

**THE IMPACT OF JOB SATISFACTION ON EMPLOYEE TURNOVER**

**CASE STUDY: BUKOOLA CHEMICAL INDUSTRIES LIMITED.**

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## **DEDICATION**

This dissertation is dedicated to my family, especially my parents Mr. Jjuuko Raphael and Mrs. Nanyonjo. Jjuuko.Joyce, my sisters Zalwango Claire and Nkiinzi Martha and my brother Ssekamanya Henry whose resources I used in order to complete this course and the enormous support they accorded to me during the entire period of study.

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## ABSTRACT

The study examined job satisfaction and employee turnover with specific reference to Bukoola Chemical Industry Limited. It was guided by four research objectives which were; the impact of rewards on employee turnover, the impact of training on employee turnover, the impact of nature of work on employee turnover and the impact of working conditions on employee turnover.

The study used a cross sectional survey design with both qualitative and quantitative results. Data was collected using questionnaires, observation and source documents.

In data analysis frequencies, percentages, mean and correlations to show the magnitude of effect the independent variables have on the dependent variable. Study findings revealed that rewards have a positive significant relationship to employee turnover ( $r=0.071$ ,  $p < 0.01$ ). Findings also revealed that training positively affect employee turnover ( $r=0.473$ ,  $p < 0.01$ ). Also it was found out that there is a positive significant relationship between working conditions and employee turnover ( $r=0.189$ ,  $p < 0.01$ ) and there was a negative significant relationship between nature of work and employee turnover ( $r=-0.106$ ,  $p<0.01$ ). It was therefore concluded that rewards, nature of work, training and working conditions makes employees feel valued because they are satisfied with their jobs within the organization.

It was therefore recommended that management should learn about the jobs that are most likely to easily meet employee expectations within a short period of time, not allowing job dissatisfaction to go unsolved for a long period of time, management should also start recognizing employees in the organization who are making a difference. They should also make sure that employees are involved in different organization matters, paying more attention to employees' needs where by the organization need to find someone to be able to deal with the personal issues being affected by employees.

## CHAPTER ONE

### 1.0 INTRODUCTION

Job satisfaction or sometimes referred to as employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job in other words whether or not they like the job or individual aspects or facets of jobs such as nature of work supervision. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job. The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. According to Locke (1976), job satisfaction is a pleasurable or positive emotion state resulting from the appraisal of one's job or job experiences. Spector (1997) lists 14 common facets; appreciation, communication, coworkers, fringe benefits, job conditions, nature of work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision.

According to Hulin and Judge (2003), job satisfaction includes multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (or emotional) and behavioral components. However, job satisfaction is not only about how much an employee enjoys work. Taber and Alliger (1995) found other measures such as level of concentration required for the job, level of supervision and task importance all had no impact on satisfaction. The low relationship does suggest that other factors, besides enjoyment, contribute to how satisfied employees feel at work.

In human resource context, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death,

interagency, transfers and resignations. Prince (1977) defined employee turnover as the movement of members across the boundary of the organization. According to Van der Merwe and Miller (1996) stated that employee turnover is a permanent withdrawal and also function of the person work relationship. The high turnover of employees in the organization increases the cost of hiring new work force and decrease the productivity. The outcome of the increased level of turnover in an organization is also in the form of indirect cost like burden on the existing workforce, loss of social capital and low morale (Des and Shaw,2001)

The study is going to be guided by Maslow's needs hierarchy theory. Maslow (1954 cited in Huber, 2006) arranged human needs along a five level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. According to Maslow's theory, some researchers have approached on job satisfaction the perspective of need fulfillment. Job satisfaction as a match between what individuals perceive they need and what rewards they perceive they receive from their jobs (Huber, 2006).

The theory is very important to modern managers because as they understand it and the different needs of their employees, they will work towards satisfying the needs of the employees at their respective levels which will ensure that the employees are contented and motivated to perform as expected as all their energies will be focused on high production not where to move on to so as to satisfy their needs. Addressing the needs of each employee will reduce turnover and improve performance of the organization as a whole which will put it in a position to compete effectively in the highly competitive business world of today.

## **1.1 BACKGROUND OF THE STUDY**

In order for an organization to be successful, it must continuously ensure the satisfactory of their employees (Berry, 1997). Organization with more satisfied employees tends to be more effective and productive worker (Robbins and Judge, 2007). Man power in an organization is the most important resource to enable organization to do their business while without it the organization will not be able to implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs. It is difficult for management to decide what makes employees happy and also to understand and to provide the employee needs. According to Connolly and Connolly (1991), turnover is costly for the organization. It involves the separation of cost such as the cost used in recruiting and selecting new employees and cost involved during the training period. Turnover is the voluntarily and involuntarily permanent withdraw from the organization (Robbins and Judge, 2007). Voluntarily turnover incurs significant cost both in terms of direct cost like replacement,, recruitment and selection and in indirect costs like morale,, pressure on the remaining staff,, organizational memory (Dess and Shaw, 2001).

Storey (1995) people are a vital component of the production factors of an organization. (O'Malley, 2000) employees' satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labor at the disposal of their employer. However it is not easy to determine if employees experience job satisfaction. Cockbum and Haydn (2004) suggest that the main problem might be that employees within organizations do not discuss the level of their job satisfaction, nor do they admit that their jobs might not be satisfying. The assessment of job satisfaction through employee anonymous surveys became common place in the 1930's.

Although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published.

Hom and Kiniki (2001) also agreed on the motion that job satisfaction can be used to understand turnover process. Newstorn and Davis (1984) argue that high turnover at any organizational levels constitutes a waste of human resources. Also scholars such as Abelson and Baysinger (1984) and Dalton and Todor (1982) in Newstorn and Davis (1984) agreed with this view and said that turnover is not a good phenomenon for organization because valuable human resources are lost. Berry (1997) noted that the organization must go straight to the employees when they think about job satisfaction. This is because they are involved in every single task in the organization and therefore they could give the necessary feedback to the employers regarding their satisfaction to the job they have been performed.

Seta, Paulus and Baron (2000) pointed out that by knowing the factors contributing to the employee's satisfaction; the organization can plan properly and take an appropriate step to increase positive behavior among employees. This investigation is important as an early preparation for the organization to deal with this change because of work opportunities are low and turnover intention of employees will also increase. Muchinsky and Morrow (1980) and Muchinsky (1993) in their study believe that under good economic conditions with plentiful of jobs, dissatisfaction could cause the turnover if other opportunities are available.

So, once employees are happy and satisfied at work, the rate of absenteeism and turnover will be lowered. Taylor (2000) suggested that job satisfaction is directly related to an organization's investment in its employees' wellbeing. Arthur (2001) pointed out that employees want to believe their organizations really care about them. When people feel that the organizations for



which they are working cares for them and takes actions in order to improve their work and lives, they are happy and this creates higher satisfaction. Barriball (2005) mentioned the traditional model of job satisfaction focusing on all the feeling about a job of an individual. However, what makes a job satisfying or dissatisfying does not depend only on the nature of job but also on the expectations that individuals have of what their job should provide.

## **1.2 BACK GROUND OF THE CASE STUDY.**

Bukoola chemical Industries limited is one of the oldest and largest agrochemical distributing companies in Uganda. Since 1993, Bukoola Chemical Industries has remained committed to consistently importing, repackaging and distributing agro chemicals in Uganda and the company places emphasis on quality and therefore provide superior products to their customers. The company started as a general merchandise family business in 1973 which later evolved into an agrochemical business trading as the Associated Chemical Industries Limited (ACIL) in 1980. It later built up an industry in Nalukolongo which increased job opportunities in the area. So, me as a research want to investigate whether there is job satisfaction in the organization and the impact of job satisfaction on employee turnover.

In 1996, Bukoola Chemical Industries Limited was born with a vision of “being the leading importer and distributor of quality and affordable crop protection products in Uganda”. Bukoola's mission is “to satisfy customer needs with excellent products to increase incomes through higher crop yields.” It currently has over 200 employees and over 100,000 customers. It has mainly three branches that is the main branch located at Plot 14/18, Nakivubo place near Owino market (Kampala), Busega branch located along Masaka road, Busega next to Stallion Hotel and another branch located in Tanzania along Nelson Mandela Road, Dar es Salaam.

### **1.3 PROBLEM STATEMENT OF THE STUDY**

There is a great challenge affecting the employers and thus are unable to predict the future needs of their employees. This is why many organizations face some difficulty in retaining their core employees. According to Bit, Wallis and Winternitz (2004) the fundamental issue for organizations are to keep track of the ever changing needs of employees so that they can become an employer choice to employees. Job satisfaction is known to have a positive impact on employee turnover intentions. It means that dissatisfaction on the job increases or will increase the rate of employee turnover intention in the organization. (Benko C. et al, 2007).

Most organizations today are faced with a problem of competition factor thus making it difficult for different organizations to retain their employees. Frost (2001) states that many professional organizations are in a dilemma as a result of the competition that is present in attracting and retaining highly skilled workers because they fail to match the salaries being offered by their competitors or to offer more than their competitors. Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with the actual turnover and more preferably show the feeling of currently working employees. So, the purpose of this research is to examine the impact of job satisfaction on employee turnover as it is a common case today in different organization whereby people are seen leaving their jobs though they are satisfied.

## **1.4 OBJECTIVES OF THE STUDY**

### **1.4.1 General objective**

To find out the impact of job satisfaction on employee turnover

### **1.4.2 Other objectives**

To find out the impact of rewards on employee turnover

To find out the impact of training on employee turnover

To find out the impact of working conditions on employee turnover

To find out the impact of the nature of work on employee turnover

## **1.5 RESEARCH QUESTIONS**

What is the impact of rewards on employee turnover?

What is the impact of training on employee turnover?

How does nature of work of an employee affect the turnover rate?

What is the impact of working conditions on employee turnover?

## **1.6 SCOPE OF THE STUDY**

### **1.6.1 Geographical scope**

This study was conducted in Bukoola Chemical Industries Limited at the factory which is located on plot 2/4 Musigula Road, Nalukolongo. The study involved both the employers and employees

to help the researcher understand their job satisfaction towards employee turnover so as to help in controlling heterogeneous factors.

### **1.6.2 Time scope**

The study considered information relating to the period of five years that is from 2011 to 2016 in order to capture reliable and valid information for the findings. This helped in giving more information which was relevant to the study.

### **1.6.3 Content scope**

The study focused on the topic “the impact of job satisfaction on employee turnover” and focused on job satisfaction as the independent variable and employee turnover as the dependent variable considering some factors which lead to job satisfaction and how the factors affect employee turnover with in different organizations. The scope of this study was limited to examine the effect of job satisfaction with rewards, training, working conditions and nature of work on employee turnover.

## **1.7 JUSTIFICATION OF THE STUDY**

The reason behind this study was that there was a high rate of employee turnover in different organizations due to job dissatisfaction according to the best of my knowledge and many findings have been carried out by different scholars. Therefore this study was to establish the impact of job satisfaction on employee turnover using rewards, training, working conditions and the nature of work to establish the relationships with other scholars.

The study served as a pre requisite for a graduate student at Uganda Martyrs University.

Finding data which directly impacted employee turnover rates and address the issues of high employee turnover rates and the challenges of retaining employees in the organization.

### **1.8 SIGNIFICANCE OF THE STUDY**

The study would be important to mostly private sectors in Uganda and the world at large thus it would contribute knowledge to agro chemical industries especially in aspect of factors influencing employees' job satisfaction and turnover intention. The study was necessary to help organizations to determine job satisfaction for its employees and reduce on the rate of employee turnover which directly affects the financial performance of different organizations in Uganda today.

The study was also to help the management of Bukoola Chemical Industries Limited as a primary concern to retaining its employees through examining the different factors of job satisfaction and the intention to leave among employers and to recommend proper means of addressing them.

The study was contributing to the existing literature on the relationship of the job satisfaction with employee turnover.

