

**IMPACT OF LABOUR TURNOVER ON ORGANIZATIONAL MEDICAL SERVICE
DELIVERY: A case study of Fortportal Regional Referral Hospital**

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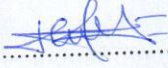
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DECLARATION

DECLARATION


I, Mutatina K. Innocent hereby declare that the above titled research dissertation is my original work and that, it has never been presented by any other student for the award of a degree in any university.

Signature..........Date.....01/07/2023.....

APPROVAL

APPROVAL

This study was conducted with my supervision and the report was submitted for examination with my approval.


.....

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SUPERVISOR

DATE 31/8/2023
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DEDICATION

I dedicate this research project to my parents and family members for their endless financial support, my friends Rizik Morga, Sseremba Simon, Namubilu Jacinta, Namara charity, wasswa peter, Jackline Abarinde, Akanyijuka Wilber, Nyende Shadrach, Ingima Sandra, Yudah Muwonge, Abel, and all BBA Class of 2023 for their unlimited understanding in allowing me pursue this undergraduate degree program and for their prayers and support.

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LIST OF ACRONYMS AND ABBREVIATIONS

HR Human Resources

HRM.....Human Resource Management

S/N.....Serial Number.

FPRFH.....Fort Portal Regional Referral Hospital

MoH.....Ministry of healthy

ET.....Employee Turnover.

DEFINITION OF TERMS

Turnover rate: It refers to the rate of individual leaving an organization.

Tenure: Is the length of time an individual is employed by the organization and is usually related to the concept of employee loyalty.

Separation: Termination of employment. Voluntary quits: Individuals who are absent without authorization for seven consecutive days or sometimes less.

Labour turnover: Is the rate of change in the employee of an organization during a definite period.

ABSTRACT

This research study investigated the effect of employee turnover on organization performance, and how these factors affect the medical service delivery of employees of fort portal referral hospital. The major concern to most organization was that employee turnover is an expensive process especially in organizations that thrives and values viability of the hospital. Lack of Reward management, lack of career growth, lack of health and safety and finally lack of motivation are all factors that contribute to employee turnover. The overall objective of the research project was to determine the effect of employee turnover on Organizational medical service delivery.

The project was engaged in descriptive research design as the study was intended to collect quantitative and qualitative data that explained the nature and features of the effect of employee turnover on Organizational medical service delivery. The targeted group for the research study comprised total of 70 employees working at fort portal regional referral hospital. Stratified sampling was used in this research. The targeted population was distributed into three categories namely, Top management staff, middle level management staff and subordinate staff. Primary data was collected using oral interview and structured questionnaires. The collected data was analysed using Microsoft excel and presented in the form of pie charts and tables.

Basing on the study findings, the organization needed current strategies for reducing employee turnover rates since the employee reward offered to the employee were not satisfactory, 61% of the employees stated that the organization was not committed to employee career growth development which denied the employees with an opportunity for career growth, the employees stated that low level of motivation influenced the realization of increased employee turnover employee health and safety management which was represented by 77% .

The following were the recommendations of the study; that the organization should re-evaluate its employee salary/wages benefits packages to improve the morale and motivation of the employees, the hospital should offer opportunities for career growth, the organization should involve its employees in the decision making processes, the hospital should improve working conditions within the organization finally the organization should apply strategies to reduce employee turnover rate by retaining best employees to improve organizational medical service delivery.

The study concluded that lack of reward management, lack of career growth management, lack of health and safety management and lack of motivation management affected negatively to the organizational medical service delivery hence influenced the realization of increased employee turnover.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY.

1.0 INTRODUCTION

This chapter gives details on the background, statement of the problem, objectives of the study, scope of the study, research questions and significance of the study.

1.1 Background of the study.

Employee turnover is defined as the degree at which the organization gains and losses workers, how long the workers tend to quit and join the organization staff turnover places unnecessary pressure on staff members who are at work and the remaining staff experience an increased workload leading to low morale, high level of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned. Employees who leave on the organizations request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance both types of turnover create costs for the organization (Robbins and Decenzo, 2015). This study therefore will be guided by what was propounded by different scholars, specifically Jack and Addele. According to these scholars, labour turnover is a phenomenon that continues to be one of the most unappreciated and unevaluated issues facing business leaders and many organizations. These stems from several important assumptions and conclusions about turnover. Since organizations invest a lot in their employees in terms of induction and training, developing, maintaining and retaining them in their organization, managers at all costs must seek to understand employee turnover. All stakeholders involved in the issue, including human resources managers, underestimate the time cost of employee turnover. The solutions to reducing turnover do not generate the derived results.

Labour turnover is defined as the rate of change in the employees of an organization during a definite period. It measures the extent to which old employees leave and new employees enter an organization (Subba Rao, 2001). It is also defined as the rate at which people leave a firm due to a number of reasons for example dissatisfaction with their current pay or promotion opportunities or receipt for a better offer to work elsewhere (Griffin, 2014). According to Addele and Jack (2003), labour turnover, the opposite of retention, refers to the percentage of employees leaving the organization for whatever reasons.

Background of Fort Portal regional referral hospital.

The hospital is commonly known as Fort Portal hospital, sometimes referred to as Buhinga hospital, it is located in Fort Portal city in Kabarole District, western Uganda. It is the regional referral hospital for the districts of, Bundibugyo, Kabarole, Kamwenge, Kasese, Ntoroko and Kyenjojo.

It was opened in 1920 and now Fort Portal it serves to half a million people from seven district. With 333 beds it offers both general and specialised services and serves as a university training hospital. The OPD department is visited by over 400 HIV pregnant mothers every month.

1.3 Statement of the Problem.

Fort Portal regional referral hospital has been experiencing employee turnover for a period of time. The employees of fort portal hospital (FPH) no longer feel attached to the organization and when employees quit the institution, the institution has to suffer a great amount of direct and indirect cost or expenses.

The expenses of staff turnover can be shocking ranging from advertising expenses, resource management expenses, loss of time and efficiency, work imbalance, and training and development expenses for freshly employees (Harrie,2015).

This can be very disturbing to an institutional service delivery if experienced workers who have the knowledge, skills and have learnt the culture of the organization regularly quit the organization and look for other jobs in different companies. This therefore means that the Fort Portal Regional Referral Hospital would definitely lose its efficiency to the public and other institutions which provide health services in fort portal city.

Due to high staff turnover rates, organizations have adopted on various employees retention approaches such as increased rewards management, career growth, and improved health and safety. This however has headed to increased organization overheads and recognition of a deteriorated medical service delivery margin (Duncan, 2016). However, the background and statistics of the hospital show that this institution has never managed to have an adequate staffing level, worse enough the number has been deteriorating progressively for instance up to May 2021, the statistics show that more than 120 staff members were available instead of 300 employees that the hospital needed for proper service delivery (fort portal regional referral hospital Population Profile, 2022).

