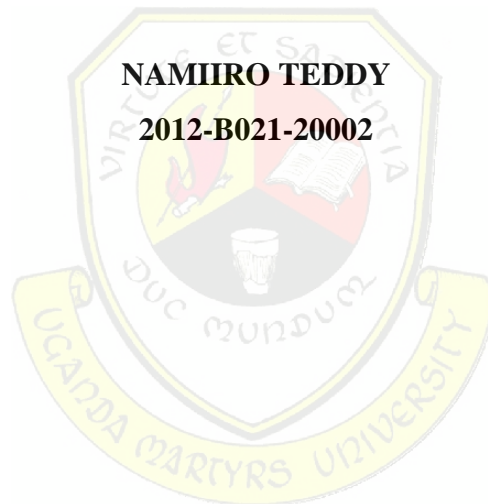


**ANALYSING THE IMPACT OF LABOR TURNOVER ON ORGANISATION LABOR
PRODUCTIVITY**

CASE STUDY: CROWN BEVERAGES COMPANY IN UGANDA

BY



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DEDICATION

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ABSTRACT

This research study investigated the effect of labor turnover on productivity in Crown Beverages Company in Uganda. Labor turnover is a costly problem and an economic drain to the business; it costs huge sums of money in recruiting and training new employees and replacements. Qualitative and quantitative methods were used to collect data for answering research questionnaires and interview guide and testing hypothesis in this research work. The target population composed of 60 respondents, sample size of 52 was used using the Morgan's krejcie table and a response rate of 87% was obtained (45 questionnaires were returned). The questionnaire was in a five point liker scale format and some open ended questions were included. The data collected from questionnaires was also analyzed by using statistical package for social science statistical package for social students (SPSS) software.

The research findings revealed that despite the management of Crown Beverages Company effort to train and treat employees in order to improve performance and productivity of the company, there is high competition from rivals. The study findings also revealed that labor turnover is very low simply because employees are treated fairly well. In addition productivity was rated by employees to be high simply because the company has put emphasis on training people to improve their productivity, and this is line with Sirbasku (2008) who says that keeping employees engaged and motivated is a key to a successful highly productive work force. The recommendation highlighted that employees should be motivated in order to increase their commitment towards their work which will lead to high production by the company. The study concluded with a direction for further research on the impact of competition from rival firms on organization productivity since there was a positive relationship between the impact of labor turnover on organization productivity based on the research findings.

CHAPTER ONE

TOPIC: ANALYSING THE IMPACT OF LABOR TURNOVER ON ORGANISATIONAL PRODUCTIVITY IN CROWN BEVERAGES COMPANY.

1.0 Introduction

Employee turnover is a very serious consideration for management of different organizations all around the globe. Research shows that employee turnover affects performance of the firm significantly and creates operational problems for the organization which leads to low productivity (Jones, 2013). The impact of employee turnover on productivity has received a great attention in the literature (Huckman and Barro, 2005). when the employees are constantly leaving the organisation it is difficult to maintain the same level of output and that's mainly because new employees need time to train and get used to the work before they reach full productivity (Zheng, 2010), so the human resource management function of directing the organization system to ensure that human talents are used effectively to accomplish desired goods is very crucial (Arm strong, 2009).

Therefore this chapter one will focus on the impact of labor turnover on the Food and Beverage companies with focus on Crown Beverages Company in Uganda as a case study. The purpose of this current study was to explore and understand the reason behind employee turnover and also discuss the impact of employee turnover on the company's productivity with reference to Crown Beverages Company in Uganda.

Therefore in this research an effort has been made to determine and understand various impacts of employee turnover on productivity in Crown beverages Company in Uganda.

1.1 Back ground of the study

The Food and Beverage manufacturing industry is very broad but can be defined as the preparation of food and drink products ready for sale and consumption. It involves the sourcing of ingredients, processing, preparation, and packaging. It also includes products research and design, tasting and marketing (Marckdood, 2004).

According to Vilnius (2008) report study of Food products and Beverage industry, the manufacturing of Food products and Beverages is the biggest sector of manufacture in the European Union. The previous researcher reported that the Food and Beverage Industry employs four million employees, makes up 1.8% of the European gross domestic production, however the growing competition, poor working condition and stricter legal requirements had an impact up on viability to the attraction and maintenance of staff. In addition to the report provided by Vilnius (2008) the turnover of staff in the Food and Beverage sector is high accounting for 43% per year and the main reason for that are emigration, seasonality, and new technology.

Therefore the purpose of this current study was to explore alternative ways to improve productivity of employees in the food and beverage industry. It should be realized that managers need to improve the retention rate of employees, design new training programs with emphasis on cross training of employees and also looking in for reward programs for productive employees (Lilly, 2006). Further, based on the survey conducted by Businge (2013) on how to improve labor productivity, the results indicated that 75% of the population study among the east African respondents believed that flexible working is crucial measure to achieving higher productivity among workers and that employee morale is a key to higher productivity. In addition, Byaruggabo (2013) also shows that to achieve worker productivity top managers have a

responsibility to help their juniors meet their targets by rewarding them with bonuses, salary increments, and promotional offers among other ways.

Furthermore the director of Crown Beverages also emphasized the importance of continuous training to ensure more productivity. According to Kigozi (2013) director at Crown Beverages, training workers in different fields of their work and giving them ample time to learn is critical to improving their productivity. Similarly Manyindo (2010) executive director at Uganda Bureau of Standards also points to employee motivation as a key aspect of productivity and emphasized that managers should ensure that their employees are motivated and should understand their workers ambition and help them achieve them so as to make them happy and thus grow the business in the process. Similarly Posti (2005) adds that employees need motivation just as piece of equipment need fuel to operate and this is highly demanded to ensure that they are always at their optimum working condition in turn this will absolutely lead to optimum productivity.

Other studies on how to improve labor productivity have indicated that continuing technological innovation in companies will boost worker productivity since it offers the opportunity to work faster with greater accuracy and more productive while projecting a more professional image (Caruso, 2010).

Therefore conducting this study was necessary to help crown beverages know how to improve its labor productivity.

1.1.2 Back ground of the company

This study is focused on Crown Beverages Company in Uganda as a case study, formally known as Lake Victoria bottling company. It was founded and incorporated in Uganda on the 29 march 1950 and by that time it was owned by the government of Uganda since it owned majority of the

shares and only a few elite indigenous Ugandans owned the minority shares. In 1965 the crown beverages bottling company became the Pepsi cola franchise in Uganda and it started bottling global soft drinks including Pepsi, Mirinda, Gingerly, Everas and finally mountain dew.

1.2 Problem statement

According to the recent annual report Crown Beverages (2011), Crown Beverages Company is one of the most successful beverage companies in Uganda. However in an effort to develop and sustain a competitive advantage, Crown Beverages has been experiencing a high rate of labor turnover and thus the company has remained rigid and conservative which has caused a decline in sales performance and productivity of crown beverages company (Crown Beverages, 2000). Therefore the purpose of this study was to investigate and determine the impact of labor turnover on Crown Beverages productivity.

1.3 Purpose

The purpose of this current study was to determine the impact of labor turnover on productivity in Crown Beverages Company.

1.3.1 Specific objectives

- To determine the effect of work environment on employee productivity in Crown Beverages Company in Uganda.
- To analyze the influence of remuneration on employee productivity in Crown Beverages Company in Uganda.
- To identify and determine the policies, procedures and strategies used at Crown Beverages Company and how they impact on employee productivity in Uganda.

1.4 Research questions

1. What influence does the work environment has on labor productivity at Crown Beverages Company in Uganda?
2. To what extent do remunerations influence labor productivity at Crown Beverages Company in Uganda?
3. In what ways do the policies, procedures, and strategies contribute to labor productivity at Crown Beverages Company in Uganda?

1.5 Research hypotheses

1. There is a relationship between health work environment and labor productivity at Crown Beverages Company.
2. Remuneration has an impact on labor productivity at Crown Beverages Company.
3. The policies, procedures, and strategies used at Crown beverages have an impact on labor productivity at Crown Beverages Company.

1.6 Scope of the study

1.6.1 Study scope

The current study was focused on Crown Beverages Company. The sample study included both employees and managers of Crown Beverages Company ltd. The data collection process included both the qualitative and quantitative methodology. The researcher used both qualitative and quantitative for data collection because the quantitative method was used to provide the statistical data then the qualitative was used to provide insights on the respondents' real experience. These methods were used because qualitative approach promotes greater

understanding of not just the way things are made but also why they are the way they are and quantitative approach described current conditions and investigated relationships including cause and effect relationship which were important for the researchers study (Amin, 2005).

1.6.2 Geographical scope

The current study was carried out at Crown Beverages Company which is located in Kyambogo-Ntinda wetland industrial area along Kampala-Jinja road in Uganda.

1.6.3 Time scope

The study was studied and completed within one year and the literature review was based on the last 15 years in relation to the topic researched on.

1.7 Justification of the study

According to Jones (2013) labor turnover creates operational problems for the organization and may be harmful to a company's productivity and this leads to poor performance, therefore this study is necessary to explore and determine alternative strategies that will help Crown Beverages Company reduce on its labor turnover rate in order to maximize productivity and improve its performance. Therefore conducting this research was necessary.

