveal that there is a strong positive significant relationship between career development strategies and employee turnover with a correlation coefficient of ***r = 0.789; P<0.01*** implying that defining tailored career development strategies is vital in improving turnover. Further still, regression analysis reveals that improving well defined career development strategies contributes to reduction in turnover by ***59.7%.***

5.2 Conclusions

The study set out to establish the effect of motivation on employee turnover at UIAHMS. Based on the study findings, the researcher concludes that while there exist a significant positive relationship between the examined measures of employee motivation, Career development strategies with a beta value of - 0.597 has the highest contribution towards arresting attrition levels in an organization followed by Reward strategies which contributes - 0.484 to curbing staff turnover. On the other hand, management support with a beta value of - 0.087 has light influence on staff turnover. Relatedly, the test for goodness of fit (Adjusted R –Squared) reveals that overall; the examined measures of motivation explain 7***3.4%*** of the variation in employee turnover. Therefore, this implies that the model closely fits the opinions of respondents. On the overall, motivation positively and significantly affects employee turnover.

5.3 Recommendations

Going by the study findings, the researcher finds the following recommendations paramount in a bid to address staff turnover at UIAHMS namely;

The authorities at UIAHMS should strive to improve some of the key issues that were reported to be unsatisfactory with regard career development strategies such effectively recognizing performance and supporting staff to pursue further education. This is because such practices will give staff a sense of belonging and give them a holistic attachment to the organization employing them which in turn will reduce the levels of attrition. Similarly, the management of the institute together with the related ministries should ensure that staff promotions are guided by the staff promotions policy, ensure the institute offers effective talent management as well as offering tailored career advancement to staff through skills and tasks. This is because such issues came out as those that receive less attention at UIAHMS yet they have a great impact on staff commitment with an organization.

With regard to reward strategies, the authorities at UIAHMS should institute a policy on rewards/employee compensation and that the policy should guide management on effective performance incentives. Further still, the institute management and other concerned authorities should regularly review staff salaries and ensure congruence between financial rewards and non - financial rewards since the two categories have been found to enhance one's ability to perform.

On Management support, the authorities at UIAHMS should ensure that supervisors offer tailored guidance to staff on how to perform their tasks, supervisors should always remain impartial in their actions towards staff as well as ensuring communication is effective at all levels of management. Further still, the institute management should routinely organize social gathering for staff to allow them optimal leisure and socialization to refocus. The authorities at UIAHMS should institute has a favorable climate for attracting talent so that all the time, competent resources are attracted to the institute.

On how best to address staff motivation, the participants to the interview suggested, "*……………. annual salary reviews coupled with timely payment of staff salaries and augmented benefits like meals, transport and accommodation. Others are effective communication, productive supervision as well regular meetings that works largely to address tension that usually erupts between staff and management…………………"*

5.4 Areas for further research

The researcher believes given the extent to which staff handling practices influence organizational performance, that the following areas should be pursued for further research namely;

- Talent management and employee performance in public universities in Uganda
- Performance management and employee performance in health training institutions in Uganda

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APPENDIX I – Questionnaire

Questionnaire for the Employees at Uganda Institute of Allied Health and Management Sciences – Mulago

Dear respondent, my name is Ndagire Harriet undertaking a study about the "Effect of Employee Motivation on Staff turnover in Health Training Institutions; A Case of Uganda Institute of Allied Health and Management Sciences – Mulago". Your responses to the questions contained in here will assist the researcher in making the study a success and conversely will be treated with utmost confidentiality. Your contribution to this study will be highly appreciated.

SECTION A: DEMOGRAPHICS

1. Gender (a) Male [.....] (b) Female [.....]

2. Age in years: (a) 20-29 [.....] (b) 30-39[.....] (c) 40-49[.....] d) 50 and above

3. Marital status: (a) Single [.....] (b) Married [.....] (c). Cohabiting [.....]

(d) Divorced/Separated [.....]

4. Highest Education level: (a) Certificate [.....] (b) Diploma [.....] (c) Bachelor's degree [.....]

(d) Post graduate Degree [.....] (e) Others__________ (Please specify) [.....]

5. Number of years spent working in this organization: (a) < 2[.....] (b) 2 - < 5[.....]

(c) 5 above [.....]