1.4 OBJECTIVES OF THE STUDY

1.4.1 General objective.

To determine the effect of employee turnover on organizational service delivery at fort portal regional referral hospital.

1.4.2 Specific Objectives.

To determine the effect of Employee Reward Management on Organizational medical service delivery at fort portal regional referral hospital.

To determine the effect of Employee Health and Safety on Organizational medical service delivery at fort portal regional referral hospital

To determine the effect of Employee Motivation on Organizational medical service delivery at fort portal regional referral hospital.

1.5 Research Questions.

To what extent does Employee Rewards Management affect the Organizational medical service delivery at fort portal regional referral hospital?

To what does Employee Health and Safety affect Organizational medical service delivery at fort portal regional referral hospital?

To what extent does Employee Motivation affect Organizational medical service delivery at fort portal regional referral hospital?

1.6.0 Significance of the study.

1.6.1 To the scholars or students

The research will help students with the literature on employee turnover which will be part of articles significant by researchers who want to further this project and to other stakeholders in the academic environments.

1.6.2 To the organization.

Fort Portal regional referral hospital will benefit in the formation of the growth of effective strategies that will motivate an increased rate of employee retention in the hospital.

1.6.3 To the employee.

The research study will be of great importance to the employees since it will be used to increase the morale of the staff in order to perform well and improve on medical service

delivery of the organization, when employees are motivated the performance of the organization increases hence attaining their target in the health sector and create a positive environment to the public.

1.6.4 To other health institutions or sectors.

The results of this research will be of great importance not only to fort portal regional referral hospital but to other health organizations in the country by using the analysed report.

1.7.0 SCOPE OF THE STUDY.

1.7.1 Content Scope.

This study addressed the effects of labour turnover on the institution's medical service delivery. The study also examined silent issues that discourage labour turnover. Data was collected from the Hospital staff starting from the time when this institution was established up to date. The study focused on the effects/impacts of employee turnover on the medical service delivery of the hospital with the case study of fort portal regional referral hospital

1.7.2 Geographical scope.

The study was conducted at Fort Portal Regional Referral Hospital, commonly known as Fort Hospital; it is located in fort portal city, southwestern Uganda.

1.7.3 Time scope.

this research study took maximum of three month or minimum of two months that between June and august 2023. This is the period when the researcher collect data and analysed in the same period.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents Theoretical Review of the related literature, the Empirical Review, Critiques of the existing Literature, Summary & Research Gap, Conceptual Framework and Operationalization of variables.

2.1 Theoretical Review.

2.1.1 Human Capital Theory of Employee Turnover on organizational medical service delivery.

Human capital theories by Durkheim, Simmel, Marx, and Weber proposed that turnover rates at any stage stress organizational service delivery. Human capital theory recommends that more skilled employees do well since they are more experienced and necessary to do the work. From this point, when qualified employees quit, an organization is stressed since it loses more skilled employees in which it has invested in human capital. Organizations may swap employees who vacate the offices, but time must pass before the substitutes accrue the same levels of human capital. Furthermore, turnover creates extra human resource management expenses such as recruitment, selection, and training costs.

Human capital theory recommends that turnover is expensive since it lessens social capital an asset reproducing the personality of social affairs within the organization. Growth in turnover rates interrupts an organization's collective function. In addition, turnover causes extra beginners' socialization expenses. Human and social capital theories concentrate on growth in turnover rates and advise that turnover rates are linearly and destructively connected to organizational service delivery. A more advanced method is differentiating voluntary and involuntary turnover rates based on causes for exiting the organization; voluntary turnover rates state to the number of employees exiting instigated by workforce for example resignations, and involuntary turnover rates state to the number employees exiting instigated by organizations for example dismissals, discharges, sackings, terminations, (Jenkins, & Gupta, 2015).

Voluntary turnover rates comprise resignations for higher salary and wages, career opportunities, further education, and job dissatisfaction for instance eliminate discharges, retirements, transfers, and promotions. Moreover, involuntary turnover rates comprise letter of resignation initiated by disappointment to meet expectations and expired employment

agreements Reduction-in-force (RIF) turnover and downsizing is a different group since no swapping workforce are intended and the exiting employees are alleged to have been at least minimally competent. Scholars have often proposed that voluntary and involuntary turnover have different consequences for example highly experienced performing workforce may be more likely to quit voluntarily because they have other employment chances (Trevor, 2013).

Voluntary turnover is frequently shocking and uncontrollable. Thus, voluntary turnover rates are expected to be negatively connected to organizational performance. In contrast, the link between involuntary turnover rates and organizational medical service delivery has long been expected to be positive for the reason that organizations decide to release staffs for individual service delivery insufficiencies or other social hitches. Assuming that employees who are poor service delivers are substituted with better delivers, the elimination of poor delivers should be related with better organizational service delivery. In addition, this sorting consequence may assist remedy poor recruiting conclusions and uphold service delivery-oriented standards among remaining employees.

Some scholars have, however, currently interrogated the presumed positive relationship and have suggested that the involuntary turnover rates and organizational service delivery have undesirable relationship instead. High involuntary turnover rates might have slightly to do with the workforce association which is the grounds for the voluntary turnover rate hypothesis but may instead just redirect a low-quality employee and the following poor service delivery that this group is anticipated to deliver (Hausknecht and Trevor 2014).

2.1.2 Herzberg Reward Theory.

Herzberg himself proposed this point in his motivation–hygiene theory that reward is largely motivated by the way to which work is basically challenging and offers chances for appreciation and reinforcement. Reward signifies the application of hygiene factors, and recognition signifies the application of motivator factors. Optimistic reinforcement for employees often takes the system of touchable rewards as well as recognition and praise (Giancola, 2016).

A mixture of reward and recognition, along with unceremonious recommendation is expected to be the most motivational. Rewards must have a positive effect on organizational service delivery, and he established that the most preferred form of reward by employees was oral appreciation or recommendations by their immediate Managers. The form of reward done by

the organization does a significant part in encouraging employees to execute their roles and responsibility (Beer and Walton, 2014).

According to Hansen and Hansen (2016), This eventually affects medical service delivery of the organization. It is generally thought that if rewards are used efficiently, they can motivate employees to perform at higher levels, and the practice of appropriate rewards ends in the organizational service delivery at the organizational level. Most organizations have official recognition and reward platforms and these recognition platforms generally comprise of rewards since good employee better deliver are acknowledged with rewards.

Amongst the rewards offered are gift cards, jewellery and on the spot, cash awards More stylish recognition platforms identify morals that support organizational principles, so the rewards are a notice of what is essential to the organization. Appreciating employees for super service delivery is a main kind of informal recognition. Though rewards cost no cash and only needs a few moments of time, most employees feel that they do not get sufficient recommendations bosses and Directors therefore have a decent opportunity to rise motivation by the humble act of praising good behaviour (Kinicki and Kreitner, 2016).