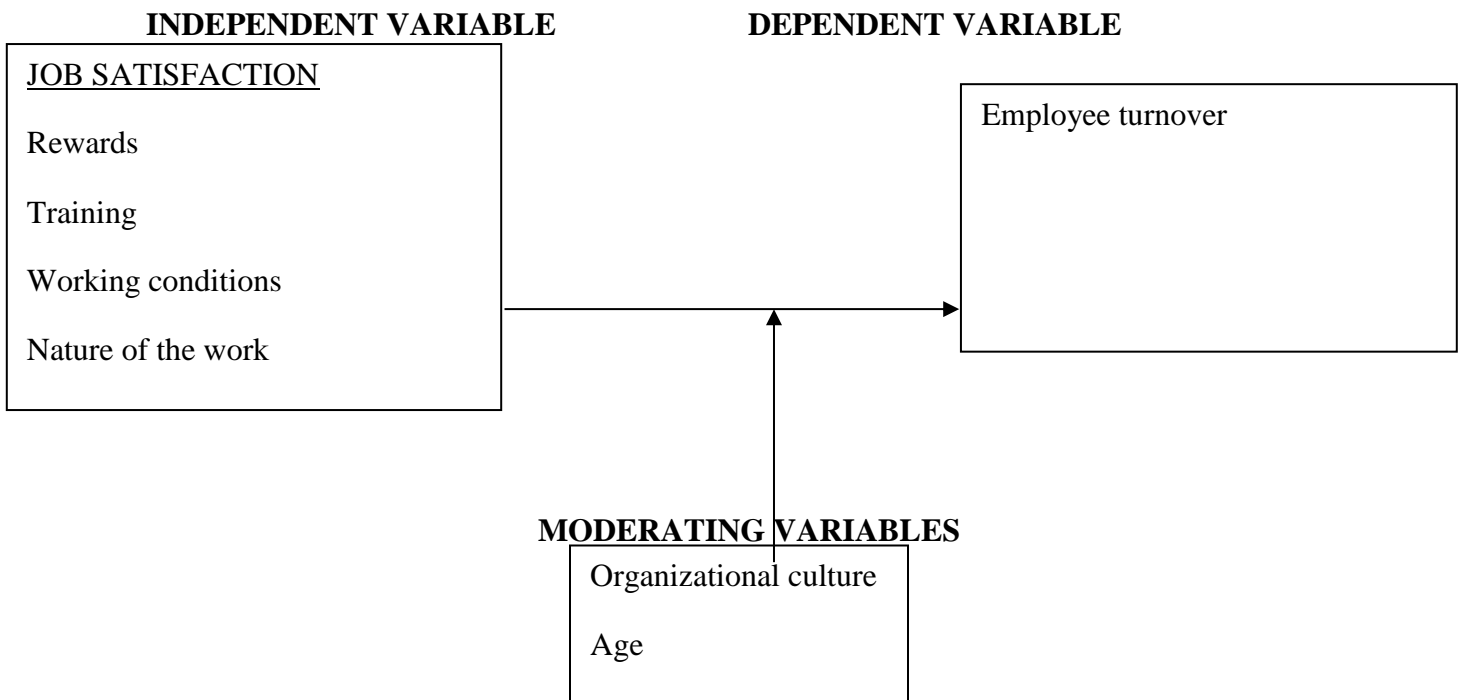
It was contributing to the existing knowledge and practice of retaining employees through job satisfaction and the result could give a lesson to the situation of other similar Agro chemical Industries in Uganda.

## 1.9 THE CONCEPTUAL FRAMEWORK OF THE STUDY.

In this section the factors affecting employee turnover in organizations are explained as shown in Figure 1 Job satisfaction, the independent variable that is assesses overall job satisfaction while the dependent variable employee turnover measures intent to find a new job with another employer with in a specific period of time.

Since there are several factors in determining job satisfaction of employees, this depends on an organization where an organization may consider in taking necessary steps to ascertain positive feelings among employees towards their jobs. Therefore, mainly four factors were considered in determining job satisfaction thus affecting the employee turnover rate in Bukoola Chemical Industries Limited.

**FIGURE 1: A conceptual framework**



**SOURCE: Motivated by Samuel E.M. et al (2012)**

From the above illustration, the study included three variables that are independent, dependent and moderating variables where job satisfaction was an independent variable, employee turnover the dependent variable and the moderating variables were organizational culture and age. Job satisfaction is measured by the nature of work itself, rewards, training and working conditions. In order to avoid employee turnover, organizations must implement policy by rewarding employees, training them, improving their work environment that would make them more satisfied and hence reducing turnover in the organization. On the other hand, employee turnover occurs when one or all of the following events happens; dismissal, retirement, resignation, secondment, job replacement, death and change of environment.

Drafke and Kassen (2002) maintained that employee's turnover typically increases with age. Older employees have more work experience and have a better understanding of what work needs can satisfy and have a more realistic view of work and life. Organizational culture is a complex network of values and norms that guides an individual's behaviors. It involves a set of beliefs, values, assumptions and experience that are acquired through learning, socializing and sharing by members of social unit such as people in the organization, Rousseau (1990). Both the two factors affect both job satisfaction and employee turnover.

### **1.10 DEFINITION OF KEY TERMS**

**Satisfaction:** is where an employee is happy with the job and the ways are done and with the people they work with. Also, it means that they are happy not only with their job, but also what they get the job done correctly (Thoreau H, 2014).

**Job satisfaction:** Moorhead and Griffin (1995) defined job satisfaction as the attitude that reflects the extent an individual is gratified by fulfilled in his or her work.

**Turnover:** Employees turnover is the rate at which an employer gains and losses employees.

**Employee turnover:** is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes, 1999).

## **1.11 CONCLUSION**

This chapter has discussed about the two variables, the background of the topic, background about the case study, the research gap, scope and significance of the study, justification and the conceptual framework of the study topic.



## **CHAPTER TWO**

### **LITERATURE REVIEW.**

#### **2.0 INTRODUCTION**

This chapter entails the review theories concerning the impact of job satisfaction on employee turnover. The content of the literature is about the variables obtained from different scholars in the field of job satisfaction and employee turnover.

#### **2.1 THEORITICAL FRAMEWORK**

March and Simon (1958), Pettman (1973) have attempted to investigate what determines people's intention to quit by examining the possible antecedents of employees' intentions to quit. The reasons range from job related factors, external factors to personal characteristics of the employees. Turnover intention has been widely used in past research as an appropriate dependent variable as it is linked to actual turnover. Bluedom (1982) and Price and Muller (1981) recommend the use of turnover intention over actual turnover because actual turnover is more difficult to predict than intentions as there are many actual factors that affect turnover behavior.

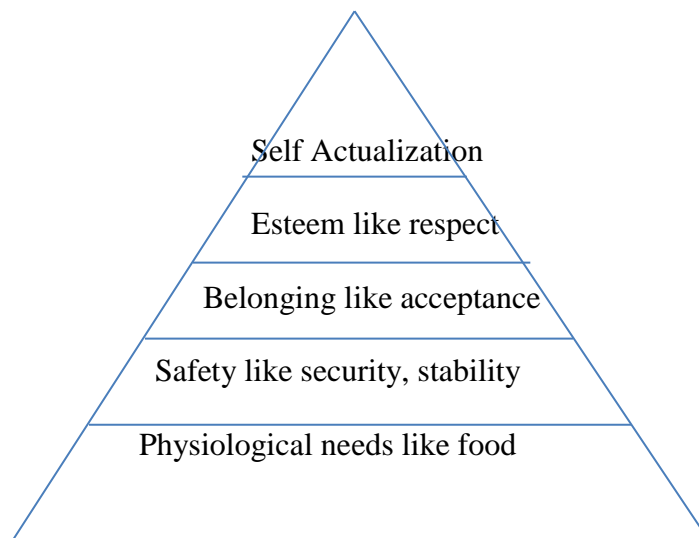
##### **2.1.1 Maslow's needs hierarchy theory**

The most important thing in job satisfaction is fulfilling individual needs. The theory suggest that human needs form a five level hierarchy (figure 2) consisting of physiological needs, safety, belongingness, esteem and self-actualization. It suggests that essential needs such as physiological and safety needs have to first be met before the complex needs like belonging and esteem.

Safety and security needs; a major cause of insecurity in the organizations is redundancy. These needs are based on a desire for certainty and of the security from physical danger. Social needs such as love, affection, friendship and fellowship are required by human beings. At work, these needs can be satisfied normally via contacts with other employees or more formally through the company social club and outgoing.

Esteem needs; includes desire for competence, confidence, achievement, status and power. Respect from others which include the needs of acceptance, reputation, prestige and appreciations. Self-actualization; this is the desire to fulfill one's potential. Maslow (1943) suggested that these elements of hierarchy are not to be totally fixed and predictable way. He suggests that a need once satisfied is no longer a motivator for example once employees become accustomed to being consulted by the employer on matters of company policy, it becomes the norm and there loses some of its motivational properties (Gunta, 2009)

**Figure 2: Maslow's needs hierarchy theory**



**SOURCE: Maslow hierarchy of needs (1943)**

The model helps researchers to understand better how to create workplace conditions to satisfy employee needs (Mustafa, 1992). As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship and intimacy becomes very important. Carl Rogers and Maslow (1954) emphasized the importance of self-actualization which is a process of growing and developing as a person in order to achieve individual potential. In every management, there should be a concern for need recognition. According to Obikoya (1996), need recognition stresses the recognition of employees' needs, particularly their desire for quality of work life, job satisfaction, having knowledge of what is going on in the organization and being informed of any changes before they take place.

## **2.2 CONCEPT OF JOB SATISFACTION**

Different authors have different approaches towards defining job satisfaction. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals towards work roles which they are presently occupying.

One of the most often cited definitions on job satisfaction is the one given by Spector (1997) according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why

job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed.

(Statt, 2004), Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation.

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. (George et al., 2008), people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new

managerial paradigm which insists that employees should be treated and considered primarily as human needs that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies.

Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Greenberg and Baron (2008) viewed job satisfaction as a feeling that can produce a positive or negative effect towards one's roles and responsibilities at work. They also suggested that job satisfaction is a positive feeling towards a job and that there can be no single way to satisfy employees. George and Jones (2005), job satisfaction is the combination of feelings and beliefs that is mental, emotional and physical domains. Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself/ herself in the context of his or her job. Prasad (2005) defines job satisfaction as one of the important factors which have drawn attention of managers in the

organization as well as academicians. Job requires interaction with coworkers and bosses following the organization rules and policies and meeting performance standard of living with working conditions that are often less than ideas and like (Robbins, 2007). Moorhead and Griffin (1995) stated that job satisfaction is an attitude that reflects the extent an individual is gratified by fulfilled in his or her work.

## **2.2 CONCEPT OF EMPLOYEE TURNOVER**

Organizations have a responsibility to provide employees with jobs that are challenging and intrinsically rewarding (Robbins and Judge, 2007). According to Mc Cormick and Ilgen (1985), there are many previous researchers that support the relationship between job satisfaction and turnover. Spencer and Steers (1981) found that there is a strong negative relationship between job satisfaction and turnover. Schermerhorn, Hunt and Osborn (2000) stated that job satisfaction can affect turnover decision by workers to terminate their employment. Turnover is the opposite of retention, refers to percentage of employees leaving the organization for whatsoever reasons (Phillips and Edwards, 2009). According to Phillips and Edwards (2009), total turnover is the total number of employees leaving the organization during a given period divided by average number of employees during that period.

Employee turnover is the ratio of the number of workers that have to be replaced in a given period to the average number of workers (Agnes, 1999). In other words, employee turnover is the series of actions that it takes from the employee leaving for his or her being replaced. Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by employees. Employee turnover has been defined by Price (1977) as the movement of members across the boundary of an organization. Mobley (1983) defined that turnover is the

voluntary cessation of membership in an organization by an individual who receives monetary compensation for participating in that organization. Lane (2001) described employee turnover as the result of both quits and layoffs and further states that some turnover is a result of jobs in one firm being destroyed and jobs in another firm being created and hence due to the reallocation of jobs across the economy in response to changes in product demand. Boxall and Baldwin (2002) stated that employee turnover can either be positive or negative but all have important impact on productivity.

There are mainly two types of employee turnover; voluntary turnover and involuntary turnover. Voluntary turnover; Sims (2007) defines voluntary turnover which occurs when an employee initiates the termination of their employment of their own free will for example quitting. Grobler et al (2002) defined quits as occurring when an employee leaves the organization without giving the normal period of notice and it is usually a sudden decision by the employee. Involuntary turnover; Sims (2007) defines involuntary turnover which arises when employment is terminated against the wishes of employees. Mkhize (1998) concedes involuntary turnover as when an employee is asked by the organization to leave. According to Mitchell et al (2001), employee turnover imposes extensive cost both at the individual level and organizational level. At individual level, it does not matter if the person leaves voluntarily to another job or is forced to leave and take a personal toll. At the organizational level, the problem arises when leaving employees take their valuable knowledge and expertise gained through experience with them thus leading to numerous costs like staffing costs, replacement costs, training costs, leaving costs and so on.