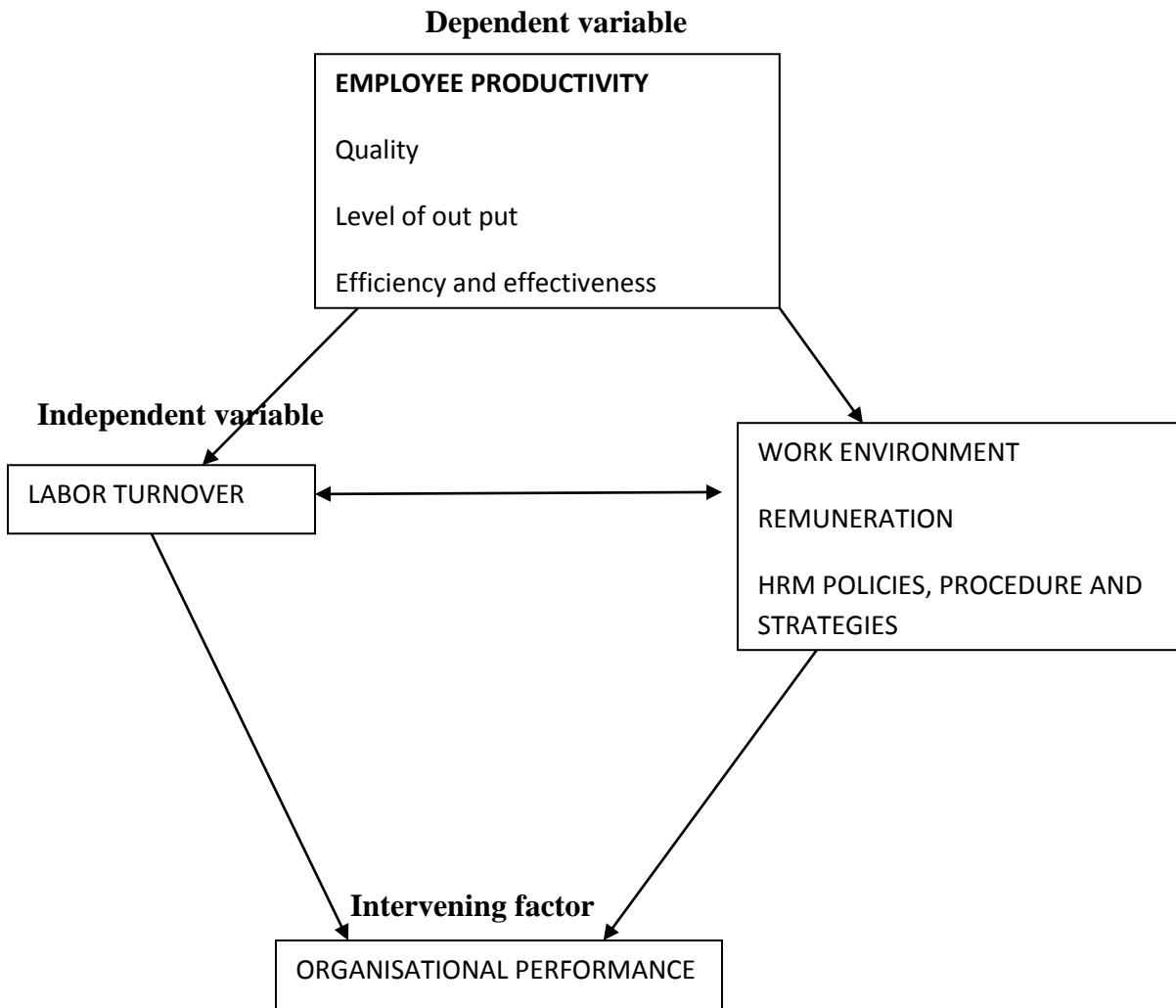
1.8 Significance of the study

The study helped human resource department of Crown Beverages to know how employee turnover affects productivity of the company so that measures were set to control the negative effects in addition to that the study helped policy makers in human resource department formulate policies that helped to increase workers well-being and also put up motivation policies

that helped workers increase on their productivity thus improving on the performance of the company. Furthermore conducting this study helped the researcher to acquire knowledge and skills on how to carry out researcher like interacting with people and convincing them to give the researcher information. Similarly the researcher was awarded her degree since its one of the partial fulfillment for the requirement of the award of the degree. Also, it was used by other researchers who were dealing with the same topic as a reference.

1.9 Conceptual frame work

Figure 1: Conceptual frame work.



Source: adopted from Badekale, S. (2014) journal of international business research: volume 2, and modified by the researcher.

Fig 01 provides the conceptual frame work including variables like work environment, remuneration, policies, procedures, and the strategies of the organization which determines the level of employee productivity and latter impacts on the performance of the organization.

1.10 Definition of key words

- **Labor productivity.** This is the rate of output per worker in the organization compared to what each worker is earning to perform the job (Lister, 2014).
- **Employee turnover.** This refers to the number or percentage of workers who leave an organization and are replaced by new employees (Mayhew, 2014).
- **Remuneration.** In general it means compensation or pays however it also has a broader meaning as base salary or pay plus bonuses, commissions and other payments or benefits paid to an employee under the terms of contract (Murray, 2014).
- **Work environment.** This is the surrounding condition in which an employee operates and it's composed of physical conditions such as office temperature or equipment such as computers. It can also be related to factors such as wok processes.
- **Policies.** These are operating rules that can be referred as a way to maintain orders, security, and consistency (Rouse, 2011).
- **Procedures.** This is a term used in a variety of industries to define a series of steps taken together to achieve a desired result and they explain how to accomplish a task.

In conclusion chapter one introduced us to the back ground of the study, the purpose, objectives, significance, and conceptual frame work of the study. Following is chapter two that will take us through the literature review

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The purpose of this current study was to determine the impact of labor turnover on labor productivity. Chapter two provides the literature review based on previous studies, reports, and concepts in relation to the impact of labor turnover on organization performance and productivity. Every organization aims at improving its productivity since its one of the competitive priorities, for that reason reviewing the literature is necessary to see how labor influence organization productivity.

2.1 Labor turnover

Labor turnover refers to the movement of employees in and out of business however the term is commonly used to the wastage or the number of employees leaving (Jim, 2012). According to woods (2000) in human resource terms, employee turnover is a measure of how long your employees stay with your company and how long you have to replace them and that any time your employee leaves your company for any reason; they are called a turnover or separation. In addition, Mayhew (2014) defines employee turnover as the number or percentage of workers who leave an organization and are replaced by new employees.

The impact of turnover has received consideration attention from senior management, human resource professionals, and industrial psychologist and it has proven to be one of the most costly and seemingly intractable human resource challenge confronting by several organizations globally (Shamsuzzoha, Razed and Shumon, 2011). Researching the cause of labor turnover can

help human resource professionals and industrial psychologist to plan, predict and control resources (Huckman, 2008).

2.1.1 Types of turnover

According to Reh (2003) there are two general types of turnover first is voluntary turnover which occurs when an employee chooses to leave for whatever reason, the second type is involuntary turnover which is caused by layoffs, and similar actions where the decision for an employee to leave is made by the company and not the employee. Similarly Mayhew (2014) also emphasizes that the two types of turnover the first being involuntary turnover which is employee termination for poor performance, absenteeism or violation of work place policies and its involuntary because it's not the employees decision to leave the company and the second type of turnover is voluntary where employees leave the company of her own volition.

2.1.2 Causes of turnover

Employees give a number of reasons for leaving their jobs but it's important to remember that labor turnover levels vary between industries and the successive surveys of labor turnover show that the highest levels are typically found in retailing hotels, catering and leisure and lower paid private sector service groups (Jim, 2012). But despite the above, turnover occurs for many different reasons, according to Rezad and Shumon (2003) new jobs attract employees and pull them to leave the old one and this can be caused due to dissatisfaction of employees in their present work place or by domestic circumstances when someone relocates with their spouse or partners. In addition to that a high turnover could be caused by inadequate wage level leading to employees moving to competitors, poor morale and low levels of motivation within the

workforce, recruiting and selecting the wrong employees in the first place meaning they leave to seek more suitable employment (Jim, 2012).

2.1.3 Consequences of labor turnover

According to Jim (2012) a high turnover causes problems for the business since its costly in terms of additional recruitment cost, lost production cost costs, increased costs of training, replacement of employees, loss of knowhow and customer good will, potential loss of sales (if there is a high turnover amongst sales force), moral of employees tend get worse if not dealt with and this lowers their productivity. In addition to that Ongori (2007) emphasizes that high turnover causes replacement costs such as search of the external labor market for a possible substitute, selection between compiling substitutes and induction of those substitutes. Furthermore, research estimates on business management indicated that hiring and training a replacement worker for a lost employee costs approximately 50% of workers annual salary which increases operational costs for the organization (Johnson et al 2000).

On contrary, despite the above substantial evidence regarding turnovers negative consequences for firms, several studies note off setting positive effects, first of all employee turnover benefits the organization positively and this may happen when a poor performer is replaced by a more skilled employee, when a retired employee is replaced by a younger one who has a fresh mind and is skilled (Shamsuzzoha, 2003). Secondly labor turnover is important since sometimes it brings in new ideas, skills, and enthusiasm to the labor force and also the level of labor turnover can be a way in which a business can slowly reduce its work force without having to resort to redundancies (Jim, 2012)

Because of the above consequences (both positive and negative) organizations invest a lot on their employees in terms of induction and training, developing, maintain and retaining them in their organizations (Ongori, 2007). Therefore there is a need to develop a faster understanding of the employee turnover more especially the causes, effects and strategies that managers can put in place to minimize turnover.