2.1.3 Fredrick Herzberg Motivation Theory.

Fredrick Herzberg established a theory of motivation that tinted the role of work satisfaction in determining employee motivation. He suggested that the factors of job satisfaction were not the same from those of work dissatisfaction. The issues used to increase satisfaction were named as motivators for example acknowledgement, accountability and accomplishment while those that increased dissatisfaction were named as hygiene factors for example salary, company policy and working conditions (Cole and Kelly, 2011).

Motivators are features that contribute employees to be contented and motivated by their work and have to do with job content, they are essential in the job itself. Their being there affects in labour satisfaction and motivation, but their absenteeism affects only in neutrality. Motivators include essential elements such as the opportunity for promotion, challenging work, acknowledgement, accomplishment and accountability. Motivator features function only to increase job satisfaction (Hansen, Smith and Hansen, 2012).

Motivation is an important component in employee service delivering and productivity of the organization. Even when employees have the qualification, clear job objectives, and a good work atmosphere, they would not deliver services to the patient without motivation to meet those job objectives. He gives details that motivated employees are excited to utilize a certain

level of determination, for a certain amount of time, toward a distinct goal or direction, with the prevailing doubt in the economy, employees with an emphasis on customer satisfaction and long-term health relationships with the patients, there is rejuvenate interest in the motivation of service representatives. Organizational behaviour and customer/ patient relationship management, has long recognized the significant of rewards and incentives as a way of motivating workers (Mehta and Dubinsky, 2015).

Organization must ensure that their employees are highly productive and motivated. As a result, they try to increase the service delivery of their employees through well selection, training, motivation and compensation. Of these, a compensation and incentive or reward scheme does a significant role in motivating employees to perform better (Abratt and Klein 2015).

2.2.0 Operationalization of variables

2.2.1 Employee Reward Management.

Reward is something that is offered in compensation for anticipated behaviour. It can be either in cash or in kind, appreciation, tributes and endorsement. Employees who are contented for desired or optimistic behaviour feel respectable about themselves and do well to show those morals that are rewarded. When organizations reward employees, they are articulating their appreciation and encouraging them to have more of such morals (Meyer, 2013).

When employees are rewarded effectively for the work done well, they have a trend to demonstrate very constructive behaviour and continue in their workplace. The main important concern currently is the rewards structure that is offered in return for the attainment of goals and responsibilities of the company (Bowen, 2012).

According to Allen and Helms (2014), define reward as anything that shows a sign of gratitude that is restricted to productivity. A worker is more likely to perform to his potential if he's happy with the basic salary he is earning. A person earning a high salary feels motivated to do a good job because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished, and gives him a high-status ranking that he enjoys.

According to Zeynep (2016), a person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off, research has shown that an employee satisfied with his pay is more productive and motivated. In addition to basic salary bonuses, pensions, and allowances are payments made at the end performance period to reward extraordinary effort or achievement made by employees in the organization. A well-paid employee feels valued by his organization. He knows management isn't just paying him to get the job done, he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher-paying position of a comparable nature at another company. In the 2012 Society for Human Resource Management Employee Job Satisfaction and Engagement survey, employees rated compensation as the third most important aspect of job satisfaction.

2.2.2 Employees' Health and Safety Management.

A good working environment is essential when it comes to retaining and production. Workers who feel respected and satisfied are not likely to vacate the institutions and will work hard to promote the organization's efficiency. Equally, employees who are regularly snubbed, tired, or victimized will not work in the company for long (Mark, 2016).

To avoid this, directors must be tough leaders who demonstrate concern and acknowledgment. Make workers feel safe when it comes to raising issues, have an open-door strategy, and avoid a proud or dictatorial leadership style. Moreover, keep workers up to date on their service delivery. Employees should be having medical coverage so that when they're sick they can easily access medication, with that employees will always feel safe and work hard in order to attain the goals of the organization (Rodda, 2014).

Organizational support refers to the extent to which employees deem that their organization values their contribution and cares about their well-being. Organizational Support can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal. In the meantime, organizational support should realize social-emotional needs by integrating organizational membership and role status into their social identity and reinforce employees' beliefs that organizational financial and non-financial compensations increase service delivery (Rhoades & Eisenberger, 2014).

Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance. Work life balance is defined as one of the following organizational supports for dependent care, flexible work option and family or personal leave (Estes and Michael, 2015).

Work life balance employment practices are concerned with giving space for employees to stabilize what they do at work with the accountabilities and interests they have outside work (Armstrong, 2013). By so doing, they resolve the competing claims of work and home by their own needs as well as those of employers. Work-life balance policies can reduce absenteeism and assist tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities.

According to Tripathi (2014), the work environment can be defined as the environment in which people work that includes physical setting, job profile, culture, and market condition. Each aspect disinters linked and impacts on employees' overall performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation and subsequently performance.

The work environment can be thought of simply as the environment in which people work as such; it is a very broad category that encompasses the physical setting e.g. heat, equipment, and characteristics of the job itself e.g. workload, task complexity. He adds that it also encompasses broader organizational features e.g. culture, history, and even aspects of the external organizational setting e.g. local labour, market conditions, industry sector, and work-life balance. Employees will always contend when they feel that their immediate environment states are in tandem with their obligations, asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper (Chandrasekar, 2014).

2.2.3 Employee motivation Management.

According to Armstrong (2015), states that motivating employees can be an organizational major obstacle. Employee motivation is core to the general efficiency of an organization. An understanding of the applied psychology within an organization also recognized as organizational behaviour, can assist in achieving highly motivated employees. Non-

discriminatory promotion steered on foundations of service delivery significantly motivates employees and a key demoralizing feature to employees is a disappointment by the organization management to carry out promotion on the root of service delivery and merit.

Good job description affects the growth of obviously well-defined employees' roles and responsibilities and this eradicates cases of overworking employees hence cultivating the level of employee motivation, presence of unproductive employees' roles and responsibilities overloads most of the organization's employees and leaves some workers with a very little role to play in the implementation of organization goals job rotation assist employees to develop adaptive because employees who are not exposed to job rotation programs lack chances of learning adaptive skills when exposed to work in a different department. An organization that is not dedicated to proposing recommendations and appreciation to commendable employees leads to a lack of reward for hardworking workers and this let down the morale of the best employees. Expectancy theory advises that high levels of motivation happen when employees trust they can get the work done, believe they are talented in execution at high levels and desire the results. For instance, cash or bonuses can be a preferred outcome (Paul, 2015).

Monetary incentives reward workers for service delivery and productivity through money. These incentives include employee stock options, profit-sharing plans, paid time off, bonuses, and cash awards. Additional monetary incentives include annual or semi-annual bonuses, such as mid-year and end-of-year rewards. These incentives encourage friendly competition between associates when linked to job service delivery. Monetary rewards motivate employees to produce optimally, non-monetary incentives reward employee service delivery through perks and opportunities. These rewards include flexible work hours, training opportunities, and the ability to work independently. The rewards and incentives are valuable to employees because they allow them to learn new skills and pursue advancement opportunities. For example, a recent graduate may view an exemplary training program within an organization as more valuable than a higher base salary because he feels the learning opportunity will benefit his career (Allen 2015).