Filipe (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment. The term turnover is defined

by Price (1977) as the ratio of the number of organizational members who have left during the period being considered divided; by the average number of people in that organization during the period. Amy (2009) defines turnover as the ratio comparison of number of employees a company replaces in a given time period to the average number of total employees. The commonly formula to calculate turnover rate of a given period is;

$$\frac{\textit{Total number of leavers over period}}{\textit{Average number of employees employed over a period}} \times 100$$

### **2.3 IMPACT OF REWARDS OR PAYS ON EMPLOYEE TURNOVER**

Rewarding employees is a key component of organizations' human resource management (Dulebohn and Werling, 2007). A reward is a thing given in recognition of one's service effort or achievement. According to Byars and Rue (2005), rewards are of two types that is extrinsic and intrinsic reward. Extrinsic reward are the tangible rewards in form of pay and benefits like promotion while intrinsic rewards are intangible rewards internalized by individual employees as a result of their participation in specified activities. Intrinsic rewards are also referred to as financial and extrinsic rewards are known as non-financial rewards and others refer to them as monetary and non-monetary respectively. Intrinsic rewards include achievement, feeling of accomplishment, recognition, job satisfaction and so on. Extrinsic rewards include basic wage or salary, promotion, social relationship and work environment. Therefore, employees are satisfied when there is equity of the rewards received within an organization thus there is a low turnover rate. So, pay is considered as a major factor for measuring job satisfaction of employees.

Johns (1992) suggests that the role of pay as a dimension of job satisfaction refers to the amount of pay received and the perceived equity of pay. According to Herzberg's (1996) two factor



theory, if pay is acceptable to an employee, a level of job satisfaction may be increased to an extent that the employee's level of job satisfaction is dependent of pay. Rewarding employees is a key component of organizations' human resource management (Dulebohn and Werling, 2007). Drawing on seminal motivation theories such as Vroom's Expectancy Theory (1964), Adams's Equity Theory (1965) and Lawler's Discrepancy Theory (1971), it has often been demonstrated that rewards and in particular satisfaction with these rewards stimulate desirable employee behaviors and attitudes like performance and commitment and discourage unfavorable ones like turnover and absenteeism (Williams et al., 2006). Nevertheless, research on reward outcomes has two major shortcomings. First, the focus has traditionally been on financial rewards, whereas recently both scholars and practitioners have highlighted the added value of focusing on non-financial rewards (Chiang and Birtch, 2011; Hofmans et al 2013). Second, scholars have traditionally attempted to identify the relationship between rewards, reward satisfaction and employee outcomes for the average employee, thereby disregarding potential individual or between employee differences in this relationship.

## **2.5 IMPACT OF TRAINING ON EMPLOYEE TURNOVER**

Landy's (1985) defined training as a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behavior of its members in ways consistent with the goals of the organization and the requirements of the job. Patrick (2000) described training as the systematic development of the knowledge; skills and attitude required by a person in order to effectively perform a given task or job. Within every organization training occurs at all levels of personnel and trainees may vary in terms of age, work experience, disability, educational background, ethnic origin and skill level. Jewell (1985) noted that training is a sub process of the overall process of matching individuals to jobs (a

process that begins with the screening, selection and placement of employees). He believes that training serves three important functions within an organization that is maintaining employees existing performance as required by the organization, improving employee motivation by strengthening employee's beliefs in their abilities to perform their jobs and lastly assisting with employee's socialization and understanding of organizational priorities, norms and values. This as a result leads to job satisfaction within an organization thus limiting employee turnover.

Despite the wide spread pervasiveness of job training, Buelens and Coetsier (1984) noted that more than 20 years ago, very little attention was paid to job training. This made work difficult for some people hence leading to turnover. Once an employee is hired in an organization, training is typically the first human resource practice that organizations offer to the new hire. It helps in socialization process for many employees since they enter the employment relationship with many expectations and desires. When expectations are met, an employee becomes more committed and when the training program fails to meet these expectations,, there is usually a negative attitude change. Training seeks to improve employee investment and helps the employee identify with the organization will enhance the overall employees commitment to the organization and in turn reduce an employee's turnover intent.

Villegas (2006) explained that training has a direct relationship with employee retention. Fheili (2007) believes that organizations are not interested in providing trainings that are generalized in nature. They are focusing on specialized trainings which are relevant to a specific task and make the employees unfit for competitors use. Organizations are findings ways to make the employees specialized rather than generalized, while the rest of the organizations consider training as an investment on employees and expect a return in the form of commitment and retention (Danlami Sani Abdul Kadir et al 2012). Scott Brum (2007) highlighted that when employees are

introduced to more trainings, they show higher level of commitment as compared to others. Eva Kyndt et al (2009) revealed that training has a potential to change the turnover thoughts and is an important factor that helps in originating the intentions of turnover.

Thomas Joseph McCabe and Thomas N Garavan (2008) revealed that with the help of training, organizations can provide their employees with practical support and assist in valuable delivery. Vlad Vaiman (2008) organizations focus on trainings in order to maintain attractiveness and competitive as compared to others in the external environment. Alexandros G. Sahinidis and JJohn Bouris (2007), training is a long term investment in skills of employees. Fheili (2007) stated that employee turnover is a major human capital risk for an organization which needs to be catered for. Roya Anvari et al (2010) revealed that it is possible only with the help of planning training programs that are totally based on needs valuation to achieve commitment and retention.

## **2.6 IMPACT OF WORKING CONDITIONS ON EMPLOYEE TURNOVER**

It is essential to provide employees with a work environment which is conducive to their overall development. They need an environment which is healthy and safe and also caters for both personal comfort and facilities of doing a good job. So having a friendly and supportive environment can lead to an increased job satisfaction. Syptak, Marshland and Ulmer (1999) advise organizations to do everything they can to keep the organization's equipment and facilities to up to date. Hytter (2008) explained that the work environment is considered in the context of industrial environment like clamor, lifts and so on. When employees are enjoying a high degree of job satisfaction they tend to be more helpful and friendly with their coworkers at work thus promoting team work where sharing of information and knowledge is enhanced.

Mueller and Price (1990) have established that the determinants in voluntary turnover are of a psychological, sociological and economic nature. Their explanatory model of voluntary turnover integrates different types of determinants such as working conditions, environment conditions and employee characteristics. They point out that if employees expectations towards the organization are not fulfilled, the consequences for job satisfaction and commitment to work result in the employees deciding to leave the organization.

Dawis and Lofquist (1984) argue in their model that the degree of satisfaction from the perspective of the employee as well as the employer predicts the extent to which the individual is likely to stay. In case of a mismatch between the person and the working environment this model predicts forms of adjustments between the two. Thus active adjustment on the part of the individual implies that he or she is trying to change the working environment, adjusting reactively, individuals may also change their behavior to better match the environment and when no more adjustment proves possible, the person leaves the job. Unfavorable and poor working conditions are cited as a major reason for high turnover intention among employees (Milman, 2002). According to Diane, Teta, Peter, Andrea and Joe (2007), the quality of supervision was a significant influence on intent to leave across settings. Little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention. (Yahaya et. 2009)

The working environment consists of two broader dimensions such work and context. Work includes all the different characteristics of the job like the way the job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety tasks and the intrinsic value for a task. Souse- Poza and Souse-Poza (2000), Gazioglu and Tanselb (2006), Skalli, Theodossiou and

Vasileiou (2008) described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions. Spector (1997) observed that most businesses ignore the working environment within their organizations resulting in an adverse effect on the performance of their employees. According to Spector (1997), working environment consists of safety to employees, job security, good relations with coworkers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm.

Arnetz (1999) argue that in organizations, they can observe that most employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviors to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for the organization. Chandrasekar (2011) also argued that human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money where as management skills, time and energy all are needed for improving the overall performance of the organization in the current era.

Bakotic and Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. Different factors within the working environment such working hours, autonomy given to employees, organizational structure and communication between employee and management may affect job satisfaction (Lane, Eser, Holte and Anne, 2010).

Arnetz (1999) argue that in organizations, it can be observed that mostly employees have problem with their supervisor who I not giving them the respect they deserve.

## **2.7 IMPACT OF THE NATURE OF WORK ON EMPLOYEE TURNOVER**

The concept of meaning of work features a variety of definitions. It usually refers to subjective experience that has a personal meaning for the individual (Rosse et al., 2010). Ssteger et al (2012) defined the meaning of work not only as “all that work means for individual” (sense) but also having “significant and positive valence” (meaning). According to Morin (2006), work corresponds to an experience of coherence and balance between the features that the individual seeks in the work and those he or she actually finds in the work.

According to Ivancevich and Matteson (2005), the nature of the job as a dimension of job satisfaction focuses on how the job is structured. This dimension also refers to the extent to which job tasks are considered interesting and provide opportunities for learning and accepting responsibility (Cockbum and Haydin, 2004). According to Organ (1988), the primary factor of job satisfaction is the kind of work employees perform especially when it is either challenging or interesting and the freedom they have to determine how the work should be done. Thus if the job is intrinsically challenging, it may prove highly satisfying which in the end reduces the rate of employee turnover. Conversely, if the job is considered more routine and boring and has less mental challenge and no decision making authority, it may be considered non challenging and thus prove highly dissatisfying.(Nicholson and Johns, 1985), Levin, (1995) and Spector (1997).

The important determinant of turnover is the nature of work and focus on it has greatly increased due to the increased level of education in the country. Ting (1997) and Lokke (1995) found the significant relationship of job satisfaction and turnover. Robbins et al. (2003) refer to the work

itself as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth and the chance to be responsible and accountable for results. Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variable and work environment variable to study the reaction of employees in hazardous work environment with low monetary benefits.

## **2.8 THE IMPACT OF JOB SATISFACTION ON EMPLOYEE TURNOVER.**

Here, most researchers found the negative association between job satisfaction and turnover. (Cotton and Tuttle, 1986; Arnold and Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price, 1977 and many others). The researchers found that job satisfaction is significant towards the turnover and absenteeism. (Koh, and Boo, 2004 and Lee and Liu, 2007). According to Seon- Lee (2001), it is important to understand the relationship between job satisfaction and employee turnover. Turnover refers to the movement of employee out of the organization (Kadushin and Egan, 2001). Satisfaction has an inverse relationship with turnover but the correlation is stronger than the above scenario on absenteeism (Griffiths, 2003).

As noted by Lambert et al. (2001), scholars speculate that employee turnover can be predicated using comprehensive measures of job satisfaction and high job satisfaction is associated with low employee turnover. Research has shown that more satisfied employees are more engaged in their work while less satisfied employees are less engaged. Lower levels of engagement are associated with employee withdraw, particularly in terms of voluntary turnover (Lambert et al., 2001). Schwepker (2001) noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. Similarly,

Schwepker (2001) found a positive relationship between professionalism in the workplace and job satisfaction. As Egan et al (2004) noted, decrease in turnover leads to increase in organization performance and a reduction in costs associated with losses of firm and job specific knowledge, hiring and retraining of replacement employees. Similarly, Silverthorne (2004) noted that turnover causes significant expense to an organization including direct costs of replacing an employee and indirect cost related to loss of experience and lowered productivity. Therefore, it is accepted that job satisfaction and employee turnover are inversely related.

## **2.9 OTHER FACTORS AFFECTING JOB SATISFACTION AND EMPLOYEE TURNOVER**

### **2.9.1 AGE AND GENDER**

As one of the most important demographic factors, the relationship between gender and job satisfaction has been examined frequently. However, the results have been contradictory. Several researchers indicate that employee's gender has an effect on job satisfaction. The result of these studies suggests that a woman is more satisfied with their jobs than men (Kim 2005)

Young employees have no job experience and so are not always contented with their current jobs and are more likely to substitute the opinions of other people like other people's jobs. This is because they have little responsibility thus making job mobility easier for them. Mc Culloch (2002) stressed that age is a widely known factor that influences employee turnover. He further suggests that the younger the employee, the stronger likelihood of employee quitting and the longer that employee stays, the more turnover risks goes down. Also, older employees are less likely to quit than younger ones as young ones are more likely to take employment risks and



hope to get other jobs. Therefore, younger employees are more likely to terminate their employment than older employees.

### **2.9.2 ORGANISATIONAL CULTURE**

Culture is the integral to the identity of an organization and reflects the fundamental values important to that organization (Bellou, 2007). Organizational culture is a system of shared assumption, values and beliefs which governs how people behave in organizations. The shared values have a strong influence on the people in the organization and every organization develops and maintains a unique culture which provides guidelines and boundaries for the behavior of the members of the organization. Silverthornes(2004), identified organizational culture as an important aspect of organizational behavior and it is useful in elucidating how organizations function. Organizational psychologist, Edgar Schein (1996) suggest, a culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings and to some degree, their overt behavior.