First of all managers must recognize their employees as a major contributor to the efficient achievement of the organization success because this motivates them to work harder (Abbasi et al 2000). Secondly turnover can be minimized through different preventive measures by the management like providing training to the line managers for an effective supervision before appointing or upgrading them and providing security of jobs with good working environment (Shomon, 2003). Thirdly human resource should interview candidates carefully not just to ensure they have the right skills but also they fit well with company cultural, managers and co-workers and also hiring the right people from the start as well as setting the right compensation and benefits is also important too not forgetting flexible work schedules and bonus structures (Dow, 2007).

In conclusion labor turnover is a burning issue for any organization and for steady productivity of an organization its essential to maintain its skilled workforce but sometimes it's difficult to control it so managers should carefully study and understand their labor turnover levels and determine the causes and effects and set measures to control it.

2.2 Labor productivity

Labor productivity measures the output per worker in a period of time and it's an important factor in determining the productive potential of the economy, countries with strong labor

productivity growth tend to benefit from high rates of growth, strong export demand and low inflation, increased labor productivity can enable a higher long run trend rate of growth (Pettinger, 2013).

2.2.1 How to measure labor productivity

According to Onel (2005) it's important to measure employee productivity to track performance and to identify workers who are either excelling or failing on the job. In addition to that the Harvard business school emphasized that employers should develop performance measurement that alert management to emerging issues and are related to the key drivers of business outcomes. The commonest ratio used to measure labor productivity is volume measure of output over measure of labor input and it provides efficiency with which inputs are used in the economy (freeman, 2008). However labor productivity can be measured in the following ways

Most food service contract companies use sales per hour to express productivity Clark (2005) and according to Reynolds (1998) the use of sales is a good measure of labor productivity but not a good measure of operational performance. Similarly Burcin (2012) also emphasized the use of sales per hour but in relation with comparisons to the average cost of staff per hour. Burcin (2012) adds that it's better to use comparisons and benchmarks rather than row figures for a period which do not always give enough guidance and that more useful information comes from comparisons like this week with last week, compare performance of different staff members, and compare results with different number of people on duty.

2.2.2 Causes and consequences of low productivity

According to Sirbasku (2008) what causes low productivity among employees could be a number of things and this is because each employee is an individual and the things that affect them negatively in the work place are unique for example they could be poorly matched to a job in which they don't have the skill to be successful, also extreme job dissatisfaction, difficulty with a poor manager, poor work ethics. Similarly Kristen (2014) adds that dissatisfied employees are generally UN productive one while happy employees who are passionate about their jobs get the work done effectively and will put their job ahead of his desires like relaxing and chatting. Kristen (2014) also adds that inefficient management practices decrease a company productivity in several ways, first of all individuals under poor management don't have the freedom to reach their full potential so they don't get as much done as they could, secondly employees who don't feel like their supervisors recognize their efforts often don't try hard to perform to their full capacity. Furthermore a cause of personal problems lie stress, poor health cause employees to be less productive which is costly since a company has to employ more laborers to get the same amount of output (Giraffe, 2007).

Nevertheless, whatever the factor may be the organization must understand how to identify the root of employee behavior and how it relates to low productivity so that the organization can establish strategies to improve it.

2.2.3 How can labor productivity be improved?

Employees are the most valuable asset to the organization so keeping them engaged and motivated is a key to a successful highly productive work force. While some employees produce to their highest capability regardless of the incentives, others need an occasional jump start,

therefore when handled effectively the result can be greater productivity and increased employee morale (Sirbasku, 2008).

Employee productivity can be achieved by knowing more about your employees and what motivates them therefore managers must find ways to understand what drives each individual employee in the context of their respective roles in the work place since every employee has a different reason for working like some may be motivated by things like performance based bonuses, an opportunity for a promotion, flexible working conditions, but unfortunately many organizations don't understand how to motivate their employees but instead are just under constant pressure to increase productivity, profitability and revenue growth and this overshadows the importance of how an engaged work force can negatively affect corporate performance (Sirbasku, 2008).

How to improve labor productivity and quality are ways that may lead to increased growth in business sometimes managers need to put. According to Stiglitz (2014) first ensure that employees have good equipment because if a plant is filled with 20 year old machinery that constantly need attention from the maintenance crew then employees are not having a fair opportunity to be productive because giving your workers the best supplies possible shows employee appreciation because you are demonstrating that you understand what is needed for them to get the job done (Sueaweer, 2013). In addition to this Bannet (2014) emphasized that employers should upgrade existing equipment or purchase new equipment to improve the process flow since it helps the employees to increase on the speed and also not waste time on repairing the machine or equipment.

Secondly in addition to financial incentives many employees are motivated by the need for social recognition that's why giving achievement rewards typically take the form of certificates, prizes and handed out to employees who meet certain performance standards (Chaminda, 2013). Similarly Thomas (2003) says that employees that go beyond add to the company productivity so managers should encourage this productivity boost with whatever reward they can manage, whether it be a raise or heartfelt compliment always show appreciation whether privately or publically for a job well done.

Thirdly managers should provide adequate breaks since these help employees to recharge their mind before going back to work so that when they come they are refreshed and already to focus for another couple of hours until the next break (Sueaweera, 2013). Kimroach (2012) also argued that employees can't always be working at optimum productivity but instead employees should shoot for working in phases at their most productive time meaning that employees should be given breaks to rest.

Last but not least many companies use employee assessments to help them find ways to motivate employees as individuals and this provides better results as each employees reason for working is unique and by using the assessments managers are able to find out what makes employees want to live up to their full potential (Sirbasku, 2008)

2.3 Impact of work environment on employee productivity

Work environment entails its buildings, furniture and a layouts as well as the physical condition under which the employees operate thus people who are working in a conducive environment exert greater effort to perform than those who work in unhealthy environment (Namoko, 2013). Thus the work place environment plays a crucial role for the employees simply because the

quality of environment in work place may determine the level of employment, subsequent performance and productivity (Leblebier, 2012)

According to Niger and Burton (2012) empirical research on workers performance has been conducted since the early 20th century and several of these research acknowledge that organizational and motivational factors are likely to have biggest impact on productivity but conclude that environmental factors may also go for as 5- 15% increase . In addition Ryan and Dec (2000) also emphasized by saying that although compensation package is one of the most used motivation tool it has a limited short term effect on employees performance and a widely accepted assumption is that work place environment motivates employees and improves in the physical design of the work place may result in 5- 10 % increase in employee productivity.

Therefore the work environment consists of various factors which introduce new dimensions to health, causing diseases and injuries which include work accidents and exposure to hazards more all over in the manufacturing companies , operation of machines , plant and equipment , use of hand tools and among others operations call for attention from relevant authorities , regulatory bodies , societies , seventies, professional and business men to establish safety and health management programs and laws governing the industry and all works activities (Badekale, 2010)

The environment has many effects on workers' productivity as suggested by the flowing theorists. First Gnaff (2002) comments on that effect of work environment, in his write up he states that environmental factors contribute to employee productivity, quality of output, level of wastage and rate of labor turnover. He further postulated that unhealthy depression and unsafe work environment lead to job dissatisfaction factors and eventually low productivity. Hacks

(2002) also adds that poor work environment expose employees to injuries , discomfort and helps to reduce productivity therefore the organization has provide a conducive environment that can protect employees under emergency conditions. Furthermore Flippo (2001) says the physical environment is the greatest material resource were by without a relatively clean air, pure or clean water and hygiene surroundings, people become unfit to work. He further stated that safety of employees must be protected for higher productivity by ensuring that air is protected and that the physical environment should be avoided of any injury or threat to the life of the worker.

Therefore different things push each employee off balance at work where by some employees are thrown off by the slight things like street noise or swinging doors, while others believes there productivity is killed by bigger disrupts like un schedule meetings or frequent phone calls but there is one thing that distracts almost everyone in the office, noisy co –worker (Smith, 2013). A new survey Merton (2013) found that a majority of employees (61%) agree that loud colleagues are the biggest office distraction. This wasn't too shocking says Lise (2013) vice president of Human resource at ask .com , since their internal surveys showed that their own employee also put this at the top of the list .40% respondents named impromptu meetings from co- workers stopping by their work space as another major office distraction. In fact almost 40% said they primarily communicate with co – workers through e- mail , line to avoid the distractions that along which face to face interactions (Lise,2013).

However despite citing noisy co –workers and face to face interaction as top distraction, more than a quarter of respondents believed they could be more productivity in an open room or newsroom as opposed to work space which separate office reason being that though single offices are great for maximizing office space, there not known for being particularly exciting and

inspiring (Merton, 2013). According to Kaspars (2012) one may not think about it but the way an office is set up from individual desks to the entire office's lighting has an effect on the productivity of employee.

In addition to that David (2003) adds that overcrowding in offices causes inadequate ventilation in work environment and he suggests that adequate effect should be put in place so that overcrowding is being prevented in office.

Furthermore Graff (2003) argues that a stiff atmosphere reduces capacity to think and act which reduces output and that proper ventilation makes a healthy working environment devoid of fatigue, laziness, drowsiness etc. and consequently promotes workers efficiency. David (2002) added by stating that inadequate ventilation and air conditioning system provides environment discomfort to employees. In addition Kaspars (2012) adds that comfortable well ventilated and well lit safe work places increase productivity as much as 16% and job satisfaction as much as 24% of employees' performance and organization productivity.

Also Onibon (2003) argues that poor standard of light obviously affect workers interest and attitude towards their work and makes them to suffer from degree of eye strains and fatigue. Denger (2003) agreed by saying that bad lighting system cause eye strains and fatigue to employees. Previous scholar further stated that good vision is important in the satisfaction of the industrial work and it is essential quality and safety.