Promotion can be defined as the movement of a person to a higher-level position in an organization. This is an opportunity provided by the organization to its employees, and normally only those who achieved the standard set by the organization may be promoted.

Promotion is also an important aspect of a worker's career and life, affecting work experience including workers' labour mobility that resulted in wage increases (Kosteas, 2013).

Promotion opportunity is always associated with an increase in workload and responsibility, promotion could have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Health institutions can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Workers may value promotions because they carry an increase in job amenities such as a bigger office or spending account factors which are observable but for which we do not have the information or because they enjoy the acknowledgment of work well done and the ego boost that comes with a promotion (Pergamit and Veum, 2012).

2.2.4 Employee Communication.

According to Certo (2015), defined communication as the process of exchanging information, and for communication to succeed both the employer and the employee must be able to exchange and understand each other. If information is blocked for some reason or the parties cannot make themselves understand then communication fails. The sender who is also referred to as the input must encode the message in a form that can be understood and then transmit it, then the receiver must be able to receive the sender's information and then decode or interpret it.

The message or content is the information that the sender wants to relay to the receiver. The medium or channel is the means by which the message is transmitted, then the communication process reaches its final point when the message has been successfully transmitted, received, and understood the receiver in turn responds to the sender indicating comprehension. Feedback may be directed such as a written or verbal response it may take the form of an act deed in response Lepine and Wesone, 2015).

According to Bross (2015), Managers and supervisors of the organization who connect regularly with workers reduce the threat of producing a labour force that feels unrecognized. Keeping workers up to date about institutional changes, staffing strategies, and unstable organization demands is one way to guarantee workers remain working in the organization. The organization should avoid employees' insecurities about their job through lack of communication or not including workers in negotiations that can affect their work output of the organization, such as plan changes, and destructively influencing the way staff views their

organization. Their opinions transform into disappointment and lastly low productivity due to a lack of morale and disengagement.

Workers engaged in conflict at the place of work especially when the board or human resources fails to investigate or offer a solution to the matters involved, employees voluntarily quit the company and go to look for opportunities in other institutions and serve of the organization suffers, open communication channel helps in building a strong level of interaction between organization employees and this acts as a core motivating factor, and emphasized that managers should promote high levels of motivation by ensuring people believe in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goal-setting theory suggests that specific and difficult goals lead to high motivation and success Abraham Maslow's theory states that human beings have wants and desires which influence their behaviour. Only unsatisfied needs influence behaviour. (Maureen, 2014).

CHAPTER THREE

METHODOLOGY

3.0 Introduction.

This chapter presents the description of the methods used in carrying out this research study. The chapter covers research design, research site, population, sampling techniques, size and selection, research instruments, data collection procedure and analysis.

3.1 Research design.

The researcher used descriptive researcher design, to demonstrate the impact of labour turnover on the institutional service delivery. The descriptive design was used to describe an even or phenomena as it exists and appropriate when the study is concerned in the specific objectives or predictions, narrative of facts and characteristics concerning individual or situations. The researcher also used qualitative and quantitative research approaches (mixed approach).

3.1.1 Quantitative research method.

Quantitative research approach was used because it is more reliable and objective, the researcher in the use of statistics to generalize the findings, and it helped in testing theories / hypothesis. It also helped in determining the relationship between the two variables that is factors influencing labour turn over and organizational medical service delivery.

3.1.2 Qualitative research approach.

Qualitative research approach was used to help in providing details about human behaviours, emotions and personality characteristic of the respondents plus details on the impacts of labour turnover.

3.2 Sampling design or techniques.

In this research, the researcher used simple random sampling method; this involved selecting respondents randomly and random interviews of the chosen officials. Sampling enabled the researcher to deal with respondents who have adequate information about the impact of labour turnover on the organisational service delivery.

3.3 Sources of data.

While carrying out this research study, both primary and secondary data was employed by the researcher.

3.3.1 Primary data collection.

The researcher used the primary data to get information from the respondents by the use of face-to-face information and use of questionnaires to collect data from respondents. Primary source of data was used because it enabled the researcher to observe and get information direct from the activities that take place in the area of the study.

3.3.2 Secondary data collection.

Secondary data for this study was got from different sources like; reading publications and textbooks as well as journals, magazines and newspapers written by different authors concerning labour turnover on institutional service delivery.

3.4 Study population.

The study was conducted among a population of 120 employees and a sample of 15 top management employees were selected to represent the top management in the study. The research targeted employees in the three management categories because they have experienced different service delivery problems on organizational medical service delivery. The targeted population was shown on Table 3.1 below.

Population category	Frequency	Percentage
Top management	15	12.5
Middle management	85	70.8
Lower management	20	16.6
Total	120	100

Table 3.1 population target.

3.5 Sample size.

120 respondents were studied in fort portal city, where at least 50 of the respondents was the users of the hospital within the area of study, and the health officials to clearly assess the impact of labour turnover on the service delivery of Fort Portal regional referral hospital. Under this, a target population of 120 but it is zeroed down to a sample size of 92

respondents respectively as stated by Slovene's (1978). The Slovenes formula was used to determine the minimum sample size.

$$n = \frac{N}{1 + N(e)^2} = \frac{120}{1 + 120(0.05)^2}$$

$$n = 92$$

$$\frac{N}{1 + 120(0.05)^2}$$

where; n=number of samples, N=total population, e=level of significance 0.05

Population Category	Target	Sample size	Technique
Top Management	15	10	Simple random
Middle Management	85	60	Simple random
Lower management	20	20	Simple random
Total	120	92	

Table 3.2 sample size.

3.6 Data collection methods.

The researcher used data collection methods and tools like; issuing of questions to employees and interviews to the management of the hospital.

3.6.1 Questionnaire.

The questionnaire helped to collect information from various respondents compared to other methods such as interviews; primary data was collected through the administration of written questionnaire guides to fill in. the questionnaire was later picked from them, the questionnaire guide contained both closed and open-ended questions, which was to allow the collection of qualitative data. The questionnaire was designed in a simple way or manner for the respondents to be able to understand the questions. In addition, questionnaire design, it was time saving to both the researcher and respondents.

3.6.2 Interviews.

Face to face interviews with the Head of human resource department was conducted by meeting him and asking the questions in line with the objectives of which the researcher recorded all the responses himself.

3.7 Data collection procedure.

Here a letter of introduction was obtained from the school of business department of business administration of Uganda Christian university mukono. This letter was to seek permission to carry out the study and this letter was delivered by the researcher to the Head of Human resource department of Fort Portal regional referral hospital. It was accepted by the HR that the researcher made prior appointment to meet the respondents. The researcher interviewed the Head of Human resource department and then administer questionnaire to the employees that was collected after a period.

3.8 Validity and reliability.

Validity of the questionnaire and interview guides was done through consultations with the supervisor and a field test This was to establish any built-in errors in the measurement of the questionnaire and interview guide.