Culture permeates every aspect of an organization therefore, understanding an organizations' culture is only fully appreciated when explored from multiple angles (Schrodt, 2002). Lund (2003) and Sims (2002) have explored that organizational culture relates to job satisfaction, organizational commitment, productivity and turnover. For example if there are two employees with equal job satisfaction but one employee has high work place cultural satisfaction and the other has low workplace cultural satisfaction, then the employee with high work place cultural satisfaction will have lower turnover intention. Silverthorne (2004) found that involvement in an organization that had a bureaucratic organizational culture resulted in the lowest levels of job satisfaction and organization commitment relative to innovative cultures and supportive cultures.

### **2.9.3 CAUSES OF JOB SATISFACTION**

Gupta (2009) identified the following causes of job satisfaction; need fulfillment where job satisfaction is based on the extent to which a job satisfies a person's needs, job satisfaction results from the perception that a job allows for the fulfillment of an individual's important one's work values, equity; satisfaction is a function of how fairly an individual is treated at work. Satisfaction is the result of one's perception that works outcomes relative to inputs favorably with a significant other outcome inputs. Lastly dispositional or generic components; satisfaction is partly a function of personal traits and generic factors were notified that some of the employer appears to be satisfied across a variety of job circumstances where as others always seem dissatisfied.

### **2.9.4 THE ROLE OF JOB SATISFACTION IN ORGANISATIONS**

Employee satisfaction is essential to the success of any business. Keeping employees satisfied with their careers should be a major priority for every employer. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within an organization, lack of recognition or limited opportunity for growth.

Job satisfaction is the most important factor in the work place of different organizations. Employers now recognize that the happier their employee are, the better will be their attitudes towards the work and job satisfaction depends a lot on how conducive the work environment is, the work itself, the pay, nature of work, employee personality, educational level, the scope for promotion and so on as factors which have an impact on job satisfaction.

Job satisfaction lowers employee turnover where by high turnover leads to high costs being incurred in recruiting more workers into the organization. And retaining employees helps in creating a better environment and saves money. This is because satisfied employees are more likely to stay in the organization. It also tends to help in improving productivity because employees who are satisfied with their job due to factors like reward or nature of work tend to work with interest and love thus having higher productivity.

It also helps in spreading goodwill about an organization since employees are likely to tell their friends about how their jobs are good thus leading to fulfillment of the company's goals and objectives within a specified period of time.

Spector(1997) presents three reasons to clarify the importance of job satisfaction; organizations can be directed by humanitarian value based on the three values they will attempt to treat their employees honorably and with respect, organization can take on a utilitarian position in which employees behavior would be expected to influence organization operations, according to the employees' degree of job satisfaction or dissatisfaction and lastly job satisfaction might identify various levels of satisfaction among the organization department and therefore can be helpful in planning down areas which need some improvement.

### **2.9.5 CAUSES OF EMPLOYEE TURNOVER**

Since employee turnover is too expensive for many organizations, it is important for organizations to reduce turnover rates in their organizations. However in order to reduce the turnover rates, organizations must first understand the main reasons why employees leave for other positions. The following can be some of the reasons as to why good employees quit;

The rewards that they receive for their compensation must be satisfactory. Grobler, Warnich, Carrell, Elbert and Hartfield (2002) state that compensation refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package. Robbins (2003) agrees that the classical objectives of any compensation system are to attract, retain and motivate employees. Poor remuneration is one of the reasons for employee turnover. If employees are not satisfied with what they are paid, they normally leave to seek greener pastures. An employee may still leave even if another job offers a lower salary as long as he or she is satisfied. Although financial incentives will encourage employees to stay over the short term, over the long term they need opportunities for growth (Tyani, 2001)

Job dissatisfaction is one of the major causes of turnover. Robbins and Decenzo (2001) stated that a person with high job satisfaction holds positive attitudes towards the job. It is the people with negative attitudes that absent themselves.

According to Ichniowski (2004) another tool for organization retention is training. Training may help employee to become more competent and to enjoy their work even better. They may gain confidence in their work which in turn may boost their morale. Reducing turnover benefits the organization and saves money (Mullins, 2005). Moreover, replacing employees is costly and valuable skills are lost.

Performance appraisal and feedback is a method by which the performance of an employee is measured in order to rate their performance and improve competence. Mullins (2005) states that people must be given recognition and credit where it is due. According to Cohen (2000), managers are often unresponsive to good performance, but they are quick to criticize on the few occasions when performance falls below expectations which in turn leads to dissatisfaction thus

turnover. Robbins (2003) adds that positive feedback on good performance is a strong motivator and employees are more likely to accept and respond to constructive criticism.

## **2.10 CONCLUSION**

This chapter has discussed the literature review both theoretical and early studies relating to this research study. This chapter deeply explored the theories of job satisfaction and employee turnover for better understanding of the two variables under the study. Early studies on the impact of job satisfaction and employee turnover have explored though do not clearly show if there is a standard reason why people leave organizations.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

Kothari (2004) defined research methodology as a systematic, theoretical analysis of the procedures applied to field of study. Research methodology encompasses concepts such as research designs, target population, sample size and sampling procedure, data collection instruments, methods of data collection, ethical consideration and data analysis procedure

#### **3.1 INTRODUCTION**

In this chapter, the researcher explains the methods and techniques used in collecting the information for this study. It gives the details and justifies how the study is carried out and gives a logical and scientific investigation that are generally adapted by the researcher in carrying out the research design, research methodology and gives a detailed description of research procedures, the study area, sample design and methods of data collection, the analysis and problems which the researcher encounters during the research.

#### **3.2 RESEARCH DESIGN**

Research design refers to the overall strategy that one may choose to integrate the different components of the study in a coherent and logical manner. According to Kothari (2004), research design is a plan, a road map and blueprint strategy of investigation conceived so as to obtain answers to research questions; it is a heart of any study. According to Churchill (1991), a research design is simply the framework or plan for a study used as a guide in collecting and analysis of data. In this study, a case study has been adopted because of its flexibility in terms of variable data at the company and guarantee of the investigation of the unit of inquiry. The

research concerned with the study of particular phenomenon at a particular time. (Creswell, 2009) that was the impact of job satisfaction on employee turnover. The study combined both descriptive characteristics or qualitative characteristics and qualitative phenomenon which can be measured through some statistical units.

### **3.2 AREA OF STUDY**

The study focused on the impact of job satisfaction on employee turnover in Bukoola Chemical Industries Limited at the factory which is located on plot 2/4 Musigula Road, Nalukolongo as a case study using mainly four variables that is rewards, nature of work, training and working conditions and their impact on turnover in the organization.

### **3.3 STUDY POPULATION**

The targeted population for the study was employees of Bukoola Chemical Industries Limited at the factory. This is because using the employees at the factory located in Nalukolongo gave clear views about job satisfaction because there are relatively more employees compared to the other branches of the company. Population refers to the entire group of people or things of interest that the researcher wishes to investigate (Sekaran, 2010). The target population will be 150 respondents from which information will be obtained.

### **3.4 SAMPLE PROCEDURES**

According to Sekaran (1992), sampling is the process of selecting a sufficient number of elements from the population so that by studying the sample and understanding the properties or characteristics of the subjects we will be able to generalize the properties or characteristics to the population elements.

### **3.4.1 Sample size and selection**

The sample size is a finite part of a statistical population whose properties are studied to gain information about the whole. Sample size is the number of representative selections from the universe. (Kothari, 2001). According to the statistical model of Krejice and Morgan (1970) table, a sample size of 108 was determined to be used while carrying out this research. The table will be attached as an appendix.

### **3.4.2 Sampling techniques**

Selecting a sampling technique involves several decisions of a broader nature (Malhotra and Dash, 2011). Each observation measures one or more properties such as weight, location, colour of observable bodies distinguished as independent objects or individuals (Robert et al 2010). Sampling is one of the best systematic technologies of choosing a group of respondents large enough to represent the population from which it has been selected.

The researcher used the simple random sampling technique because each of the population has the same probability of being selected in the sample, the procedure was used to avoid bias in choosing the respondent. Also the purposive technique was used to select the heads of the department and top managers. The technique applied to respondents because the sample size selected is small according to the information the research has to present for the study.

## **3.5 METHODS OF DATA COLLECTION**

Methods used for the collection of data were both secondary and primary data. Primary data will be collected through use of questionnaires, interviews and observation while secondary data will



be obtained from various sources of information such as documents, reports, journals and workshop papers.

### **3.5.1 Primary data**

Primary data was collected by use of questionnaires, interviews and observation. The method was selected due to the advantages associated with the method such as low cost of administration; it can be used for large sample (Kothari, 2004)

Questionnaires were used to gather data related to the study. The questions were both closed and open ended in order to increase response to questionnaires and they were in English language. The use of questionnaires helped the researcher to have adequate time to give well thought out answers and also have to cover large samples.

Interviews are face to face discussion between the researcher and the respondent for the purpose of getting more information. This was used because some employees may fail to answer the questions because of the low level of education and understanding in which it is difficult to understand questionnaires. This helped the researcher to get depth information from the respondents.

Observation is a primary method of collecting data by human, mechanical, electrical or electronics means with direct or indirect contact. It involves looking and listening very carefully. The main purpose of observation is that it provides direct access to the social phenomena under consideration. Instead of relying on some kind of self-report, such as asking people what they would do in a certain situation, you actually observe and record their behavior in that situation.

### **3.5.2 Secondary data**

Leedy and Ormrod (2003) stated that data is said to be primary if it is collected first-hand by an inquirer for a determinable purpose whereas, secondary data refers to data that has been selected by an inquirer who is not one of the original data creators, for a purpose that may be different from that of the original purpose.

These are data which have already been collected by someone else and passed through statistical process. This included all data obtained from the company documented records, organization reports, books, journals and organization website. Secondary data is important to be used for statistical information and records might be of particular use for answers of research questions and objectives. They also need few resources (expenses) because they have already prepared. Documentation was used and this included written documents of the organization such as notices, journals, books, magazine, administrative and public records as well as non-written documents. The researcher used documentation so as to obtain some other secondary data necessary to answer the research questions.

## **3.6 DATA MANAGEMENT AND ANALYSIS**

Data analysis is an important aspect in any type of research. Therefore the data collection methods for the impact of job satisfaction on employee turnover will be both quantitative and qualitative.

### **3.6.1 Quantitative data**

The quantitative data collection methods rely on random sampling and structure, data collection instruments that fit diverse experience into predetermined response categories. They produce and

analyze results that are easy to summarize, compare and generalize (Kothari, 2001). Coded data will be fed in Statistical Package for Social Sciences (SPSS) version 16. This is because the version of SPSS offers a more user friendly interface. Also descriptive statistics such as tables, percentages and means will be used in order to summarize and organize data in a meaningful way.

### **3.6.1 Qualitative data**

Qualitative analysis employed simple tabulation and percentages and qualitative data analysis applied explanations and discussions. The data was analyzed using content analysis where by responses were grouped and presented together with descriptive statistics of quantitative data.

## **3.7 RELIABILITY AND VALIDITY**

### **3.7.1 Validity**

Validity refers to truthfulness of findings or extent to which the instrument is relevant in measuring what is supposed to be measured (Amin, 2003). Before the actual study, the instrument that is to say questionnaires will be discussed with the supervisor and the research and this will help in modifying the instruments to be used so that correct information will be collected. According to Kelly (1927), he stated that a test is valid if it measures what it claims to measure. Validity refers to the credibility or believability of the research.

For this research study, research validity involved verifying the research tool and instruments so as to ascertain their degree of accuracy and consistency in the research data gathered while in the field. This was ensured by use of supervisor who assessed, rated and critiqued the study instrument so as to ensure that right instruments are used to collect data.

### **3.7.2 Reliability**

According to Saunders et al. (2007), reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. Reliability refers to the repeatability of findings where by even if more than one person is observing behavior or some event, it should yield the same results even if done for the second time. The reliability of the research instruments was established by carrying out reliability tested using SPSS. This was done through establishment of the reliability score using Pearson's correlation to estimate the theoretical reliability coefficient between parallel tests.

### **3.8 MEASUREMENT OF THE VARIABLES**

The independent variable is job satisfaction and dependent variable is employee turnover. Job satisfaction will be measured through the use of mainly four variables that are rewards, nature of work, training and the working conditions. Therefore the researcher will use a five point liker scale ranging from 1 to 5 where 1 will be considered as the minimum and 5 will be the maximum. This indicates that the scale will increase in regard to the respondent's idea and this will clearly enable the researcher to know about job satisfaction and employee turnover.