Since environment conditions affect employee safety perception which impacts on employee commitment Gyekye (2006), improving working environment results in a reduction in a number of complaints and absenteeism and increased in productivity (Reelofsen, 2002).

Therefore looking at employee's health and safety according to the history of industrialization, the story has not been pleasant, safety for over two centuries was not a factor. The risks involved in work place were seen as part of the job and what workers are being paid for but despite that , managers should know that the success of an organization consists from managing people effectively and providing them which safe working environment (Badekala, 2010).

Thus, safety involves protecting employees from injuries caused by work – related accidents and health refers to the employees' freedom from physical or emotional illness and that safety measures are important in every organization (Badekale, 2014). Previous scholars further say that these aspects of the job are important because employees who work in a safe environment and enjoy good health are more likely to be productive and yield long term benefits to the organization.

Namoko (2013) also emphasized on the above point by saying that the level of safety measure in an organization helps to improve employee's morale and make them contribute immensely towards the productively of the organization . Also information derived from job analysis is valuable in identifying safety and health considerations for example employees are required to state whether a job is hazardous and the Job description reflects this condition (Badekale, 2014). In addition in certain hazardous jobs, workers may need specific information about the hazardous in order to perform the jobs safely (Badekale, 2014).

Therefore as suggested by Govindarajulo (2000) that businesses are now taking a more strategic approach to environment management to enhance their productivity through improving the performance level of employees, quantitative standards to protect workers from heat injury have been developed by the international standard organization and at the National level. For example

the US National Institute for occupational safety and health which requires the use of wet bulb globe temperature to quantify different levels of heat stress and defines the percentage of a typical working day that a person can work and maintain core body temp assuming that the remaining time is rest (Badekale, 2014).

According to Erica (2013) when it comes to office furniture , a productive business needs more than desks , computers and office chair in order for reduce on the amount of time wasted during the work day and choosing the right piece office furniture can help to adjust that . Erica (2013) added that an uncomfortable chair can decrease productivity and increase the number of back aches felt by employees.

In addition Gifford (2013) says that the lay out and set up of an office can tribute greatly to the overall productively the employees, so by making a few simple changes over lighting and the placement and selection of office desks , you can increase the efficiency of your staff and not only cool productivity improve , so will company culture and this will lead to an even greater improvement in efficiency since each aspect of the business is dependent on another aspect and productivity is no difference . furthermore lighting in office is debatable as some suggest that little lighting keeps individuals focused where others argue that well lit spaces increase productivity not forgetting the location and position of work spaces in the office since different departments have different needs and catering work stations to individuals can increase productivity individually and as a department (Gifford, 2013).

According to Gifford (2013) employees should be encouraged to take guide breaks area they avoid around and such exercise breaks can lead to a higher work performance from better time management to improved mental sharpness. Gifford (2013) also adds that if the leadership is

visionary and open to ideas from all levels of the organization then this can create extremely high productivity as employees feel they can contribute no matter their position. Furthermore providing extensive educational training for new hires so that they can see right away whether they will be a good match with the business is important (Gifford, 2013).

According to Mdokwu (2000) office is safe for employees when overcrowding is avoided and this allows free movement of both workers and materials as well as enhances effective operational process.

In conclusion safety measures are important in every organization and many people are not only interested in the salary scale but also want good working conditions which include health and safety of employees.

2.4 Impact of remuneration on employee productivity

The positive relationship between labor productivity and worker compensation has been puzzled by economists for a long time since some senior economists reckon that compensation stagnates or does not rise properly while productivity grows swiftly in many industries in the US and this may be due to the fall in bargaining power of workers as supply for labor exceeds demand. Still in the same line, Lawrence and Gsee (2012) mentioned that the average real hourly wage in the US has been basically stagnant between 1973 and 2011 as opposed to productivity which has increased by 80% of workers output. Similarly the conventional wisdom holds that workers' productivity has risen sharply since the 1970s while workers compensation has stagnated.

However Sherk (2006) argues that the rate of growth in the compensation follows at the same rate as the growth rate in labor productivity. In other words since employees have become more

productive the competition for those workers will force employers to pay higher compensation. The economy theory also holds that competition among employees' forces employers to pay workers according to their productivity in this sense the market for labor service operates like any other competitive market place in the economy; businesses that pay their workers less than they produce earn inadequate returns, lose money, or even go bankrupt. As a result workers' pay should track productivity over time.

Remuneration can motivate employees to be more productive but doesn't have to necessarily be compensation based; it can also be praise or recognition, however compensation remuneration can be effective in long term motivation and productivity such as raise or production (Owen, 2014). Remuneration awarded to teams increased productivity level because the team is looking out for the collective good of team and also sales managers can use team remuneration to increase new account openings, increasing existing account orders and generating new account leads. In addition pooling employees in a team with a collective goal increases productivity if managers provide worth wild remuneration such as bonuses or extra commission (Owen, 2014). furthermore it increase over all employee moral provided the benefits regarded as equitable ,in other words giving incremental bonuses based on which employees most proactive, the 2nd most productive and so on. So overall morale improves if each employee is granted a chance to reach a set of goals instead of setting one high goal that only one employee can achieve (Owen, 2014)

While many workers claim that job satisfaction and a sense of purpose drive their productivity, salary as one form of remuneration also plays a great role in how well employees perform. Incentive pay based on the quantity of work done rather than on the time spent on the job is particularly beneficial for increasing worker productivity (Ray, 2011). At the same time according to the University of California, salary is not the only factor that impacts workers'

productivity, Performance related pay can also improve workers performance through direct creating the outputs that are rewarded through pay and through worker sorting since more able workers by more to gain from a pay system with rewards than according to their performance (Llazezar, 1986)

According to Akorlof (1982) higher real wages also lead to greater effort from workers and wake ford2001, agrees with him by saying that high real wages put up word pleasure on labor costs and cause firms to substitute capital for labor these by increasing the marginal productivity of encouraging high productivity can back fire on you because instead of working together towards common goal, employees may be more competitive and distrustful of their fellow workers since what one works on , one worker may not transfer to other employees in the same manner (Ray, 2014)

Furthermore Benito (2000), Turner and Jackson (2000) also argue for the existence of a positive link between employee remuneration gap and labor productivity. Research shows the greater the employee remuneration gap, the higher the levels of labor productivity. This implies that human effort is enhanced if a more differential remuneration structure is adopted (Turner and Juckson, 2009) and that high levels of labor productivity are normally rewarded with high remuneration structures (Benito, 2000).

On contrary Brown and Medoff (1989) , Erdill and Vetkiner (2001) and Hibbss and lacking (2000) argue that there is negative relationship between employee remuneration gaps and labor productivity and the reasons given are that smaller remuneration gaps result in greater level of employee cohesion and therefore an improved labor and the reasons given are that smaller remuneration gaps result in greater level of employee cohesion and therefore an improved labor

productivity (Erdill and Vetkiner 2001), however if employees feel that their real remuneration is less than what they define as a fair remuneration package labor productivity decreases (Genre, Monferatour and Mourra 2005).

But irrespective of whether the relationship between employee remuneration gaps and labor productivity is positive or negative the research findings clearly indicate three important aspects that need to be considered including employee characteristics, difference in skill level of employee segments and the level of uncertainty in business (Sharpe and Harrison, 2008).

In terms of skills level Genie et al (2005) and Lallermond (2007) indicated that smaller remuneration gaps are required for higher skilled employees if labor productivity is to be enhanced, however Hegman (2005) and Prendegast (2002) concluded that the relationship between remuneration gap and labor productivity is stronger when employees are skilled reason being that higher skilled employees are linked to firm performance and that more dispersed employee remuneration gaps induce these employees to act in an optimal manner with higher levels of productivity .

On contrary Foss and Haursten (2005) argued that employee remuneration gaps for less skilled workers should be smaller because of limited performance since more effort should be used to enhance labor productivity .

Employers ability to raise and other compensation is tied to increases in labor productivity Fleck et al (2011) hence if productivity is higher in a while economy the quantity of goods and services produced and consumed will increase meaning all workers in an economy will enjoy better standards of living (Cashell, 2004)

In conclusion it is important to give a lot of consideration to your business compensation structure because it ultimately reflects how employees are valued moreover real hourly compensation is one of the vital elements in labor economy (Fogleman, 2001) .

2.5 Impact of human resource management policies and procedures on labor productivity

Policies and procedures provide the framework within which an organization operates; they define what your organization does and how you do it (Dale, 2007). According to previous scholars clear policies and procedures support effective decision making and delegation because they provide guidelines on what people can and cannot do, what decisions they can make and what activities are appropriate.

In addition to that Dale (2007) adds that a clear policy framework means there will be fewer misunderstandings or debates about what to do in particular situations and there will be transparency and consistency in the way an organization operates and that the policies and procedures will depend on a number of factors such as the kind of work and the size of your organization.

Therefore it is now commonly accepted that employees create an important source of competitive advantage for firms , as a result it is important for a firm to adopt human resource management practices that make best use of its employees and the practices of the human resource management heavily affect productivity of the organization because to have an effective impact or outcome through the other resource , human resource management is a must as it is the only resource that makes other resources providing contribution towards the overall organizational productivity (Herath and Gajenayalce 2008) . Suzan (2002) has also emphasized that production processes and manufacturing should be the most productive as well as to get

such kind of enormous productivity there should be an efficient human resource management system.