3.9 Data Analysis and Processing.

After collecting data, the researcher corrected errors that had been identified from the primary data and eliminate the unusable data. After these pre-processes, data was edited, coded and tabulated using frequencies. For the completeness, accuracy and uniformity, editing was done by looking through each of the field responses from questionnaire.

The researcher also established how many times each alternative response category was given an answer using tally marks which then to be added up to form frequency and from these frequencies' percentages was calculated, ready for making interpretation. This data was presented in form of frequency tabulation and different charts such as pie charts. Quotations and field notes made was also included.

3.10 Data editing and coding.

3.10.1 Editing involved sorting of the collected and prepared information in order to get information that was relevant to the study variables, here researcher looked through all the responses.

3.10.2 Coding, after data had been edited, it was presented inform of frequency tables after which data was ready for interpretation.

3.11. Limitations of the study.

During the study, the researcher faced the challenge of limited data, as some Fort Portal referral hospital staff were not openly disclosing the information about employee turnover.

The Period for the completion of the study was very limited since the researcher had other tasks to accomplish as the respondents of the questions were also involved into other activities and cannot get time to fill the questionnaires and be interviewed.

Confidentiality the nature of the information is so sensitive that employees were not willing to reveal to the researcher that in return was limited the amount of data collection.

Manual data analysis was difficult concerning the following research presentation guidelines and reading in depth to gather sufficient knowledge to present the data.

The researcher had to find means and ways of collecting data from fort portal to another within, printing of information and photocopying was also costly. This disappointed majority of the researchers from taking up the research work.

The researcher visited most of the hospital in Uganda are of the viewpoint that can misuse the data given by them as a result they were reluctant to reveal information about the organization. This has an effect on the research studies for which that specific data may be very significant. Thus, confidence-building procedures should really be implemented that will inspire the hospital and that their data will be put into productive uses and won't be abused by any means by the researcher

CHAPTER FOUR.

Presentation and discussion of research findings.

4.0 Introduction.

This chapter gives details of the presentation, analysis and research findings as per the research objectives.

4.1. Presentation of Findings.

The data was analysed and the presentation adopted the following tables and figures.

4.1.1 Response Rate.

4.1.1 Response Rate Table

category	Frequency	percentage
Response	70	76%
Non response	12	24%
Total	92	100%

Source: primary data 2023.

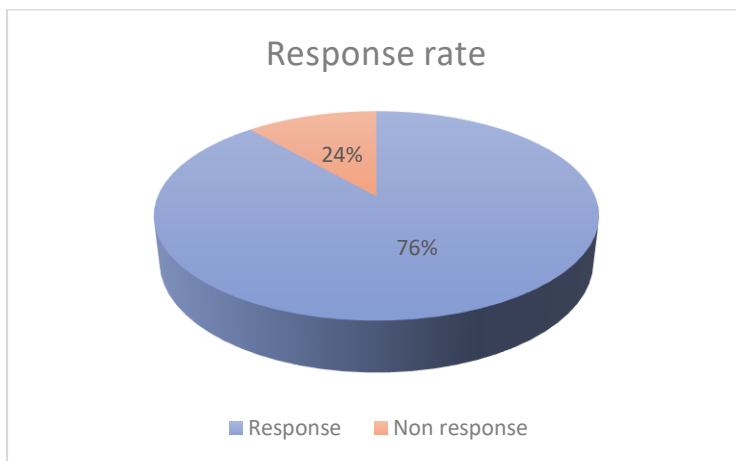


Figure 4.1 Response Rate.

The study wanted to find out the number of employees who filled and return back the questionnaire, the analysis of the response rate was done and table 4.1 shows that the response rate was 70 represented by 76% of the total sample size and the non-response rate were 12 represented by 24%. according to Dr. katono Isaac (2022), a response rate of over 60% is enough for final analysis and presentation, having a response rate of 88.6% is

appropriate for the analysis on the effects of employee turnover on organizational medical service delivery a case study of fort portal regional referral hospital.

4.1.2 Demographic Information

Table 2: Gender of the Respondent.

Gender	Frequency	Percentage
Male	34	48.6%
Female	36	51.4%
Total	70	100%

Source: primary data 2023

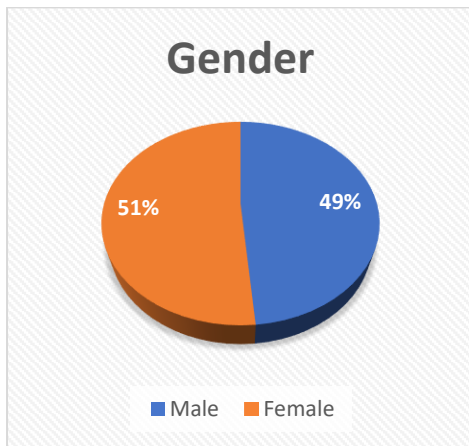


Figure 2: Gender of the Respondent.

The study sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent as shown by 49% were males whereas 51% of the respondent were females, this is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender bias.

4.1.3 Age of the Employees Table.

4.3 Age representation.

Age	Frequency	percentage
18-30	30	42.9%
31-40	15	21.4%
41-50	12	17.1%
51 - above	13	18.6%

Total	70	100%
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Source; primary data 2023.

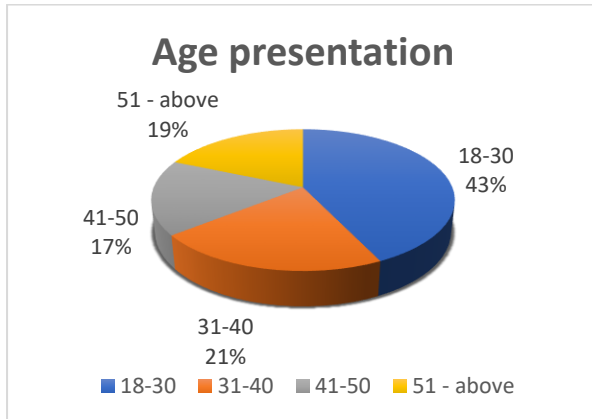


Figure 4.3 Age Representation.

The study sought to determine the employees age groups hence advised the employees to state their age group. The findings were shown in table 4.3 above. Figure 4.3 represent that the majority of the employee were between 18-30 years, represented by 43%, 21% were within the age bracket of 31-40 years, 17% were within the age bracket of 41-50 years and only 19% were within the age bracket of 51 years and above. This shows that majority of the employee were young and active and had not stayed in the hospital for a long time hence they do not understand the problems that affects most of the employees to quit the organization.

4.1.4 The Education level of employees.

Table 4.4 Education level representation.