### **3.9 ETHICAL CONSIDERATION**

Informed consent will be considered will doing this research. According to Armiger: "it means that a person knowingly, voluntarily and intelligently, and in a clear and manifest way, gives his consent"

Confidentiality will be assured by indicating they are not requested to write their name on the questionnaire and assuring that their responses will not in anywhere be linked to them.

Voluntary participation of respondents in the research will be considered and participants will be required to participate at their own will and not forced.

The use of offensive, discriminatory, or other unacceptable language will be avoided when formulating questionnaires and interview questions.

### **3.10 LIMITATIONS**

Bukoola Chemical Industries Limited delayed the acceptance for the researcher to conduct the research at their office. It took a month to get reply which led to a problem of shortage of time for data collection. Time was a limiting factor because a lot of time was required for distribution of questionnaires to the respondents.

Unwillingness to fill questionnaires was another challenge which hindered research in the process of data collection. The respondents especially the top manager were not willing to give relevant information to support the process and also junior employees fearing to give relevant information to the researcher that management may identify them giving out secrecy for the company.

Inadequate funds or resources to cover dissertation costs such as typing and editing. This was because of being a private sponsored student and the delay of acceptance from Bukoola Chemical Industries Limited.

There was also shortage of secondary information to facilitate the collection of background information which could lead to the unsuccessful completion of the study. The researcher failed to get support from Bukoola Chemical Industries Limited which made the researcher to search from Google to gain some information about the company.

### **3.11 CONCLUSION**

This chapter gives the methods the researcher intends to use to get information from different respondents which are relative to the study. The methods help the researcher to come up with a real picture of what happens in the organization.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.0 INTRODUCTION**

This chapter mainly addresses the findings of the research and interpretations of the findings from the field. The findings are based on the impact of job satisfaction on employee turnover in agro chemical industries case study “Bukoola Chemical Industries Limited.” The findings of the study were obtained through questionnaire, observation and source documents. The research involved 108 respondents including all employees that is to say heads of department and the top managers. All questionnaires were answered and returned to the researcher.

The analysis of the data and study of the findings has been presented in eleven parts and are in line with the objectives of the study. The first part presents the personal particular of respondent that is gender, age, marital status, educational level and the working experience of the respondent. The second part is job satisfaction, third part the factor determining job satisfaction, part four is employee turnover, part five are the causes of employee turnover, part six is job satisfaction and employee turnover, part seven is rewards and employee turnover, part eight is nature of work an employee turnover, part nine is training and employee turnover, part ten is working conditions an employee turnover an part eleven is about the moderating variables.

#### **4.1 BACKGROUND INFORMATION OF THE RESPONDENTS**

The background information of the respondents was analyzed basing on gender, age, marital status, educational level and the working experience. Out of the 136 questionnaires that were administered, 108 were fully answered and the interviews that were planned were rejected

because the respondents had no time and some were biased as they thought it was the organization doing the researcher. This represented a response rate of 79.4% as the number of respondents was 108 out of the 136 sample size.

#### **4.1.1 Gender of the respondents**

The study wanted to establish the gender of the respondents which was categorized as male and female so as to reduce bias and also to have a gender balance. The respondents were asked about their gender and the findings were analyzed using descriptive statistics as presented below;

**Table 1: Frequency distribution of sex of respondents**

<b>Sex of respondents</b>	<b>Frequency</b>	<b>Valid percentage</b>
Male	64	59.3%
Female	44	40.7%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Source: Primary data (2017)**

The results presented show that 64 (59.3%) of respondents were male and 44 (40.7%) were female which indicates that the male were easily approached. This is because the male are physically stronger than women because in the organization there is a lot of work involved in carrying boxes and packing chemicals which are toxic. This implies that interviewed male are more likely to experience employment turnover than female. This could be attributed to fact that male employee are less satisfied with their employee.



#### 4.1.2 Age bracket of the respondents

The researcher wanted to know the age of the respondents so as to identify the kind of people mostly employed in the industry which is categorized as 18-24 years, 25-34 years, 35-44 years, 45-54 years and 55 and above years. The respondents were requested to indicate their age bracket and the findings were analyzed using descriptive statistics and are presented below;

**Table 2: Age of respondents**

Age	Frequency	Valid percentage
18 – 24 years	49	45.4%
25 -34 years	31	28.7%
35- 44 years	22	20.4%
45-54 years	6	5.6%
55 and above years	0	0.0%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Source: Primary data (2017)**

The findings above indicate that 45.4% of the respondents were aged between 18 to 24 years, 28.7% were aged between 25 to 34 years, 20.4% were aged between 35 to 44 years, 5.6 were aged between 45 to 54 years and no respondent was above 55 years of age. This indicated that the majority of the respondents were aged between 18 to 24 years which implied that the company has a big number of energetic and strong staff who are able to perform effectively in the industry even during overtime.

### 4.1.3 Marital status of the respondents

The research also examined the marital status of respondents which was categorized as married, single, divorced, widow, widower and cohabiting. This was to help the researcher to know the group of respondents which were satisfied.

**Table 3: Marital status of respondents**

Status	Frequency	Valid percentage
Married	44	40.7%
Single	42	38.9%
Divorced	3	2.8%
Widow	2	0.9%
Widower	0	0.0%
Cohabiting	18	16.7%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Source: Primary data (2017)**

The study findings above show that respondents who are married have the highest number that is 44 with a percentage of 40.7%, single were 42 with a percentage of 38.9%, divorced were only 3 with a percentage 2.8%, widow were 2 with a percentage of 0.9%, cohabiting were 18 with 16.7% and there was no respondent who was a widower. This implied the married are more committed and satisfied to their work and satisfied because they tend to have more responsibilities than the other. This is in line with Bersoff and Crosby (1984) where the married workers are more satisfied than single ones. Clark (1997) shows that being married is positively

associated to job satisfaction for women not for men. This could be attributed to their binding family commitments and they become less flexible

#### 4.1.4 Education level of the respondents

The study sought to establish the education level of respondents at Bukoola Chemical Industries Limited. This is because the level of education is a fundamental factor in understanding the nature of problems and as well as finding better solutions in the organization.

**Table 4: Education level of respondents**

Level	Frequency	Valid percentage
Primary	0	0.0%
Secondary	6	5.6%
Certificate	18	16.7%
Diploma	23	21.3%
Degree	48	44.4%
Master degree	13	12.0%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Source: Primary data (2017)**

The findings above indicate that no respondent was below the primary level, 6(5.6%) had attained secondary level, 18 (16.7%) had attained certificate, 23 of the respondents had attained diploma with a percentage of 21.3%, 48(44.4%) had attained a degree and they were the majority which implied that they were able to understand the research instrument very well hence giving accurate answers and 13 of the master degree with 12.0%. This implies that since the majority

attained the degree level, which meant they have more knowledge and easily understand and adjust in case of any change in the organization. This is because such people help in explaining to customers as well as prescribe to them how to use the different chemicals purchased because they require more of mathematical knowledge. And also this proposes that degree education is the pre-requisite requirement for employees in Bukoola Chemical Industry Limited.

#### 4.1.5 Duration in the organization

The study sought to establish the duration respondents have spent in the organization. This was helping the research to know for how long the different employees have worked for the organization (Bukoola Chemical Industries). This is because employees who have worked for more years in the organization have more experience in the daily operation of the organization.

**Table 5: Duration in the organization of respondents**

<b>Years</b>	<b>Frequency</b>	<b>Valid percentage</b>
1-9 years	69	63.9%
10-18 years	22	20.4%
19-27 years	9	8.3%
28-36 years	6	5.6%
37-44 years	2	1.9%
<b>Total</b>	<b>108</b>	<b>100%</b>

**Source: Primary data (2017)**

The findings revealed that 69 (63.9%) have worked in the organization for 1 to 9 years, 22 (20.4%) have worked in the organization for a period between 10 to 18 years, 9(8.3%) for 19 to

27 years, 6(5.6%) for 28 to 36 years and 2 (1.9%) for a period between 37 to 44 years. This indicated the majority have worked for a period between 1 to 9 years in the organization which implied that the majority do not want to work in the organization for a long period of time due to the toxic chemicals and bad smell.

#### 4.2 JOB SATISFACTION

The study sought to establish the respondent’s opinion on job satisfaction in the organization.

The following were the findings;

**Table 6: Respondents opinion on Job satisfaction**

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How do you rate your job?	6 (5.5%)	6 (5.6%)	46 (42.6%)	29 (26.9%)	21 (19.4%)
Is your work according to your qualification and skills?	10 (9.3%)	22 (20.4%)	27 (25.0%)	27 (25.0%)	22 (20.0%)
Are the physical working conditions in the company satisfactory?	6 (5.6%)	14 (13.0%)	50 (46.3%)	18 (16.7%)	20 (18.5%)
Are the working hours at Bukoola Chemical Industries Limited satisfactory?	5 (4.6%)	19 (17.6%)	29 (26.9%)	37 (34.3%)	18 (16.7%)
The company provides satisfactory salary according to the work	8 (7.4%)	12 (11.1%)	30 (27.8%)	36 (33.3%)	22 (20.4%)

**Source: Primary data (2017)**

The findings determined the way people rate their jobs so as to measure people's perception towards their job. The researcher found that 21 (19.4%) of the respondents were greatly satisfied with their jobs followed by 29 (26.9%), 46 (42.6%) were moderating satisfied and 12 (11.6%) were not satisfied with their jobs. This indicated that the majority were satisfied with their jobs within the organization. This was in agreement with Robbins and Decenzo (2001) who stated that a person with high satisfaction holds positive attitudes towards the job.

The findings indicated that 22 (20.0%) are greatly satisfied with their jobs since their work is according to their qualification and skills, 54 (50.0%) are satisfied with their jobs too followed by 22 (20.4%) and 10 (9.3%) are not satisfied with work since it is not in line with their qualifications.

The findings indicated that 20 (18.5%) respondents have the greatest satisfaction according to the working conditions in the company, 18 (16.7%) have greater satisfaction, 50 (46.3%) have great satisfaction followed by 14(13.0%) and 6 (5.6%) indicated that they are not satisfied with their jobs due to the poor physical conditions in the company.

The findings indicated that the majority of the employees are satisfied with the working hours of the company since 18 (16.7%) have the maximum satisfaction, 37 (34.3%) are greatly satisfied were as 29(26.9%) are moderating satisfied and since 24 (22.2%) of them are below the middle level, this indicates that they were not satisfied with the working hours in the organization.

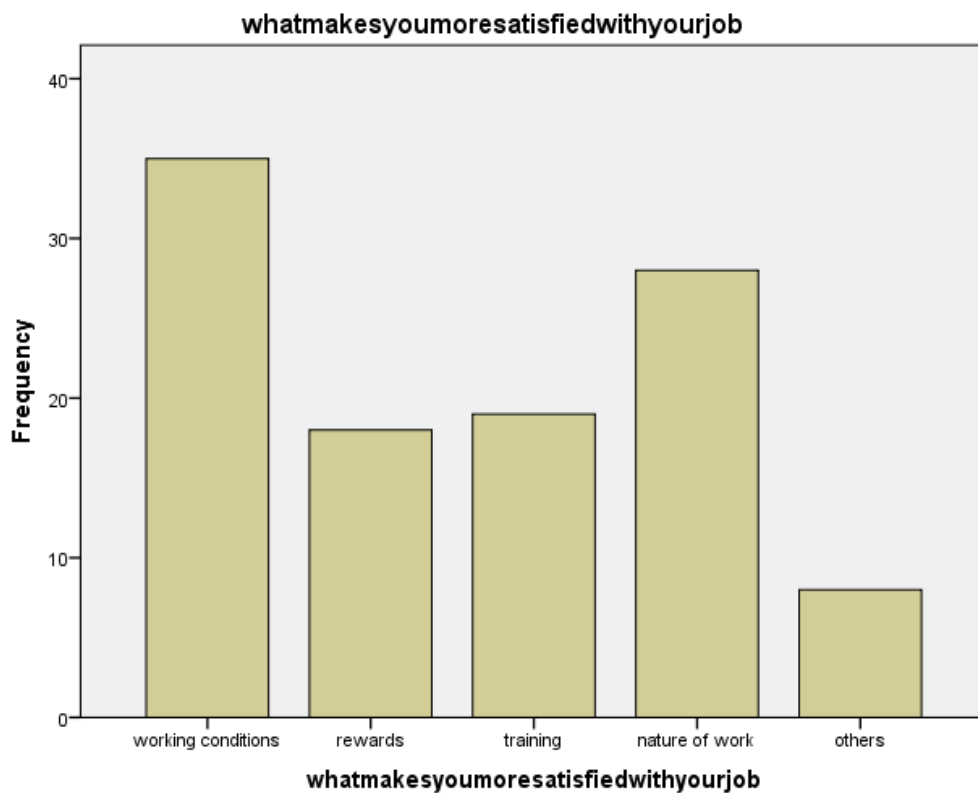
The findings indicated that 22 (20.4%) were greatly satisfied with the salary, 36 (33.3%) were also satisfied followed by 30(27.8%) then 12 (11.1%) and 8(7.4%) were the least satisfied with the salary in the organization. This showed that since the scale goes on increasing from 1 to 5,

the majority of the employees were greatly satisfied with the salaries being given to them in the company.