Many researchers Data et al (2003) Hayers and Frayier (2000) have pointed out that human resource management practices impact on the outcomes such as employee satisfaction , commitment , retention , presence , relationship between workers and management , employee involvement , employee trust between workers and management , employee involvement , employee trust and employee loyalty . The previous researchers have also indicated that these out comes and human resource management practices can lead to a firms performance such as profit , market share , increase in sales , productivity , productive sales , quality and customer satisfaction .

Many questions of whether human resource management practices make a difference to company performance have been frequently asked Petterson, west , Lawthom and Nickels (2003), so as such various authors put step forward to make a link between specific human resource management practices and firm's productivity .

According to Huang (2001) companies which closely co-ordinates with good human resource management practices achieve better performance than companies that do not. In addition to that Bailey (2001) adds that the behavior of employees within affirm has important implications for organizational performance and that human resource management practices can affect individual employee performance through their influence over employees skills and motivation and through organizational structure that allows employees to improve on how their jobs are performed.

Furthermore Schuler and Jackson (2002) also noted that business require Employees to possess specific skills, knowledge and abilities needed to implement their competitive strategies and the

development of the desired behavior and abilities depend on the design and implement of specific human resource management methods .. Data et al (2003) also added that human resource manager enforces the design and implementation of a set of internally consistent policies and practices that ensure a firm's human capital to contribute to the achievement of its business objectives.

In the research by Scholar and Jackson (2002) statistical significant results were obtained between human resource management practices and labor productivity, where the researchers found that human resource management practices such as training and development , compensation and performance management have a positive effect on the firms profit and productivity. Additionally Jones and Wright (2002) added that use of high performance work practices, including comprehensive employment recruitment and selection procedure, incentive compensation and performance management system and extensive employee involvement and training can improve the knowledge skills and abilities of a firm's current and potential employees increase their motivation, reduce stinking and enhance retention of quality employees while encouraging non-performers to leaves to firm.

Similarly Bailey (2005) complimented by saying that human resource management practices influence employee skills through the acquisition and development of a firms human capital were by recruiting procedures that provide a large pool of qualified applicants paired with a reliable and valid selection regime will have a substantial influence over the quality and type of skills new employees possess. Bailey (2005) also added that providing formal and informal training experiences such as basic skill training, on the job experience, coaching, mentoring and management development can further influence employee's development.

Therefore it is now commonly accepted that employees create an important source of competitive advantage for firms , as a result it is important for a firm to adopt human resource management practices that make best use of its employees and the practices of the human resource heavily affect productivity of the organization because to have an effective impact or out come through the other resource , human resource is a must as it is the only resource that makes other resources providing contribution towards the overall organizational productivity (Herath and Gajenayalce 2008) and welfare, performance appraisal , industrial relation and discipline handling . Where by the transparency and maintaining equity of these policies reduces feelings of alienation at work place and such practices create trust in the minds of employees which in turn may promote productivity of the employees (Dones and Wright 2002) .

Arguments made in related research are that a firm's current and potential human resources are important consideration in the development and execution of its strategic business plan. This literature although largely conceptual concludes that human resource management practices can help create a source of sustained competitive advantage especially when they are aligned with a firm's competitive strategy Jackson and (Schuler, 2005). Also , there is growing consensus that organizational human resource policy can if properly configured provide a direct and economically significant contribution to firm performance , presumption being that more effective systems of human resource management practices help to implement a firms competitive strategy which is a source of sustained competitive advantage but unfortunately very little empirical evidence supports such a belief . The empirical works that exist has largely focused on individual human resource management practices to the exclusion of over all human resource management systems (Husclid, 2005).

In conclusion chapter two presented the different views of different authors about the research objectives. Following is chapter three which is going to take us through the research methodology.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology and techniques that was used to conduct the study. This chapter describes the research design that was used by the researcher, data sources and collection instruments, the study population from which the sample was drawn, sample size and sampling techniques, validity and reliability tests, data analysis and measuring of variables. The methods combined both qualitative and quantitative approaches which were used to find out the relationship between labor turnovers on the organizational productivity.

3.1 Research design

A research design is a detailed outline on how an investigation will take place (Trochim, 2005). Descriptive research which is concerned with describing the characteristics of an event, community, or region was used. It also provided data about the population or item being studied and for the case of this study it was used to describe the characteristics of employees and providing data about the level of productivity and also describing the relationship between study objectives.

3.2 Study area

The researcher used a case study of Crown Beverages Company to complete this current study This Company is found in the industrial area, Nakawa division in Kampala district along Kampala- Jinja road.

3.3 Study population

A population is a complete collection of all elements that are of interest in a particular investigation (Amin 2005). The study population comprised of production managers and employees in production department since they were very much into the production of products so they knew better why the level of productivity varies, it also comprised of human resource managers because they were concerned with all matters to do with employees like recruitment, induction, rewarding them, training since such variables affects the performance of employees which later impacts on their productivity.

3.4 Sampling method and techniques

Sampling is a statistical method of obtaining representative data or observation of a population (Rob, 2014). Simple random sampling which refers to a process of selecting a group of subjects called a sample from a larger group was used (Amin, 2005). This was intended to select respondents since each stratum was assumed to contain employees with related knowledge on the topic under study and it was used since all elements had equal chances of being selected. In addition Purposive techniques which refers to a process where a researcher selects a sample basing on experience and knowledge was also used (Amin, 2005). It was used since it was useful for certain types of forecasting; in this case the researcher interviewed the quality and assurance manager of crown beverages since he was knowledgeable about the research topic.

3.4.1 Sample size

A sample size of a statistical sample is the number of observation that constitutes it. The sample size was determined by using the Krejcie and Morgan's table because it was very easy to use and

did not require a lot of calculation. This table provides the population size and the required sample size for each population. The targeted population was about 60 and the sample size in this case was 52 respondents.

3.5 Sources of data

The researcher used both primary and secondary data sources. Primary data sources refer to data collected for the first time. This data was collected from sample population by use of questionnaires which were supplied to the respondents. In addition the researcher also interviewed the quality and assurance manager since he was very well knowledgeable about the productivity of the organization. Secondary data sources refer to sourcing for already processed information. Such data was got by reviewing relevant text books, journals, records of crown Beverages Company, reports and other published materials as related to the research topic.

3.7 Data collection instruments

3.7.1 Questionnaires.

This is a list of question drafted by the researcher to be to be filled by the respondents (Amin, 2005). The questions were written on paper and distributed to respective respondents by the researcher. The researcher ensured that the words used were not ambiguous and easy to read and understand, letters used were big enough and additional space was provided in case the respondents wanted to add some comments.

Within the questionnaires, attitude scales which are scales designed to determine what an individual believes, perceives, or feels about self, others, activities, institution, or situations were included. The researcher basically used likert scales which are statements that are followed by

five categories responses which include strongly agree, agree, undecided, disagree and strongly disagree. These five category responses helped the researcher to measure the degree of satisfaction, their reaction or feeling about something like work environment, rewards to mention them.

3.7.2 Interview guide.

This is a list of questions that are used by the researcher to collect qualitative data (Mugenda, 2005). The researcher designed a series of questions about the study topic which were used during the interview to get the necessary information. The interview guide had straight forward questions for easy interpretation by the respondent.

3.8 Data collection methods.

3.8.1 Interview method

Interview is conversation between two or more people where questions are asked by the interviewer to elicit facts from the interviewee (Dasonnenfeld, 2014). The researcher asked direct verbal face to face questions to the quality and assurance manager concerning the study topic. This method was used because the researcher was able to get in depth information about the study topic.

3.8.2 Questionnaire survey method.

Under this the questionnaire was designed to collect data in accordance with the research hypothesis and questions. In this method open-ended and closed-ended questions were used. Under this method privacy was given to people by not asking for their names, people were given

enough time to fill the questionnaire which was a maximum of two weeks and also questions used were straight forward and use of ambiguous words was avoided for easy understanding and interpretation of questions.

3.9 Data collection procedure

The researcher got permission from those that were concerned who allowed the researcher carry out the study by supplying the different questionnaires to the respondents. The researcher then talked to the different employees requesting them to fill the questionnaires and as a way of convincing them, the researcher told them how the topic was be of benefit to the respondents and the company as a whole. The questionnaires were then delivered by the researcher for maximum supervision and monitoring.

3.10 Data analysis, processing and presentation

Data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate and evaluate data (Shamoo and Resnk, 2003). Data analysis applied a variety of techniques which included exploratory data analysis which focused on discovering new features in the data in order to begin understanding the messages contained in the data. In this case descriptive statistics such as cumulative frequency and percentages were used to help understand the data. In addition to this, data visualization was used to examine the data in graphical formats like use of frequency distribution tables in order to obtain additional insights regarding the message with in the data. Also statistical package for social science (SPSS) software was used to ascertain whether the calculations were correct and this helped to avoid errors.

Data was processed by editing which is the detecting and correction of errors like spelling mistakes and computing. Also data initially obtained was placed into rows and columns for further analysis by use of frequency tables.

Once data was processed and analyzed, it was presented in formats of frequency tables to clearly and efficiently communicate the message to the audience; all these were done by the help of Microsoft word and SPS software.

3.11 Quality control methods.

3.11.1 Validity

Validity is the correctness and reasonableness of data (Rob, 2014). Validity of questionnaire and interview guide was achieved by carrying out a pretest on the research instrument by asking the supervisor and experts in the field about the validity of those instruments. Also the researcher checked informally with participants for accuracy during data collection, the researcher asked them to ask interpretation for the question in case they didn't understand them.