Education level	Frequency	percentage
Secondary Level	6	8.6%
College level.	50	71.4%
University level	10	14.3%
Professional level	4	5.7%
Total	70	100%

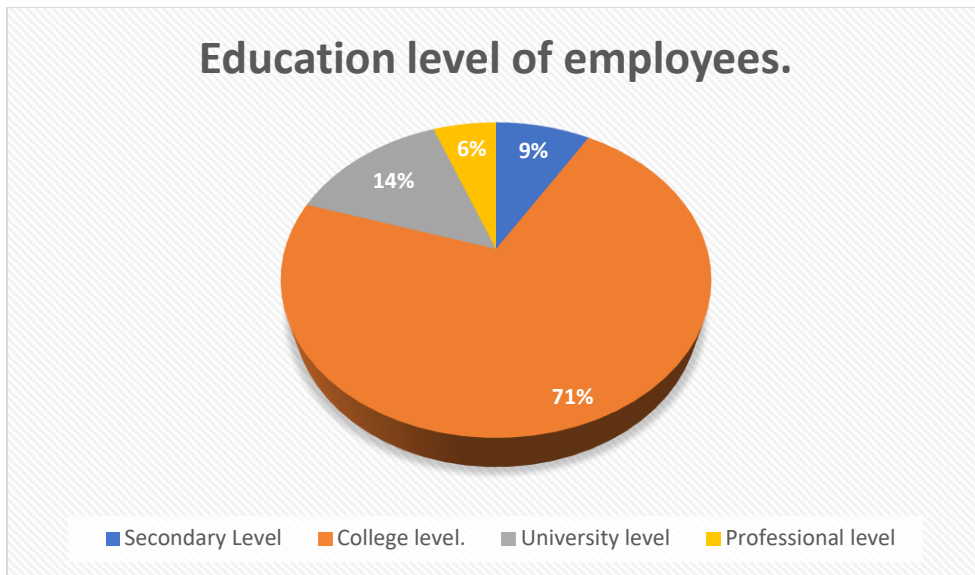


Figure 4.4 Education Level Presentation.

The study aimed to establish the education level of the employee in the organization and hence asked the employee to indicate their level of education and the findings were represented in table 4.4. figure 4.4 shows that the majority of the employee had college education level represented by 71%, 14% had university qualification, 9% represent employees who are of secondary level and only 6% of the employees had professional level. This shows that most of the employee were academically qualified in their respective career and hence understood the real factors that influence employee turnover on organizational medical service delivery.

4.1.5 Job title in the hospital.

Table 4.5 job title.

Title	Frequency	Percentage
Doctor	11	15.7%
Clinic officer	20	28.6%
Nurse	30	42.9%
Support staff	9	12.9%
Total	70	100%

Source; primary data 2023.

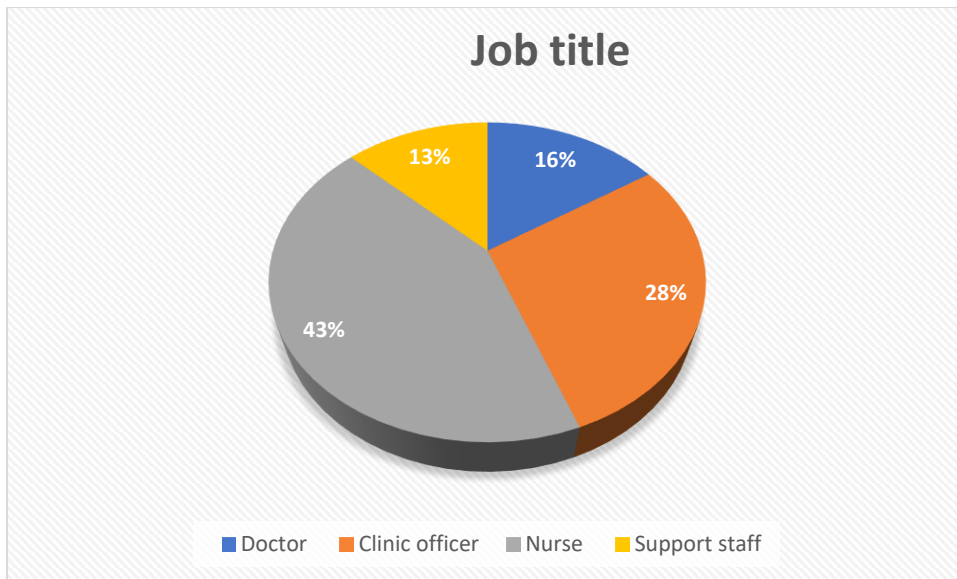


Figure 4.5 job title.

The study wanted to find out if the employees titles in the organization and access whether these employees have any idea about the cases of employee turnover in the hospital, the findings were presented in table 4.5. figure 4.5 shows that 43% were nurse employees, 28% were clinic officers, 16% were doctors and 13% were support staff employees who represented the smallest percentage in the hospital. Having 43% of nurse response in our research helped us to figure out the major impacts of employee turnover on the hospitals service delivery.

4.1.6. the Period of Service in the hospital.

Period	Frequency	Percentage
1-5 years	15	21.4%
6-10 years	28	40%
11-15 years	10	14.3%
16-20 years	15	21.4%
20 and above	2	2.9%
Total	70	100%

Source; primary data 2023.

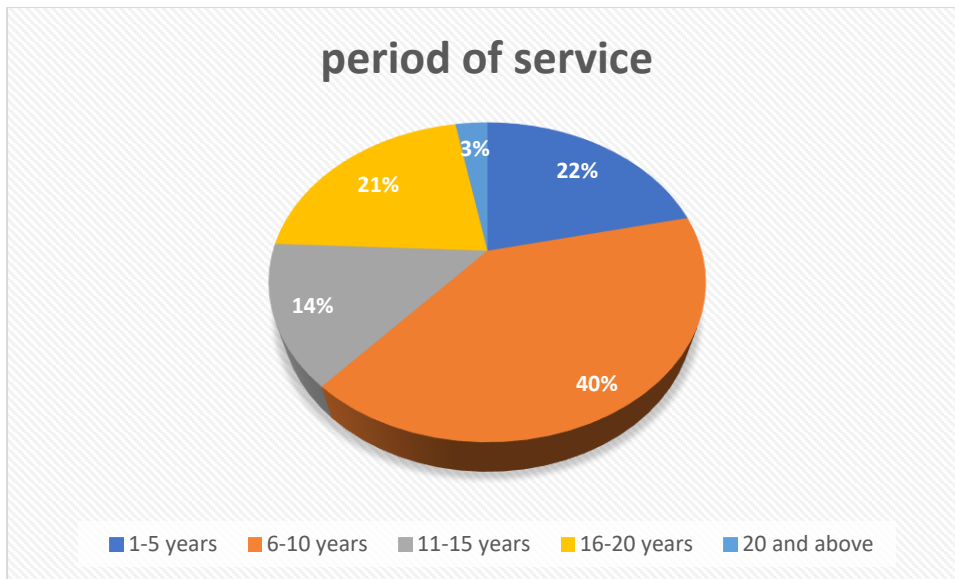


Figure 4.6 Period of Service.