So as to improve job satisfaction among employees, management should focus more on the wages and salaries of its employees because money is an important instrument in fulfilling one's needs and it satisfies the first level needs of Maslow's model of satisfaction.

#### 4.2.2 Determinants of job satisfaction

**GRAPH 1: DETERMINANTS OF JOB SATISFACTION**



Source: Primary data (2017)

**Table 7: Determinants of job satisfaction**

<b>Factor</b>	<b>Frequency</b>	<b>Valid percentage</b>
Working conditions	35	32.4%
Rewards	18	16.7%
Training	19	17.6%
Nature of work	28	25.9%
Others	8	7.4%
Total	108	100.0%

**Source: Primary data (2017)**

The findings indicated that 35 (32.4%) of the respondents were satisfied with the working conditions, 18 (16.7%) with rewards offered, 19(17.6%) with training offered, 28(25.9%) were satisfied with the nature of work and 8 of them had their own factors which affect job satisfaction. The researcher found out that working conditions is the most important factor which makes employees more satisfied. The researcher found that, all those factors may cause job dissatisfaction if will not be valued according to the employee’s contribution thus leading to employee turnover in the organization. Management should consider other factor that affect job satisfaction that is promotion which indicates on employee’s worth to the organization which is highly morale boosting, having liberal and fair policies in the company and having good relationships within the organization.

#### **4.2.3 Respondents opinion on Employee turnover**

The study sought to establish the respondent’s opinion on the employee turnover in the organization. The following were the findings;



**Table 8: Respondents opinion on Employee turnover**

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
What do you think of employee turnover?	21 (19.4%)	28 (25.9%)	27 (25.0%)	28 (25.9%)	4 (3.7%)
To what level do you feel the company faces employee turnover?	21 (19.4%)	25 (23.1%)	35 (32.4%)	18 (16.7%)	9 (8.3%)
To what level have your expectations been met since you joined the organization	0 (0%)	0 (0%)	51 (47.2%)	47 (43.5%)	10 (9.3%)
To what level does the increase of salary retain employees?	0 (0%)	0 (0%)	42 (38.9%)	35 (32.4%)	31 (28.7%)
I like to continue in the organization for a long period	0 (0%)	1 (0.9%)	51 (38.0%)	46 (26.9%)	10 (34.2%)

**Source: Primary data (2017)**

The findings were to help the researcher in knowing the respondent's opinion about employee turnover. Since 1 is the minimum and 5 is maximum, 21(19.4%) of the respondents thought of employee turnover as not being bad within the organization, 28(25.9%) of the respondents had some knowledge and thought of it not really being bad to the organization, 27 (25.0%) moderating knew about employee turnover, 32 (29.6%) of the respondents had a bad opinion about employee turnover. This implied that the respondents moderately knew about employee turnover.

From the findings shown above, the company fairly faces employee turnover with 35(32.4%), 9(8.3%) show the high rate at which the company is facing employees turnover, 18(16.7%)

suggest that the company is relatively highly facing employee turnover and 46(42.5%) thought that the company really faces employee turnover.

The researcher wanted to know employee expectations for employees have been met ever since they joined the organization. The researcher wanted to examine whether unmet expectations may cause employee to develop turnover intention. From the findings generated, almost all employees' expectations had been met in the organization since no respondent ticked below 2. This showed that all the respondents 108 (100%) proved that their expectations had been met since they joined the organization and so this should be maintained.

From the findings obtained from the field, 42(38.9%) of the respondents fairly accepted that increase in salary retains employees, 35(32.4%) greatly accepted the opinion, 31(28.7) had no doubt about the increase in salary to retain employees and since no one ticked below opinion 3, this showed that the majority of respondents agreed the fact that salary increase retains employees who have intention to exit.

According to the findings obtained from the field, 0 respondents had the minimum opinion about staying in the organization, 1(0.9%) also disliked continuing in the organization, 51(38.0%) of the respondents relatively wanted to stay in the organization and 56(59.1%) were greatly satisfied and wanted to stay in the organization.

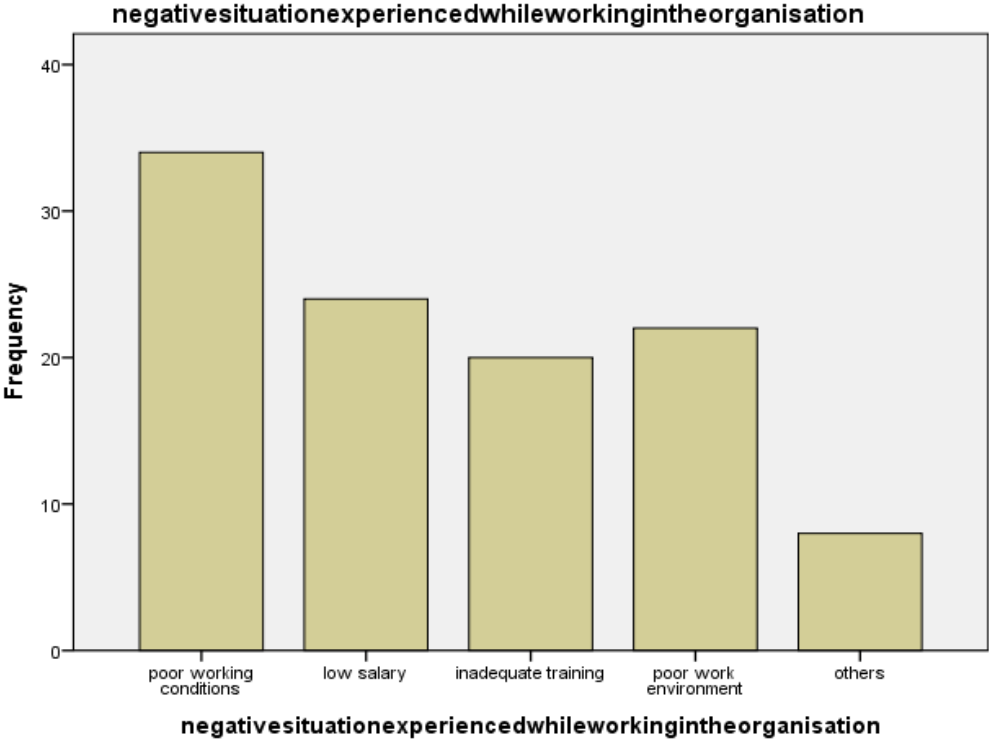
The findings above indicate that there is relatively moderate employee turnover and for management to completely reduce employee turnover in the organization, it should offer performance feedback and praise god efforts and results, enable employees to balance work and life as well as involving employees in the decisions that affect their jobs and the overall direction of the company whenever possible.

Also management should hire the right people from the start, most experts agree, is the single best way to reduce employee turnover. Managers often overlook how important a positive work environment is for staffers, and how far meaningful recognition and praise from managers can go to achieve that. Awards, recognition and praise might just be the single most cost-effective way to maintain a happy, productive work force.

#### 4.2.4 CAUSES OF EMPLOYEE TURNOVER

The aim is to align with job satisfaction; this is because the research work wanted to impact of job satisfaction on employee turnover.

**Graph 2: Causes of employee turnover**



Source: Primary data (2017)

The findings indicated that employees in the organization are mostly affected by the poor working conditions and poor work environment which leads to job dissatisfaction in the organization. Other causes included feeling undervalued where every employee wants to be recognized and rewarded for the job well done, growth opportunities are not available.

**Table 9: Respondents opinion on the causes of employee turnover**

<b>Factor</b>	<b>Poor working conditions</b>	<b>Low salary</b>	<b>Inadequate training</b>	<b>Poor work environment</b>	<b>Other</b>	<b>Total</b>
<b>Frequency</b>	34	24	20	22	8	108
<b>Valid percentage</b>	31.5%	22.2%	18.5%	20.4%	7.4%	100%

**Source: Primary data (2017)**

The findings indicated that 34 of the respondents faced poor working conditions while working with the organization, 24 experienced low salary that is to say salaries are not enough, 20 lacked poor training, 22 faced a problem of poor work environment and 8 of them had other factors being faced while working with the organization though they were not included on the questionnaire.

Here management should ensure that it improves on the working environment, working conditions, value the employees equally, and also provide promotion opportunities within the organization.

#### 4.2.5 JOB SATISFACTION AND EMPLOYEE TURNOVER

Respondents were required to respond to a number of statements on job satisfaction and employee turnover in the organization. The following were the findings;

**Table 10: Respondents opinion on Job Satisfaction and employee turnover**

Descriptive statistics of respondents on job satisfaction and employee turnover.

	N	Minimum	Maximum	Mean	Std. Deviation
Job satisfaction reduces employee turnover	108	1	5	3.94	.899
Reward system affects employee turnover	108	3	5	4.21	.627
Nature of work affects employee turnover	108	2	5	3.56	.765
Training affects employee turnover	108	3	5	4.19	.690
Working conditions affects employee turnover	108	1	5	4.19	.725
Valid N (listwise)	108				

**Source: Primary data (2017)**

The respondents were requested to state whether job satisfaction reduces employee turnover. The findings indicated a mean of 3.92 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.899 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that when one is

satisfied, turnover is reduced. However there were some respondents that disagreed to the statement and proposed other factors which reduce employee turnover that is to say having unskilled bosses and poor hygiene in the organization.

The respondents were asked whether the reward system affects employee turnover. The findings indicated that the majority of the respondents greatly agreed that the reward system affects employee turnover with a mean of 4.21 and a standard deviation of 0.67 were some of the respondents had different views about the reward system affecting employee turnover.

The respondents were asked whether the nature of work affects employee turnover. The findings indicated a mean of 3.36 with indicated that the majority of the respondents agreed that nature of work affects employee turnover. It also indicated a standard deviation of 0.765 were by part of the respondents had different opinions about the nature of work affecting employee turnover.

The respondents were asked to state whether training affects employee turnover. The findings indicated that within the organization, training should be considered an important factor to reduce employee turnover because the results indicated the highest mean of 4.19 which showed that a great number of the respondents considered training important. A standard deviation of 0.690 which indicated varying views of the respondents in the organization about training. This indicated that most respondents agreed that training greatly affects employee turnover. This is in agreement with Scott Brum (2007) who highlighted that when employees are introduced to more trainings, they show higher level of commitment as compared to others.

The respondents were further requested to state whether the working conditions affect employee turnover. Findings from the field indicated that the majority of the respondents agreed with the statement that working conditions affect employee turnover with a mean of 4.19 and standard

deviation of 0.725. This indicated that part of the respondents had different opinions about working conditions affecting employee turnover and some did not agree with the statement.

**Table 11: Correlation results between job satisfaction and employee turnover**

		<b>Job satisfaction</b>	<b>Employee turnover</b>
Job satisfaction	Pearson Correlation	1	-.056
	Sig. (2-tailed)		.564
	N	108	108
Employee turnover	Pearson Correlation	-.056	1
	Sig. (2-tailed)	.564	
	N	108	108

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

**Source: Primary data (2017)**

The findings show that there is no significant relationship between job satisfaction and employee turnover. Correlation analysis showed a negative significant relationship ( $r = -0.056$ ,  $p < 0.01$ ) between job satisfaction and employee turnover. This means that employee turnover is negatively affected by job satisfaction. This means that job satisfaction is important because it determines the rate of employee turnover in an organization since low turnover shows increase in organizational productivity and performance. This is agreement with Moynihan et al.(1998) found that the intention to leave the job is negatively correlated with job satisfaction.

#### 4.2.6 REWARDS AND EMPLOYEE TURNOVER

The study established how rewards affect employee turnover in the organization. Respondents were engaged in answering questionnaires and results are presented below from questionnaires. Results from questionnaires were computed to obtain frequencies and percentages and correlations results are presented below.