3.11.2 Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results (Phelan, Wren, 2006). Reliability was achieved by use of triangulation method which refers to use of multiple independent sources of data to establish the truth and accuracy of data (Sagor, 2010). In this case information and data from questionnaires and interviews was used to check if they all gave the same results compared to the literature review. In addition to this inter rater reliability which refer to the rate at which two or more individuals agree on something was used (Donnell, 2010). This was used by looking at the liker scale and seeing the extent to which the

respondents agreed or disagreed on the different variables. This helped the researcher assess the consistency or inconsistency of the rating system.

3.12 Measurement of variables

The researcher used the liker scale which was in the questionnaire to determine the extent the respondents agreed or disagreed with the statements in the questionnaire. This liker scale contained a five category responses which included strongly agree, agree, strongly disagree, disagree and undecided. Such responses helped to measure the degree of satisfaction, feeling and attitude towards the study variables like work environment, rewarding and human resource management.

3.13 Ethical consideration

Confidentiality. High level of confidentiality was exercised where by the information collected was not disclosed to certain people especially the rivals of Crown Beverages Company because they can use the company's weaknesses to out compete them.

Also nondiscrimination of respondents was avoided where by respondents were given the questionnaire irrespective of their positions, education level and appearance as long as there with in the study population. This helped the researcher to collect different views of different respondents.

Honesty and integrity. The researcher honestly reported data, results, methods and procedures from the research. Data was not be misrepresented and the researcher did not deceive anything about the research.

3.14 Limitations of the study

Non-response some respondents at some point were not willing to give the researcher the necessary information especially when it was private. So to overcome this challenge the researcher had to ensure the respondents that any information given would be treated with maximum confidentiality.

Costs. The researcher faced a problem of limited finances with respect to the study. Such costs included transport to and from the company premises to take and collect back the questionnaires as well as conducting the interview, printing out 52 copies of questionnaires and interview guide, however this challenge was overcome by requesting for some finances from parents and also use of personal savings.

Limited time. The time period to conduct the research was not enough and so the researcher had to work within it because if it was not completed within the stated time, the researcher would be given penalties and fines.

In conclusion this chapter three presented the methodology that was used by the researcher to collect data, analyze it and present it. Following is chapter four that is going to take us through the analysis, presentation and discussion of study findings.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the data processing, analysis and presentation of research findings in line with the study objectives. Fifty two questionnaires were issued but only forty five copies were returned.

4.1 Findings on the bio data of the respondents

Table 1 : Showing the gender of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	66.7	66.7	66.7
Female	15	33.3	33.3	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From the table 1 above (30) (66.7%) of respondents were men and (15) (33.3%) of respondents were females. This indicates that both males and females filled in the questionnaires without considering any gender bias however males were more than females by a frequency of 15 which shows that the company employees more males than females.

Table 2: Showing the different qualifications of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	2	4.4	4.4	4.4
Diploma	8	17.8	17.8	22.2
Bachelor's degree	32	71.1	71.1	93.3
Masters+	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From the table 2 above (2) (4.4%) of the respondents had a certificate, (8) (17.8%) of the respondents had completed with a diploma, (32) (71.1%) of the respondents had completed a bachelor's degree, (3) (6.7%) of the respondents had completed a masters plus. This shows that respondents were educated enough and had a good understanding of the questions and could easily interpret them, therefore respondents were professional enough to understand what they were filling

Table 3: Table showing the age brackets of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-23yrs	3	6.7	6.7	6.7
24-29yrs	21	46.7	46.7	53.3
30-35yrs	9	20.0	20.0	73.3
36-41yrs	6	13.3	13.3	86.7
42-47yrs	4	8.9	8.9	95.6
48+	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From the table 3 above the data shows that (3) (6.7%) of the respondents are under the age bracket of 18-23 and (21) (46.7%) under the age bracket of 24-29, (9) (20.0%) under the age bracket of 30-35 and (6) (13.3%) under the age bracket of 36-41, (4) (8.9%) under the age bracket of 42-47and (2) (4.4%) under the age bracket of 48+. This shows that the respondents were old enough to understand and answer the questions given to them for the research.

Table 4: Table showing the marital status of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid married	17	37.8	37.8	37.8
un married	26	57.8	57.8	95.6
divorced	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data collection (questionnaire)

Based on data provided in table 4 above, results show that (17) (37.8%) of the respondents are married, (26) (57.8%) of the respondents are un married, (2) (4.4%) are divorced. This shows that most of the respondents were un married and the reason could be that because the company wants workers who can work for long hours and in this case un married people have less responsibility say of looking after the family so they can dedicate their time to their work.

Table 5: Showing the different religion of respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid catholic	16	35.6	35.6	35.6
Pentecostal	17	37.8	37.8	73.3
protestant	10	22.2	22.2	95.6
Muslim	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary (questionnaire)

From the data provided in table 5 above, results show that (16) (35.6%) of the respondents were catholic, (17) (37.8%) of the respondents were Pentecostals, (10) (22.2%) of the respondents were Protestants and (2) (4.4%) of the respondents were Muslims. This indicated that all respondents believe in God hence they answered the questions with honest and trustworthy and all the information they gave was true. The company does not discriminate, provides equal opportunity regardless of one's religion.

Table 6: Showing period respondents have spent working with the organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-3yrs	23	51.1	51.1	51.1
4-6yrs	8	17.8	17.8	68.9
7-9yrs	9	20.0	20.0	88.9
10 yrs. +	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

The data provided in table 6 above reveals that (23) (51.1%) of the respondents have worked with the organization for time period of 0-3 years, only (8) (17.8%) respondents have worked for a time period of 4-6 years, and (9) (20%) out of 45 respondents worked for a time period of 7-9 and (5) (11.1%) for a time period of 10 years plus. This shows that most of the workers have spent with the company a small period (0-3 years) hence their experience is not big enough so they need a lot of training.

Table 7: Showing the different positions held by the respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manager	6	13.3	13.3	13.3
middle manager	6	13.3	13.3	26.7
staff member	24	53.3	53.3	80.0
casual worker	9	20.0	20.0	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

Furthermore the data in table 7 above shows that (6) (13.3%) of the respondents were managers, (6) (13.3%) of the respondents were middle managers, (24) (53.3%) of the respondents were staff members and (9) (20%) of the respondents were casual workers. This shows that there was a balance in the data collected from both managers and staffs. However this revealed that staff members (53.3%) were the majority as compared to other positions.

Table 8: Showing the number of respondents in each department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid production and manufacturing	22	48.9	48.9	48.9
human resource	4	8.9	8.9	57.8
Procurement	6	13.3	13.3	71.1
accounting and finance	3	6.7	6.7	77.8
quality and assurance	10	22.2	22.2	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaires)

From table 8 above (22) (48.9%) of the respondents were working in the production and manufacturing department, (4) (8.9%) in the human resource department, (6) (13.3%) in the procurement department, (3) (6.7%) with accounting and finance department and (10) (22.2%) with quality and assurance department. This shows that most of the information came from production and manufacturing as well as quality and assurance departments and basing on the study topic these departments are the one concerned with the productivity of the organization since it's a manufacturing company, this shows that most of the information was provided by the right respondents.

4.2 Findings concerning the productivity of the organization

Table 9: Showing the rating of employee performance and productivity of Crown Beverages Company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very high	3	6.7	6.7	6.7
high	28	62.2	62.2	68.9
moderate	10	22.2	22.2	91.1
low	3	6.7	6.7	97.8
very low	1	2.2	2.2	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 9 above data reveals that (3) (6.7%) of the respondents say that the company has very high productivity, (28) (62.2%) of the respondents say the productivity is high, (10) (22.2%) believe its moderate, (3) (6.7%) of the respondents believe its low and (1) (2.2%) of the respondents said it is very low. So as research findings revealed that most of the respondents agree that labor productivity is high because they are paid well, they get trainings, and given incentives and other benefits which boost their moral hence end up increasing on their productivity levels.

According to Kristen (2014) dissatisfied employees are generally unproductive one while happy employees who are passionate about their jobs get the work done effectively and will put their job ahead of his desires like relaxing and chatting.

Table 10: Showing whether the company has put emphasis on training people to improve on their productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	35	77.8	77.8	77.8
No	3	6.7	6.7	84.4
not much	5	11.1	11.1	95.6
not sure	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 10 above (35) (77.8%) of the respondents agree that the company has put emphasis on training people to improve on their productivity, (3) 6.7%) disagree, (5) (11.1%) say not much and (2) (4.4%) are not sure if the company has put emphasis on training people to improve their productivity.

So this implies that most respondents agree that the company has put emphasis on training its employees simply because it wants them to get new skills and knowledge that will help them produce better products.

Employees are the most valuable asset to the organization so keeping them engaged and motivated is a key to a successful highly productive work force and while some employees produce to their highest capability regardless of the incentives, others need an occasional jump start , therefore when handled effectively the result can be greater productivity and increased employee morale (Sirbasku, 2008).

4.3) Findings concerning the labor turnover of crown Beverages Company

Table 11: Showing how employees rate the labor turnover at crown Beverages Company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High	3	6.7	6.7	6.7
moderate	7	15.6	15.6	22.2
low	15	33.3	33.3	55.6
very low	20	44.4	44.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 11 above, none of the respondents rate the turnover of the company as being very high, (3) (6.7%) rate it as being high, (7) (15.6%) rate it as being moderate, (15) (33.3%) rate it as being low and (20) (44.4%) rate it as being very low.