The study requested respondent to indicate the number of years they had served for. From the findings the study established that 40 % of the respondents had worked for a period of ranging 6 to 10 years, 22% of the respondent indicated that they had worked for a period ranging between 1 to 5 years 21% of the respondents had served for 11 to 15 years,14% indicated that they had worked for 16 to 20 years and finally 3% of the respondents indicated to had worked for a period of 20 years and above, this implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.1.7 The Cases of Employee Turnover.

Table 4.7 Cases of Employee Turnover.

Response	Frequency	percentage
Yes	52	74.3%
No	18	25.7%
Total	70	100%

Source; primary data 2023.

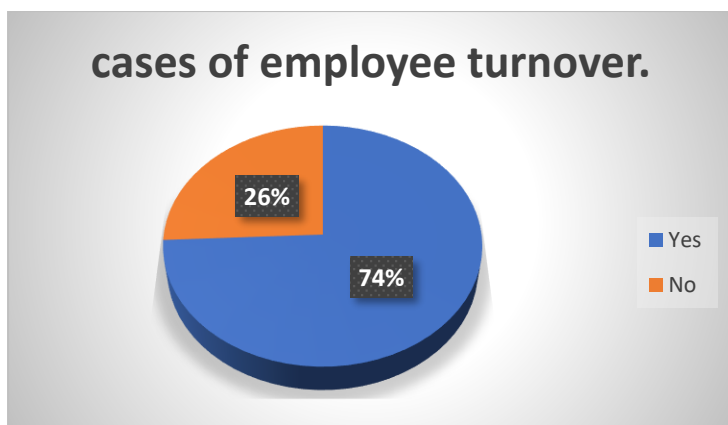


Figure 4.7 Cases of employee turnover.

The study wanted to find out if the organization experience cases of employee turnover hence advise employee to indicate cases of employee turnover in the organization, the findings were presented in table 4.7. figure 4.7 shows that the 74% of the employees felt that the organization experience cases of employee turnover and only 26% of the employee disagree with the majority. The majority explained that lack of reward management, lack of career growth, lack of health and safety and finally lack of motivation management discouraged employees leading to realization of increased employee turnover rate which affect organizational medical service delivery.

4.1.5 The Level of Employee turnover in the organization.

Table 4.5 Level of Employee turnover in the organization.

Response	Frequency	Percentage
Very high	30	42.9%
High	20	28.6%
Average	10	14.3%
Very low	8	11.4%
Low	2	2.9%
Total	70	100%

Source; primary data 2023.



Figure 4.5 Level of employee turnover.

The study sought to evaluate the level of employee turnover in the organization, hence advised the employees to rate the level of employee turnover. The findings were shown in table 4.5. figure 4.5 shows that the majority of the employee represented 43% rated the level of employee turnover to be very high, 29% rated the level of employee turnover to high, 14% rated the level of employee turnover as average 11% rate it as low and finally 3% of the employee rated it as very low. The employee clarified that the presented reward management packages were not satisfactory hence influenced most of the talented employees to quit the organization.

4.1.6 Employee Salary/Wages.

Table 4.6. Salary.

Response	Frequency	Percentage
Yes	28	40%
No	42	60%
Total	70	100%

Source; primary data 2023.

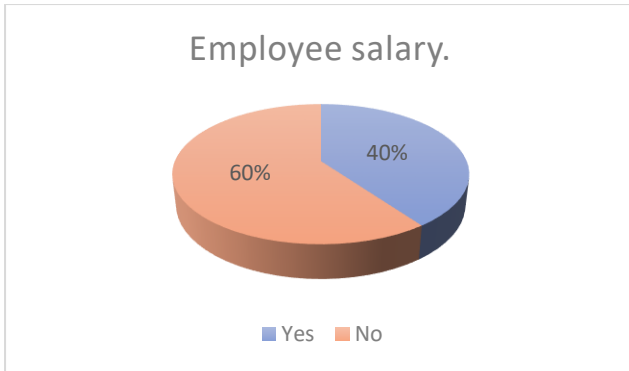


Figure 4.6. Salary.

The study sought to find out if the employees are happy with the basic salary offered by the organization. Figure 4.6 shows that majority of the employees are not happy with the level of salary they earned from the organization this is represented by 60% while 40% of the employees are happy with the salary this therefore declares that the organization should review the terms of payment in order to increase their wages, most of the employee sighted that the living standard are so high and cannot afford it.

4.1.7 Competitive pay and benefits.

Table 4.7 Competitive pay and benefits.

Response	Frequency	Percentage
Yes	30	42.9%
No	40	57.1%
Total	70	100%

Source; primary data 2023.

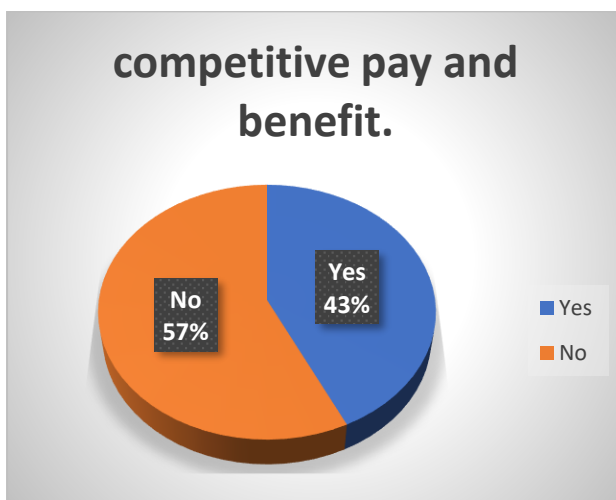


Figure 4.7 Competitive pay and benefits.

The study sought to find out if the organization offer a competitive pay and benefits, as indicated in table 4.7 clearly shows that the organization does not offer a competitive pay and benefits compared to other health institutions. 57% of the employees are of the option that the company does not offer a competitive pay and benefits while 43% strongly agreed that the organization offer a competitive pay and benefits. Majority of the employee stated that this one of reason that demotivated them from delivering their job hence leading them to leave the institute.

4.1.8 Nature of Motivation.

Table 4.8 Nature of Motivation.

Response	Agree	Disagree	Percentage
Commissions	20	-	28.6%
Bonuses	15	-	21.4%
Health allowances	5	-	7.1%
Basic salary	14	-	20%
Leave allowances	16	-	22.9%
Total	70		100%

Source; primary data 2023.