**Table 12: Respondents opinion on rewards and employee turnover**

	N	Minimum	Maximum	Mean	Std. Deviation
Rewards affect employee turnover	108	2	5	3.97	.859
Rate overall satisfaction with current rewards	108	1	5	4.07	.914
Criteria for reward has been explained	107	2	5	3.69	.770
Co workers and peers recognize employees	108	2	4	3.03	.676
Work load is equal to the reward facilities	107	3	5	3.87	.600
Valid N (listwise)	106				

**Source: Primary Data (2017)**

Respondents were required to state whether rewards affect employee turnover. The findings indicated that the majority of the respondents greatly agreed that the rewards affect employee



turnover with a mean of 3.97 and a standard deviation of 0.859 were some of the respondents had different views about the rewards affecting employee turnover. This is in agreement with Herzberg's (1996) two factor theory, if pay is acceptable to an employee, a level of job satisfaction may be increased to an extent that the employee's level of job satisfaction is dependent of pay.

The researcher wanted to find out how the different employees rate their satisfaction with the current rewards being offered in the organization. This was to help in measuring the respondent's perception towards the rewards being offered to them. The findings indicated a mean of 4.07 and standard deviation of 0.914 who has differing views about the current rewards being offered. This indicated that the majority of the respondents were satisfied with the rewards offered to them.

The researcher also wanted to establish whether the criteria for rewards have been explained in the organization. The results from the field revealed a mean of 3.69 and standard deviation of 0.770 which implied that the respondents had varying views on the statement. This means that much as the majority of the respondents agreed to the statement, therefore making it clear that the criteria was clearly explained to them in the organization.

Respondents were further asked to choose the opinion of their choice regarding whether the co workers and peers recognize employees who are making a difference in the organization. The results obtained showed that this is done moderately done in the organization which indicated a mean of 3.03 and standard deviation of 0.676 which indicated that the respondents had varying views about it. And since the minimum was 2 and maximum was 4, it showed a fairly results. The researcher also wanted to establish whether the workload is equal to the reward facilities.

The findings indicated a mean of 3.87 and standard deviation of 0.600 which implied that the respondents had varying views on the statement. This means that the majority of the employees agreed to the fact that their work load is equal to the reward facilities being offered to them.

**Table 13: Correlation results between rewards and employee turnover**

**Correlations**

		Rewards	Employee turnover
Rewards	Pearson Correlation	1	.071
	Sig. (2-tailed)		.467
	N	108	108
Employee turnover	Pearson Correlation	.071	1
	Sig. (2-tailed)	.467	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed a low significant positive relationship ( $r = 0.071$ ,  $p < 0.01$ ) between rewards and employee turnover. This means that employee turnover is positively affected by rewards. This means that rewards are important because they help in determining the rate of employee turnover in an organization since the more the employee is rewarded, the more likely he or she is likely to remain in the same organization. These findings are in agreement with Mercer (2003) who reported that employees will remain in an organization if they are rewarded and also they may leave if they are poorly rewarded.

#### 4.2.7 NATURE OF WORK AND EMPLOYEE TURNOVER

The study sought to establish influence of nature of work on employee turnover. Findings from questionnaires were computed to obtain means, standard deviations and correlations. Respondents were required to respond to a number of statements on nature of work and employee turnover used in the company. The following were the results;

**Table 14: Respondents opinion on nature of work an employee turnover**

	N	Minimum	Maximum	Mean	Std. Deviation
Nature of work influences employee turnover	108	1	5	4.06	.878
Tasks given are straight forward	108	2	5	3.96	.760
Tasks follow set guidelines and procedures	108	1	5	3.66	.978
Nature of work receive clear instructions	108	3	5	3.84	.726
Happy with the nature of my work	108	2	5	3.51	.677
Valid N (list wise)	108				

**Source: Primary data (2017)**

Respondents were required to state whether nature of work influences employee turnover. Findings indicated a mean of 4.06 and standard deviation of 0.878 which implied that there were

some varying opinions among the respondents about the statement. This means that many of the respondents agreed that nature of work greatly influences employee turnover but there are some respondents that do not respond to them. In line with Baah and Amoako (2011) who described that motivational factors like nature of work helps employees to find their worth with respect to value given to them by the organization.

Respondents were required to state whether the task given to them were straight forward. The findings indicated a mean of 3.96 with a standard deviation of 0.760 which implied that some respondents had different opinions. The results indicated that the majority of the respondents agreed to the statement.

Respondents were required to state whether the tasks given to them follow set guidelines and procedures within the organization. The findings indicated a mean of 3.66 with a standard deviation of 0.978 which implied that some respondents had different opinions. The results indicated that the majority of the respondents agreed to the statement. There were a number of few respondents that disagree with it because they don't think guidelines and procedures can be followed since they had bias about them.

Respondents were required to state whether the nature of work receives clear instructions. The findings indicated a mean of 3.84 and standard deviation of 0.726 which implied that such respondents had different opinions about receiving clear instructions for the work they are doing. But the results indicated that the majority agreed with the statement that they always received clear instructions for their work.

Respondents were required to state whether they were happy with the nature of their work. The findings indicated that that the majority agreed that they were happy with their work since the

results indicated a mean of 3.51 and a standard deviation of 0.677 which showed that such respondents had varying ideas about their work within the organization.

**Table 15: Correlation results between nature of work and employee turnover**

		Nature of work	Employee turnover
Nature of work	Pearson Correlation	1	-.106
	Sig. (2-tailed)		.275
	N	108	108
Employee turnover	Pearson Correlation	-.106	1
	Sig. (2-tailed)	.275	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed no significant relationship ( $r=-0.106$ ,  $p < 0.01$ ) between nature of work and employee turnover. This means that employee turnover is negatively affected by nature of work. These findings are also in agreement with (Koh and Goh 1995) who found during the study of clerical employees in the banking sector that the turnover intention has negative correlated with nature of work. Here management should improve on distributing jobs to their employees according to their qualification and skills through use of the human resource department.

#### **4.2.8 TRAINING AND EMPLOYEE TURNOVER**

The study sought to establish influence of training on employee turnover. Findings from questionnaires were computed to obtain means, standard deviations and correlations.

Respondents were required to respond to a number of statements on training and employee turnover used in the company. The following were the results;

**Table 16: Respondents opinion on training and employee turnover**

**Descriptive Statistics respondents opinion on training and employee turnover**

	N	Minimum	Maximum	Mean	Std. Deviation
Training affect employee turnover	108	2	5	4.02	.773
Training is relevant to company needs	10	2	5	4.30	.645
Supervisors give employees chance to tryout training	108	2	4	3.18	.695
Company consider training as part of the job satisfaction strategy	108	1	5	3.06	1.049
Employees are given preference for new assignments	108	1	5	2.53	1.072
Valid N (listwise)	108				

**Source: Primary data (2017)**

Respondents were required to state whether training affects employee turnover. The findings indicated a mean of 4.02 and standard deviation of 0.773 which implied varying opinion about the statement. This indicated that the majority of the respondent agreed to the statement.

Respondents were required to indicate the extent to which training is relevant to the company needs. The findings indicated a mean of 4.30 and standard deviation of 0.645 which implied different views about the statement. Since the majority agreed to the statement, it was proven that training was relevant to the organization.

Respondents were further required to state whether supervisors give employees chance to tryout training. From the findings obtained while in the field, it was proven that in the within the organization, supervisors give the employees to tryout after training them. The results indicated a mean of 3.18 and standard deviation of 0.695 which implied that which implied that the respondents had varying opinions about the statement. Since the majority agreed to the statement, it implied that supervisors give employees chance to tryout training. It was supported in Tor et al. (1997) insufficient information on how to perform the job adequately; unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers.

The respondents were required to state whether the company considers training as part of the job satisfaction strategy. The findings indicated that a mean of 3.06 and standard deviation 1.049 which implied that the respondents had varying opinions about the statement. The findings indicated that the company does not consider training greatly in the organization.

Respondents were further required to state whether employees are given preference for new assignments. The findings indicated that the organization does not give employees preference for new assignments. The results obtained indicated a mean of 2.53 and standard deviation of 1.072 which implied that the respondents had varying opinions about the statement. This finding also was supported by Hatton and Emerson (1998) in Valias and Young (2000) that job satisfaction level was lower for workers who are dissatisfied with their supervisors.

**Table 17: Correlation result between training and employee turnover**

		Training	Employee turnover
Training	Pearson Correlation	1	.473**
	Sig. (2-tailed)		.000
	N	108	108
Employee turnover	Pearson Correlation	.473**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed a moderate positive significant relationship ( $r = 0.473$ ,  $p < 0.01$ ) between training and employee turnover. This means that employee turnover is positively affected by training. It implies that Bukoola Chemical Industry Limited needs training of its employees in order to attain skills as a means of meeting employee's expectations. Stavrou et al., (2004) noted that the main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources.



#### 4.2.9 WORKING CONDITIONS AND EMPLOYEE TURNOVER

The study sought to establish influence of working conditions on employee turnover. Findings from questionnaires were computed to obtain means, standard deviations and correlations. Respondents were required to respond to a number of statements on working conditions and employee turnover in the company. The following were the results;

**Table 18: Respondents opinion on working conditions and employee turnover**

	N	Minimum	Maximum	Mean	Std. Deviation
Working conditions influence employee turnover	108	3	5	4.11	.715
Feel secure with your job	108	2	5	3.78	.789
Smooth relationship with employers and coworkers	108	2	5	3.79	.887
How do you feel with the working environment	108	2	5	3.68	.721
Working environment of team is good for career growth	108	3	5	3.90	.735
Valid N (list wise)	108				

**Source: Primary data (2017)**

The researcher wanted to ascertain whether working conditions influence employee turnover.

The findings indicated a mean of 4.11 which implied that the greater percentage of the respondents agreed with the statement and a standard deviation of 0.715 implied that there were

some varying options of the respondents. This means that most of the respondents agreed that the working conditions greatly affect employee turnover, however there are some few respondents that did not find it viable. The working environment is considered the most significant factor of job satisfaction (Spector, 2008).

The researcher wanted to know the employees opinions about how they feel secure about their jobs. The findings indicated a mean of 3.78 and standard deviation of 0.789 implied that there were some varying options of the respondents. The findings indicated that most employees felt secure with their jobs.

Respondents were further required to state whether there was a smooth relationship with employers and coworkers. Findings indicated a mean of 3.37 and standard deviation of 0.887 which implied that there were some varying opinions among the respondents about the statement. This means that many of the respondents agreed that they feel they have a good relationship with their employers and coworkers.

The respondents were requested to state how they feel with the working environment. The findings indicated a mean of 3.68 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.721 which implied that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the statement, there are some respondents that did not agree to it.

Respondents were further required to state whether the working environment of team is good for career growth. The findings indicated that a mean of 3.90 and standard deviation of 0.735 which implied that the respondents had varying views on the statement. This means that majority of the

respondents agree to employees having a good work environment while doing their work which facilitates career growth but some respondents did not agree.

**Table 19: Correlation results between working conditions and employee turnover**

		Working conditions	Employee turnover
Working conditions	Pearson Correlation	1	.189
	Sig. (2-tailed)		.051
	N	108	108
Employee turnover	Pearson Correlation	.189	1
	Sig. (2-tailed)	.051	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed a positive significant relationship ( $r = 0.189$ ,  $p < 0.01$ ) between working conditions and employee turnover. This means that employee turnover is positively affected by working conditions. This relates to Podsakoff et al. (2007) who found working conditions related to task accomplishment to better predictors of turnover intentions than working conditions related to personal development. Management should improve on providing better working conditions since they lead to more physical comfort like good temperature, humidity, cleanliness of the work place and adequate tools and equipment. This means that

working conditions are positively correlated with job satisfaction and negatively correlated with employee turnover.

#### 4.2.10 MODERATING VARIABLES

The study sought to establish the respondent's opinion on gender and organizational culture in the organization. The following were the findings;

**Table 20: Respondents opinion on moderating variables**

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender affects job satisfaction and employee turnover	108	3	5	4.18	.783
Organizational culture affects job satisfaction and employee turnover	108	2	5	4.05	.813
Two way communication between employer and employee	108	2	4	3.09	.768
Organization culture improves job satisfaction	108	2	5	3.61	.895
Valid N (list wise)	108				

**Source: Primary data (2017)**

The respondents were requested to state whether the gender affects job satisfaction and employee turnover. The findings indicated a mean of 4.18 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.783 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that the response rate had improved. However there were some respondents that disagreed to the statement.

The respondents were requested to state whether the organizational culture affects job satisfaction and employee turnover. The findings indicated a mean of 4.05 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.813 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that the response rate had improved. However there were some respondents that disagreed to the statement.

Respondents were further required to state whether there is two way communications between employer and employee. The findings indicated a mean of 3.09 and standard deviation of 0.768 which implied that there were varying views among the respondents. It indicated that the two way communication between the employer and employee is moderately in the organization for the employees.