This implies that labor turnover is low simply because the human resource department has tried its level best to make its employees feel satisfied by giving them additional incentives to their

salaries and wages like housing allowances, medical allowances and other benefits. This has increased the level of commitment of employees towards the organization hence making the turnover rate to be low.

According to Rezad and Shumon (2003) new jobs attract employees and pull them to leave the old one and this can be caused due to dissatisfaction of employees in their present work place or by domestic circumstances when someone relocates with their spouse or partners.

4.4 Findings from the objectives

4.4.1 Impact of work environment on labor productivity

Table 12: Showing whether crown beverages work environment is conducive for employees to carry out their work effectively.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	25	55.6	55.6	55.6
strongly agree	12	26.7	26.7	82.2
Disagree	5	11.1	11.1	93.3
strongly disagree	1	2.2	2.2	95.6
Undecided	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 12 above (25) (55.6%) of the respondents agree that the work environment at crown beverages is conducive for the workers to work in, (12) (26.7%) strongly disagree, (5) (11.1%) disagree, (1) (2.2%) strongly disagree and (2) (4.4%) are undecided. As the research results revealed most of the respondents agreed that the work environment is conducive for them simply because it's one of the policies of the organization (health and safety) to maintain a good environment and also to protect the lives of their worker when doing their work.

In support of the findings Dec (2000) says although compensation package is one of the most used motivation tool it has a limited short term effect on employees performance and a widely accepted assumption is that work place environment motivates employees and improves in the physical design of the work place may result in 5- 10 % increase in employee productivity. Also other sources indicated that NEMA standards require the company to treat their wastes, insert chimneys as a way of protecting the environment and this also benefit the employees since there also part of the environment.

Table 13: Showing whether employees are provided with safety measures to protect them from injury

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	18	40.0	40.0	40.0
strongly agree	20	44.4	44.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 13 above (18) (40%) of the respondents agree with the statement, (20) (44.4%) strongly agree, (4) (8.9%) disagree, (3) (6.7%) strongly disagree. Thus most respondents strongly agreed that their provided with safety measures and gadgets like gloves, over all, machines have machine guards and other simply because the company wants to provide a safe environment such that their workers can have a good health and be in position to produce high yields.

Safety involves protecting employees from injuries caused by work – related accidents and health refers to the employees’ freedom from physical or emotional illness and that safety measures are important in every organization (Badekale, 2014). The literature showed that these aspects of the job are important because employees who work in a safe environment and enjoy good health are more likely to be productive and yield long term benefits to the organization.

4.4.2 Impact of remuneration on labor productivity

Table 14: Showing whether the remuneration given to employees match their input levels like effort

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	22	48.9	48.9	48.9
strongly agree	16	35.6	35.6	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	2	4.4	4.4	97.8
Undecided	1	2.2	2.2	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

Further results in table 14 above revealed that (22) (48.9%) of the respondents agree with the statement, (16) (35.6%) strongly disagree, (4) (8.9%) disagree, (2) (4.4%) strongly disagree and (1) (2.2) are undecided. Basically majority of respondents agreed that their remuneration match their efforts simply because other sources showed that it's a policy for every employee to set objectives at the start of the year and at the end their performance is reviewed to see if the set targets were meet, employees are awarded marks and their salaries and other incentives like bonuses can be determined basing on the productivity of the employee.

In support of research findings Sherk (2006) argues that the rate of growth in the compensation follows at the same rate as the growth rate in labor productivity. He mentions that making correct

comparisons eliminates the gap between productivity and compensation. While many workers claim that job satisfaction and a sense of purpose drive their productivity, salary as one form of remuneration also plays a great role in how well employees perform. Incentive pay based on the quantity of work done rather than on the time spent on the job is particularly beneficial for increasing worker productivity (Ray, 2011).

So basing on the above I think employees are paid what they deserve because other sources showed that factors like experience, education level and target of set goals are basis used to determine ones remuneration.

Table 15: showing whether employees are given their remuneration in time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	37.8	37.8	37.8
strongly agree	21	46.7	46.7	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	1	2.2	2.2	95.6
Undecided	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 15 above (17) (37.8%) of the respondents agree with the statement, (21) (46.7%) strongly agree, (4) (8.9%) disagree, (1) (2.2%) strongly disagree and (2) (4.4%) are undecided. This implies most people are paid in time in order to improve on the relationship between workers and management, increase employee satisfaction such that workers are motivated to work and increase on firm's productivity. In support to research findings, the reviewed literature showed that Human Resource Management practices such as paying workers in time impact on the outcomes such as employee satisfaction , commitment , retention , presence , relationship between workers and management , employee involvement , employee trust between workers and management , employee involvement , employee trust and employee loyalty (Data et al (2003) Hayers and Frayier (2000)).

4.4.3 Impact of human resource management practices and strategies on labor productivity

Table 16: Showing employee rating of human resource practices at crown Beverages Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid poor	3	6.7	6.7	6.7
very poor	4	8.9	8.9	15.6
good	26	57.8	57.8	73.3
excellent	10	22.2	22.2	95.6
not sure	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 16 above (3) (6.7%) of the respondents rate HR practices as being poor, (4) (8.9%) as very poor, (26) (57.8%) as good, (10) (22.2%) as excellent and (2) (4.4%) are not sure. Most respondents agreed that the human resource policies are good because the company treasures their employees very much since it is through the employees work that the firm can improve its productivity that why through its human resource department it has ensured that good policies, strategies and objectives are set but when their favorable. In support to research findings Herath and Gajenayalce (2008) agreed that employees create an important source of competitive advantage for firms, as a result it is important for a firm to adopt HRM practices that make best

use of its employees and the practices of the HRM heavily affect productivity of the organization.

Table 17: Showing whether human resource department engages people in formulating some of these policies, objectives and procedures.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	20	44.4	44.4	44.4
strongly agree	16	35.6	35.6	80.0
Disagree	4	8.9	8.9	88.9
strongly disagree	2	4.4	4.4	93.3
Undecided	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (questionnaire)

From table 17 above (20) (44.4%) agree with the statement, (16) (35.6%) strongly agree, (4) (8.9%) disagree, (2) (4.4%) strongly disagree and (3) (6.7%) are undecided. This implies that employees are engaged in objective formulating as a way of increasing their morale such that their motivated to work harder and reach their set targets which in the long run improves the company's productivity, and since people are not equal their given a chance to set what they can target. The reviewed literature also showed that overall morale improves if each employee is granted a chance to reach a set of goals instead of setting one high goal that only one employee can achieve (Owen, 2014).

In summary the findings revealed that the labor turnover is simply low in Crown Beverages Company simply because the employees are provided with a conducive environment, incentives and relatively good management by the human resource department. This has led to high production by the company. However there some employees who are not satisfied with the way the company conducts business and this can be observed from the liker scale. Following is chapter four which is going to take us through the summarization, conclusion and recommendation of research findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

The purpose of this current study was to establish the impact of labor turnover on labor productivity in Crown Beverages Company. This chapter presents the summary of findings in relation to study objectives and hypothesis, conclusions have been drawn basing on the study findings and recommendations have been given that will help to improve on the labor productivity of Crown Beverages Company.

5.1 SUMMARIZING RESEARCH FINDINGS

5.1.1 Findings relating to labor turnover in Crown Beverages Company

It was found out that labor turnover is very low with a percentage of 44.4% and 20 respondents saying so and this was because the company has tried its level best to treat its employees well by providing them with conducive work environment, provided with incentives like bonuses which help them improve and increase on their labor productivity.

However, in spite of low rate of labor turnover crown beverages company experiences; there is a significant effect of increased cost of recruitment, work disruptions, increased over time and additional costs of training new employees. The causes of this labor turnover according to employees were availability of better jobs outside the company, harsh supervisors who lower the moral of employees. Hence Rezad and Shumon (2003) concluded that new jobs attract

employees and pull them to leave the old one due to dissatisfaction of employees in their present work place or by domestic circumstances when someone relocates with their spouse or partners

5.1.2 Findings relating to labor productivity in Crown Beverages Company

So since the level of labor turnover was low, productivity was rated by employees to be high with a rating of 62.2% and this was because the company has put emphasis on training people to improve their productivity and this was rated at a level of 77.8% of respondents agreeing with it. Also other sources showed that new plants are being put in place to produce packaging materials especially plastic bottles in addition to that new line i.e. line 6 that produces plastic soda have been set and also monthly internal training for machine operators are all being exercised. As a result the new developments will help increase the level of production. In addition to organization productivity study results showed that labor productivity will be increased and measured by producing weekly production reports.

Sirbasku (2008) emphasized that Employees are the most valuable asset to the organization so keeping them engaged and motivated is a key to a successful highly productive work force and while some employees produce to their highest capability regardless of the incentives, others need an occasional jump start, therefore when handled effectively the result can be greater productivity and increased employee morale.

5.1.3 Findings relating to impact of remuneration on labor productivity

From the side of impact of remuneration, the findings also showed that employees are provided with remuneration that is relatively equivalent to their efforts and this was rated to be at a percent of 48.9% of respondents agreeing with it. This has increased the level of commitment and moral

of employees towards working to their level best which has increased the productivity of employees. Also apart from the salaries and wages employees get they are given addition incentives like medical allowances, transport allowances, bonuses and over time which all improve the employees moral hence leading to high productivity.