SECTION B: EMPLOYEE MOTIVATION AND TURNOVER

This section is broken down into three parts (Part One – managerial support; Part Two - Rewards and Part Three – career development strategies)

Instructions

In the following sections, please indicate your response by ticking the most appropriate choice (5 = strongly agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree)

S/N	PART ONE : MANAGERIAL SUPPORT	1	2	3	4	5
1	The institute has framework on Managerial Support to staff					
2	Management offers work related managerial support to staff					
3	The institute has a favorable climate for attracting talent					
4	The Institute has a favorable climate for retaining talent					
5	Management usually supports ideas of her staff					
6	Management offers supervisory support to staff					
7	The supervisors offer guidance to staff on how to perform their tasks					
8	The supervisors are impartial in their actions towards staff					
9	Staff actively participates in decision making					
10	Communication is effective at all levels of management					
11	The institute management organizes social gathering for staff					
S/N	**PART TWO: REWARDS STRATEGIES**	**1**	**2**	**3**	**4**	**5**
1	The institute has a policy on rewards/employee compensation					
3	The policy guides on how to reward achievement					
4	The policy guides on management of performance incentives					
5	Financial rewards enhance one’s ability to perform					
6	Non-financial rewards give a sense of belonging					
7	The salaries are competitive given the position held by staff					
8	The salaries are competitive given the academic qualifications held by staff					
9	Staff has a right to negotiate their pay					
10	The institute management regularly reviews staff salaries					
11	Salaries to staff at the same level and position are uniform					
S/N	**PART CAREER DEVELOPMENT SRATEGIES**	**1**	**2**	**3**	**4**	**5**
1	The institute has a policy on staff promotions					
2	Staff promotions are guided by the staff promotions policy					
3	Staff get professional training to improve their skills					
4	Staff promotions are normal and occur regularly					
5	New staff is guaranteed of thorough orientation					
6	The institute recognizes performance					
7	The institute offers career advancement to staff through skills and tasks					
8	Staff is supported to pursue further education					
9	Performance appraisals are performed regularly and objectively					
10	Staff are offered opportunity to balance work and life					
11	The institute offers effective talent management					
S/N	**EMPLOYEE TURNOVER**	**1**	**2**	**3**	**4**	**5**
1	Advancement Opportunity directly affects employee decision to leave their current jobs					
2	Career Change is an important reason for Job Hopping					

3	Insufficient Challenges in a Job make employees think of changing employment					
4	Conflict with immediate supervisors or coworkers have a directly affects employees decisions to quit					
5	Staff live the institute due to dissatisfaction					
6	Staff leave the institute for career change					
7	Staff recruitment occurs regularly					
8	Exit interviews are conducted for ascertain the reason for departure					

Thank you for your cooperation

APPENDIX II – Interview Guide

Interview guide for the top management of Uganda Institute of Allied Health and Management Sciences – Mulago

Dear participant, my name is Ndagire Harriet undertaking a study about the "Effect of Employee Motivation on Staff turnover in Health Training Institutions; A Case of Uganda Institute of Allied Health and Management Sciences – Mulago (UIAHMS)". Your responses to the questions contained in here will assist the researcher in making the study a success and conversely will be treated with utmost confidentiality.

Your contribution to this study will be highly appreciated.

1. What do you understand by the term employee motivation?
2. What are the different forms of motivation known to you?
3. How does Uganda Institute of Allied Health Management Sciences motivate her staff?
4. What do you understand by the term staff turnover?
5. What is the extent of staff turnover at UIAHMS?
6. How has the management support employed by the institute influenced staff turnover?
7. How have the rewards employed by the institute influenced staff turnover?
8. How has the career development practices employed by the institute influenced employee turnover?
9. How best would you advise institutions to address staff turnover?
10. Any other remarks?

Thank you for your precious time

APPENDIX III: Reliability Statistics extracts from SPSS

Reliability Statistics (Managerial support)

Cronbach's Alpha	N of Items
.711	12

Reliability Statistics (Rewards Strategies)

Cronbach's Alpha	N of Items
.817	10

Reliability Statistics(Career development strategies)

Cronbach's Alpha	N of Items
.752	12

Reliability Statistics (Employee Turnover)

Cronbach's Alpha	N of Items
.737	08