The researcher also wanted to find out whether organization culture improves job satisfaction in the organization. The findings indicated a mean of 3.61 which implied that the respondents agreed to the statement and a standard deviation of 0.895 which implied that the respondents also had varying views about the statement. This means that much as a big number of the respondents agreed to the statement, there were respondents that totally disagreed.

**Table 21: Correlation results between gender and employee turnover.**

		Gender	Employee turnover
Gender	Pearson Correlation	1	-.115
	Sig. (2-tailed)		.237
	N	108	108
Employee turnover	Pearson Correlation	-.115	1
	Sig. (2-tailed)	.237	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed no significant relationship ( $r=-0.115$ ,  $p < 0.01$ ) between gender and employee turnover. This means that employee turnover is negatively affected by gender.

Although females do feel discriminated against, nevertheless they are as satisfied with their jobs as are males are (Dolliver, 2003).

**Table 22: Correlation results between organizational culture and employee turnover.**

		Organization culture	Employee turnover
Organization culture	Pearson Correlation	1	.069
	Sig. (2-tailed)		.477
	N	108	108
Employee turnover	Pearson Correlation	.069	1
	Sig. (2-tailed)	.477	
	N	108	108

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

**Source: Primary data (2017)**

Correlation analysis showed a low significant positive relationship ( $r = 0.069$ ,  $p < 0.01$ ) between organizational culture and employee turnover. This means that employee turnover is positively affected by organizational culture. A strongly satisfying culture initiates employee satisfaction and effective employee performance. As stated by Robbins and Hutcherson that ‘job satisfaction is an evaluation of organizational culture’, it is very important to create satisfactory working conditions for all employees, so that they are highly motivated to perform well and become more committed to their job. Work culture is important for the organization as it directly impacts the ability to attract and retain talent.

### **4.3 CONCLUSION**

The analysis of the primary data shows that job satisfaction through use of rewards, training, nature of work and working conditions have an effect on job satisfaction. This implies that minor deviations still exist. Further explanation and summary of findings are presented in chapter five. Also the moderating variable that is gender and organizational culture showed that they have a great effect on job satisfaction and employee turnover and if undermined, they lead to increase in turnover rates within an organization.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 INTRODUCTION**

This chapter presents a summary of the study findings, conclusion and recommendations for further research of the matters discussed. It also brings recommendations on various courses of actions needed to assist in one way or the other in overcoming the existing challenges for reducing employee turnover within the organization. This is because for organizations to remain competitive in the rapidly changing global economy and keeping pace with the technological advancements, they require workforce with vigorous institutional knowledge. The purpose of the research was to explore the impact of job satisfaction on employee turnover.

#### **5.1 SUMMARY AND CONCLUSIONS**

The study was conducted in Bukoola Chemical Industries Limited at the factory located at Nalukolongo, the focus was to research on the impact of job satisfaction on employee turnover. It aimed at determining whether the employee turnover in the company is a result of job dissatisfaction. The study comprised of 108 respondents and the researcher collected information through the use of questionnaire, documentation and observation.

The researcher found out that the majority of the employees in the organization are satisfied with their jobs. This was due to the fact that the rewards, working conditions and training are relatively satisfactory to them but some proposed some factors which were not indicated on the questionnaire with lead to job dissatisfaction in the organization.

### **5.1.1 Impact of rewards on employee turnover**

The study findings showed that there is a positive and significant relationship ( $r = 0.071$ ,  $P < 0.01$ ) between rewards and employee turnover at Bukoola Chemical Industry Limited. This implies that rewards are very important because it determines and influences job satisfaction. This implies that there is a weak significant relationship and there is need for improvement by management through reviewing compensation and benefits packages at least annually and paying attention to trends in the marketplace and have human resource update you.

### **5.1.2 Training and employee turnover**

The study findings showed that there is a positive and significant relationship ( $r = 0.473$ ,  $P < 0.01$ ) between training and employee turnover at Bukoola Chemical Industry Limited. This implies that the organization should put much effort in training their employees if they are to change the ways employees behave and the way things are done in the organization. This will help employees feel satisfied with their jobs because employees who feel inadequate, underachieving, or unsupported are unhappy. They aren't satisfied in their work, which will cause them to underperform, make mistakes, and not care about their work product.

### **5.1.3 Nature of work and employee turnover**

The study findings showed that there is a negative and significant relationship ( $r = -0.106$ ,  $P < 0.01$ ) between nature of work and employee turnover at Bukoola Chemical Industry Limited. This implies that respondents are dissatisfied with their jobs. This is best explained by search Theory of turnover, that the employee imperfect knowledge of labor market variables requires the use of the so called reservation price for the search of employment alternatives (Morrell et

al,2001. ). Job search can also lead to the appreciation of one's present job after comparing it with the alternatives (Morrell et al.,2001)

#### **5.1.4 Working conditions and employee turnover**

The study findings showed that there is a positive and significant relationship ( $r = 0.189$  ,  $P < 0.01$ ) between working conditions and employee turnover at Bukoola Chemical Industry Limited. This implies that the organization should put more effort in improving the employee's attitude towards their jobs so as to get consistent communication between employees and employers which builds morale and trust, which reduces turnover.

### **5.2 RECOMMENDATIONS**

In line with the above findings, some important recommendations can be made so as to reduce employee turnover and improve job satisfaction of the employees. The study recommends the following;

It is recommended that management should learn about the jobs that are most likely to easily meet employee expectations within a short period of time. This should be done through trying to get accurate information about each employee in the organization.

Not allowing job dissatisfaction to go unsolved for a long period of time. This is because job dissatisfaction leads to worry and stress which as a result leads to low productivity within the organization.

Management should also start recognizing employees in the organization who are making a difference. This should be done in form of promoting them to better positions and setting the

right compensation packages. This will make employees committed and this will retain them because they are satisfied.

They should also make sure that employees are involved in different organization matters. This creates intrinsic rewards to the employees which makes them feel being accepted and belong to the organization. The intrinsic reward is the internal to the individual and normally derived from involvement in certain activities of tasks. (Byars, 2008)

Paying more attention to employees' needs where by the organization needs to find someone to be able to deal with the personal issues being affected by employees. This will help in improving of job satisfaction in the organization.

Management should ensure that supervisors give employees the chance to tryout their training on the job immediately and the organization should make sure that it considers training as being relevant to the company's needs.

### **5.3 SUGGESTIONS FOR FURTHER RESEARCH**

From the study conducted on the impact of job satisfaction on employee turnover using variables rewards, training, working conditions and nature of work, more research is particularly requires since it was got from the finding that there are more factor affect job satisfaction rather than the four used. This may greatly lead to employee turnover if the other factors are ignored by the organization.

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## APPENDICES

### APPENDIX 1

#### QUESTIONNAIRE

Dear respondent;

I am NAKAMANYA ANGELLA a student of Uganda Martyrs University pursuing a course in Bachelor's Degree in Business Administration and Management. The purpose of this questionnaire is to examine the impact of job satisfaction on employee turnover. Basically the study is for the purpose of partial fulfillment of the requirement for the award of Bachelor Degree in Business Administration and Management. All responses will be kept confidential.

#### INSTRUCTIONS

**PLEASE TICK IN AN APPROPRIATE BLANK SPACE PROVIDED.**

#### **PART ONE: PERSONAL PARTICULARS**

##### 1. GENDER

a) Male                       b) Female

##### 2. AGE

a) 18-24 years     b) 25-34 years                       c) 35-44 years

d) 45-54 years     e) 55 and above

##### 3. MARITAL STATUS

a) Married                       b) Single                       c) Divorced

d) Widow                       e) Widower                       f) Cohabiting

4. EDUCATIONAL LEVEL

- a) Primary level     b) Secondary Education     c) Certificate
- d) Diploma     e) Degree     f) Master degree
- g) Others (Specify)
- .....

5. WORKING EXPERIENCE

- a) 1-9 years     b) 10-18 years     c) 19-27 years     d) 28-36 years
- e) 37-44 years

**PART TWO: JOB SATISFACTION**

**INSTRUCTIONS: Please tick any option related to your experience. If “1” is minimum and “5” is maximum.**

Job satisfaction is the extent to which people like or dislike their job.

Particulars	1	2	3	4	5
How do you rate your job?					
Is your work according to your qualification and skills?					
Are the physical working conditions in the company satisfactory?					
Are the working hours at Bukoola Chemical Industries Limited satisfactory?					
The company provides satisfactory salary according to the work					

6. What do you think may be the role of job satisfaction?

i).....

ii).....

**PART THREE: DETERMINING FACTORS FOR JOB SATISFACTION**

7. What can make you to be more satisfied with your job?

a) Working conditions       b) Rewards       c) Training

d) Nature of work       e) Others

i).....

ii).....

**PART FOUR: EMPLOYEE TURNOVER**

Employee turnover is the series of actions that it takes from the employee leaving for his or her being replaced.

Particulars	1	2	3	4	5
What do you think of employee turnover?					
To what level do you feel the company faces employee turnover?					
To what level have your expectations been met since you joined the organization					
To what level does the increase of salary retain employees?					
I like to continue in the organization for a long period					

**PART FIVE: CAUSES OF EMPLOYEE TURNOVER**

8. What negative situation do you experience while working with the organization?

a) Poor working conditions                       b) Low salary

c) Inadequate training                       d) Poor work environment

e) Others

i) .....

ii).....

9. What do you suggest to the organization to manage employee turnover?

i).....

ii).....

**PART SIX: JOB SATISFACTION AND EMPLOYEE TURNOVER**

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
To what level does job satisfaction reduce employee turnover?					
To what level does the reward system affect employee turnover?					
To what level does the nature of work affect employee turnover?					
To what level does training affect employee turnover?					
To what level do working conditions affect employee turnover?					

10. What is the impact of job satisfaction on employee turnover in your organization?

.....

.....



**PART SEVEN: REWARDS AND EMPLOYEE TURNOVER**

A reward is a gift given to someone in recognition of their efforts and achievements.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
To what level do rewards affect employee turnover?					
How would you rate your overall satisfaction with the current rewards offered by the organization					
The criteria for the reward system has been clearly explained to me					
Do co-workers and peers recognize employees who are making a difference?					
My work load is equal to the reward facilities					

11. What is the impact of rewards on employee turnover in your organization?

.....

.....

## PART EIGHT: NATURE OF WORK AND EMPLOYEE TURNOVER

Nature of work means the type of work that one does.

Particulars	1	2	3	4	5
To what level does the nature of work influence employee turnover?					
Are the tasks given straight forward, routine and frequently repetitive?					
Tasks follow set guidelines and procedures					
To what level does the nature of work receive clear instructions from supervisor on what to do and how to do it?					
I am happy with the nature of my work					

12. What is the impact of the nature of work on employee turnover?

.....

.....

**PART NINE: TRAINING AND EMPLOYEE TURNOVER**

Training is the process of teaching the new and present employees the basic skills they need to effectively perform their jobs.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
To what level does training affect employee turnover?					
To what level does your company consider training as part of job satisfaction strategy?					
To what level is training relevant to the company's needs?					
To what level do supervisors give employees the chance to tryout their training on the job immediately?					
Employees who use their training are given preference for new assignments					

13. What is the impact of training on employee turnover?

.....

.....

**PART TEN: WORKING CONDITIONS AND EMPLOYEE TURNOVER**

Working conditions are conditions in which an individual works in such as the physical environment, stress, noise level, degree of safety and so on.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
To what level do the working conditions influence employee turnover?					
To what level do you feel secure with your job?					
How do you feel the smooth relationship with your employers and co-workers?					
How do you feel with the working environment?					
Working environment of team is good for career growth					

14. What is the impact of working conditions on employee turnover?

.....

.....

**PART ELEVEN: MODERATING VARIABLES**

Organizational culture means a system of shared assumptions, values and beliefs which governs how people behave in organizations.

Gender means a state of being male or female.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
To what level does gender affect job satisfaction and employee turnover?					
To what level does the organizational culture affect job satisfaction and employee turnover?					
There is a two way communication between employer and employee					
Organizational culture improves job satisfaction thus reducing employee turnover					

15. How does organizational culture affect job satisfaction and employee turnover?

.....  
.....

16. How does gender affect job satisfaction and employee turnover?

.....  
.....

“THANK YOU FOR YOUR COOPERATION”

## **APPENDIX 2**

### **INTERVIEW QUESTIONS**

1. What is the impact of job satisfaction on employee turnover?
2. What is the impact of rewards on employee turnover?
3. What is the impact of training on employee turnover?
4. What is the impact of working conditions on employee turnover?
5. How does nature of work affect employee turnover?

## APPENDIX 3

### KREJCIE AND MORGAN TABLE

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*