In agreement with the above ray (2011) says that while many workers claim that job satisfaction and a sense of purpose drive their productivity, salary as one form of remuneration also plays a great role in how well employees perform. Therefore Incentives paid based on the quantity of work done rather than on the time spent on the job is particularly beneficial for increasing worker productivity

5.1.4 Findings relating to the impact of work environment on labor productivity

From the side of work environment findings revealed that the company has made all that is possible to ensure that work environment is conducive for employees to carry out their work and this was agreed by majority respondents with a percent of 55.6%. This has been achieved by providing protective wears like gloves to protect them from acidic substances. Also more data revealed that measures like providing machine guards, first aid training, implementation of water treatment plant, demarcating areas for example walk ways, heavy tracks have gazette parking areas, health and safety committee help to provide a conducive environment. Ryan and Dec (2000) also emphasized that although compensation package is one of the most used motivation tool it has a limited short term effect on employees performance and a widely accepted assumption is that work place environment motivates employees and thus improving on the physical design of the work place may result in 5- 10 % increase in employee productivity.

5.1.5 Findings relating to impact of human resource management policies and procedures

From the point of human resource management policies, strategies and procedures, 57.8% of the respondents said their good and some of the practices the human resource department practices such as providing bonuses, providing employees with free meals, holiday packages and remunerations. All these practices and others improve employees' moral and good relationship between management and as a result lead to increasing employees' productivity.

In addition to the above many researchers Data et al (2003) Hayers and Frayier (2000) have pointed out that human resource management practices have a significant impact on the employees outcomes such as employee satisfaction , commitment and retention; presence , relationship between workers and management , employee involvement , employee trust between workers and management , employee involvement , employee trust and employee loyalty . research shows that human resource management practices can lead to various ways of firms performance through increased profits , market share , increase in sales , productivity , productive sales , quality and customer satisfaction .

5.2 CONCLUSIONS

5.2.1 Subject topic: labor turnover

From the findings it has been noted that the level of labor turnover at crown Beverages Company is very low because the company provides good work environment to its employees, human resource practices are favorable, in addition to salaries and wages employees are given other incentives like bonuses, housing allowances, medical allowances and transport allowances which boost morale of employees. Hence it has been noted that there is a positive relationship between

human resource management and labor productivity. Human resource management practices may have a significant impact on labor performance.

5.2.2 Subject topic: labor productivity

Based on the research findings, it was found out that the major factor that affects the productivity of Crown Beverages Company to vary is competition from other rivals like century bottling company who reduce prices of products which also forces Crown Beverages Company to reduce their prices as this forces them to reduce even on the level of products they produce to avoid making big loses. So Crown Beverages Company should use strategies like increased product innovation, increased marketing in order to increase on its market share.

5.2.3 Impact of remuneration on labor productivity

From the research findings the researcher noted that the most type off remuneration given to employees is salary, followed by wages and in addition employees are given other incentives like housing allowance, transport allowances and bonuses which they call extravaganza bonus which are given to employees at the end of the year after achieving their set goals. All these boost the morale of employees to increase their productivity; hence there was a positive relationship between impacts of remuneration on labor productivity. Hence based on study results, it should be noted that remunerations have a positive relationship to labor productivity.

5.2.4 Impact of work environment on labor productivity

From the research findings it has been noted that employees are given safety measures like gumboots, gloves to protect them from injury. Other safety measures are machine guards, treatment of water before it is disposed off also standards like NEMA standards are used such

that the environment is safe. Hence this showed that the work environment is conducive for employees to carry out their activities. In conclusion, creating and promoting a health work environment is necessary for increasing employees' motivation and productivity.

5.2.5 Impact of human resource management policies and procedures on labor productivity.

From the findings human resource management policies and procedures are favorable for most employees with some few who are not satisfied with the management. It was noted that human resource practices like appraising, giving bonuses are commonly used which boost the morale of employees to work hard and increase on their productivity.

5.3 RECOMMENDATIONS

More external and internal refresher courses for employees by the company human resource management department in order to improve on their skills and knowledge which will help increase their productivity levels.

Modernization in other words, updating machinery, computers and other equipment used by employees in order to meet employees use need and this will help to improve on the work environment which will boost on the moral of employees and hence increase their productivity.

Giving employees' opportunities to take on new existing jobs instead of employing other staff and always making those opportunities open instead of just recruiting new people in the plant. This will increase the commitment of employees towards HRM department.

Engaging staff members in departmental meetings in order to know their problems and solve them. This will help increase the commitment of employees towards HRM department.

Need to reduce the gap between the top management and lower level employees to create a good relationship and flow of information to all parties for a better work environment.

Top management should think about staffs and over time managers who work during night and give out allowances like night allowances and transport in order to boost their moral

Providing employees with necessary tools and equipment and training them on how to use them. In addition protective gears like gloves and gumboots should be provided in order to create a conducive environment.

Enough supervision and advice should be given to employees whenever needed. In addition to that team building should be enforced by Human Resource Management department.

Efficient lights for better work during night shifts in areas that are poorly lit should be installed. This will help improve on the work environment for those employees who work at night.

5.4 Areas for further research

Impact of competition on productivity in Crown Beverages Company should be researched on because from the interview it was observed that it's the major factor that impacts the productivity of Crown Beverages Company. This will help crown beverages set standards that will help it out compete its competitors through use of SWOT analysis.

The Impact of employee training on productivity in Crown Beverages Company. This will help to improve on the skills and competence of employees and they will be in position to produce better products of a good quality.

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APPENDICES.

APPENDIX 1 QUESTIONNAIRE

Dear respondent, am **NAMIRO TEDDY** a student at Uganda Martyrs University carrying out a recent research study to determine and understand the impact of labor turnover on organizational productivity. You are kindly requested to fill this questionnaire with the necessary information and all the information you provide will be treated with confidentiality and high degree of privacy. Please tick where applicable.

Respondent's bio-data

Gender

Male

Female

Marital status

Married

unmarried

Divorced

any other specify

Age

18-23

24-29

30-35

36-41

42-47

48+

Education back ground

Certificate

degree

Diploma

masters

Any other specify

Religion

Catholic

Pentecostal

Protestant

Muslim

Any other specify

Period spent working with the organization

0-3years

7-9years

4-6years

10years +

Position held

Manager

staff member

Middle manager

casual worker

Any other specify

Which department do you belong to?

Production and manufacturing department

Human resource department

Procurement department

Accounting and finance department

Any other specify

Labor productivity

How do you rate the labor/ employee performance and productivity of crown Beverages Company

Labor productivity refers to the output an employee produces and it can be in terms of quantity of sales made, quality of products produced and time it takes an employee to produce a given quantity of products.

High 80%

low 40%

Very high 100%

very low 20%

Moderate 60%

Over the past years has the company put emphasis on training people on how to improve on their productivity?

Yes

No

Not much

Not sure

What do you think can be done to improve labor/employee productivity?

.....

.....

.....

.....

Labor turnover

This is the rate at which the organization loses employee.

How do you rate the level of labor turnover of crown Beverages Company

Very high 100%

High 80%

Moderate 60%

Low 40%

Very low 20%

What would be the causes of the above?

.....

.....

.....

.....

Impact of work environment on labor productivity

Is crown beverages work environment conducive for you to carry out your work effectively?

Agree	Strongly agree	Disagree	Strongly disagree	Un decided

Are you provided with safety measures to protect you from injury when working?

Agree	Strongly agree	Disagree	Strongly disagree	Un decided

What do you think can be done to improve on crown beverages work environment?

.....

.....

.....

.....
.....
Impact of remuneration on labor productivity

Does the remuneration your given match your level of productivity or is it adequate as compared to your input?

Agree	Strongly agree	Disagree	Strongly disagree	Un decided

Are you given your remuneration on time?

Agree	Strongly agree	Disagree	Strongly disagree	Un decided

What kind of payment do you get at crown beverages?

.....
.....
.....
.....
.....

What other addition incentives/benefits do you get a part from the above payment?

.....
.....

.....

.....

Impact of human resource management policies and practices on crown beverages labor productivity

What kinds of practices are exercised by human resource department at crown beverages?

.....

.....

.....

.....

.....

How can you describe the human resource management practices at crown Beverages Company

Poor	Very poor	Good	Excellent	Not sure

Does HR department engage people in making some objectives, policies and procedures?

Agree	Strongly agree	Disagree	Strongly disagree	Un decided

THANK YOU.

APPENDIX 2: INTERVIEW GUIDE

This is a list of themes or areas to be covered in an interview and its normally created in advance of the interview by the researcher. This interview guide is linked to the research objectives and questions for the purpose of determining the impact of labor turnover on organization productivity.

- 1) What measures have been put in place to ensure that the work environment is conducive for the employees to work in?
- 2) What do you base on to determine the remuneration an employee receives?
- 3) Are there circumstances when the payments of employees are delayed? If yes what are they?
- 4) What future prospects do you have to improve and increase on labor productivity?
- 5) What strategies do you use to increase on employees morale and motivation?
- 6) How is labor productivity measured in Crown Beverages Company?
- 7) What could be the causes of labor turnover in crown Beverages Company?
- 8) What strategies have you used to reduce on the turnover in crown Beverages Company?
- 9) What methods are used to ensure that people are aware of the policies, procedures, and guidelines in the organization?
- 10) Who formulates the policies of the organization?
- 11) What are some of the factors that cause labor productivity to vary?

**APPENDIX 3: KREJICE AND MORGAN'S TABLE OF DETERMINING
POPULATION AND SAMPLE SIZE**

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

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX: 4 INTRODUCTORY LETTER

Uganda
Martyrs
University



making a difference

**Office of the Dean
Faculty of Business Administration and Management**

Your ref.:

Our ref.:

Nkozi, 24th February, 2015

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you _____ who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Moses Kibrai

Dean