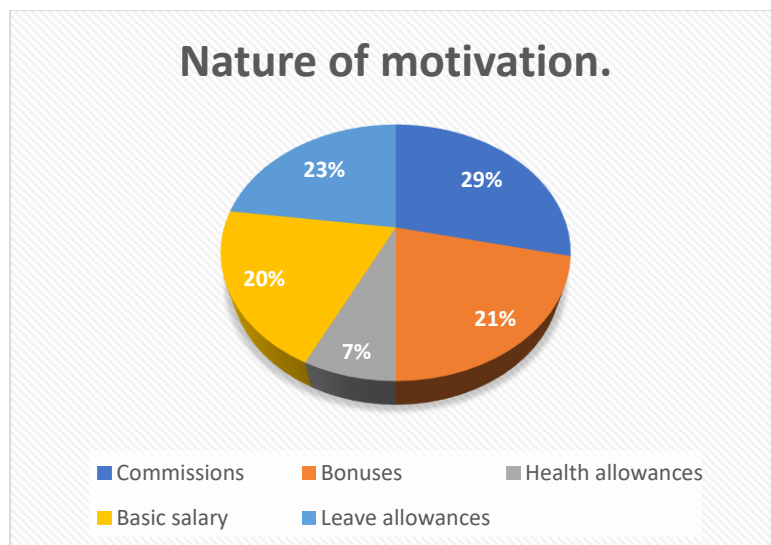


Figure 4.8 Nature of Motivation.

The study sought to determine the nature of motivation that the organization offer to the employees. Table 4.8 shows types of motivation. figure 4.8 clearly shows that the majority of employee agree that the organization offer different types of motivation. 29% represent commissions that employee sales from Credit and internet, 21% Bonuses, 7% Healthy Allowance, 20% Promotion and finally 23% Leave allowance neither of the employee disagreed with the nature of Motivation.

4.1.9 Career Growth.

Table 4.9 Career Growth.

Response	Frequency	Percentage
Yes	43	61.4%
No	27	38.6%
Total	70	100%

Source; primary data 2023.



Figure 4.9 Career Growth.

The study sought to determine if the organization offer opportunity for career growth. Table 4.9 shows that majority of the employee are of the opinion that the organization offer opportunity for Career Growth. Figure 4.9 represent that 61% of the employee agreed with the opinion while 39% disagreed with the opinion. They stated that it all depend with the managers that if they are in good terms with the managers then they will advance their careers with no frustrations and if they are not in good terms with the managers then more obstacle will be imposed to frustrate their goals and mission and eventually leave the hospital.

4.1.10 Decision Making

Table 4.10 Decision Making.

Response	Frequency	Percentage
Yes	59	84.3%
No	11	15.7%
Total	70	100%

Source; primary data 2023.

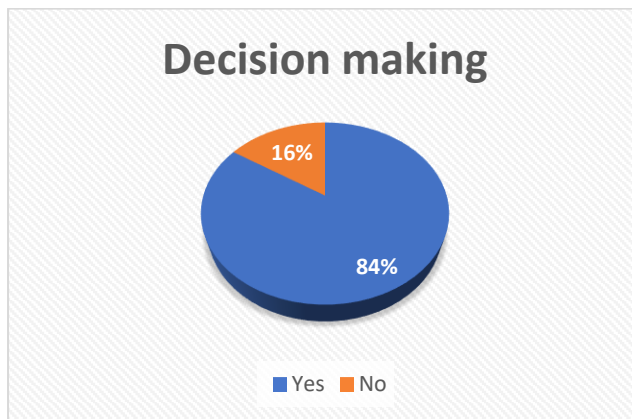


Figure 4.10 Decision Making.

The study sought to find out if the organization involved employees in the decision-making process. Table 4.10 shows that majority of the employee agree with the opinion that they are involved in decision making process. Figure 4.10 represent 84% agree while 16% Disagree with the opinion. This therefore shows that the hospital valued and acknowledged their input in decision making process.

4.1.11 Health Environment and Safety.

Table 4.11 Health Environment and Safety.

Response	frequency	Percentage
Yes	17	24.3%
No	53	76.7%
Total	70	100%

Source; primary data 2023.

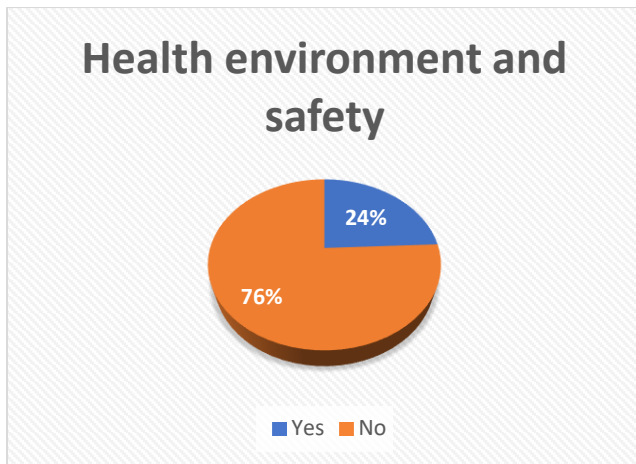


Figure 4.11 Health Environment and Safety.

The study sought to find out the if the hospital offers employees with a conducive environment to deliver services. Table 4.11 shows that majority of the employee disagreed with the opinion that the hospital provides a healthy atmosphere to deliver their services figure 4.11 represent 76% of the employees disagreed and 24% agreed of the opinion. Majority of the employee sighted that most of the hospitals within Uganda Country does not have enough facilities for the job, some of the employees stand for so long in the offices to perform their duties because of lack of facilities, others sighted that some of the hospitals do not have enough equipment to input their data and so this has led to lots of conflicts since they are fighting for the scarce resources in the hospital.

4.1.12 Work Life Balance.

Table 4.12 Work life Balance

Response	Frequency	Percentage
Yes	6	8.6%
No	64	91.4%
Total	70	100%

Source; primary data 2023.

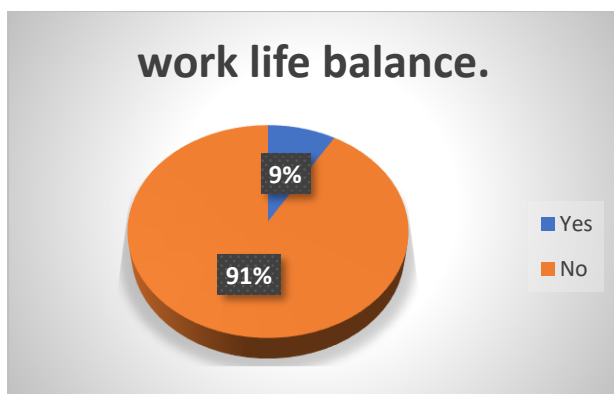


Figure 4.12 Work Life Balance.

The study sought to find out if the hospital provides flexible time for the employee to balance between work and personal life. Table 4.12 show that majority of the employees disagreed with the opinion of being given work life balance. Figure 4.12 shows that 91% of the employee are not happy with the flexible time while 9% of the employees are happy with the opinion. Majority of the employee sighted that they do not have time with their families because the hospital gives them unreasonable targets to accomplish which if you fail to attain the target the hospital terminates their contracts.

4.1.13 The Effects of Employee Turnover.

Table 4.13 Effects of Employee Turnover.

Response	Frequency	Percentage
Patients' dissatisfaction	30	42.9%
Disruptions to service delivery	15	21.4%
Loss of patients	20	28.6%
Increase in workload for employees	5	7.1%
Total	70	100%

Source; primary data 2023.

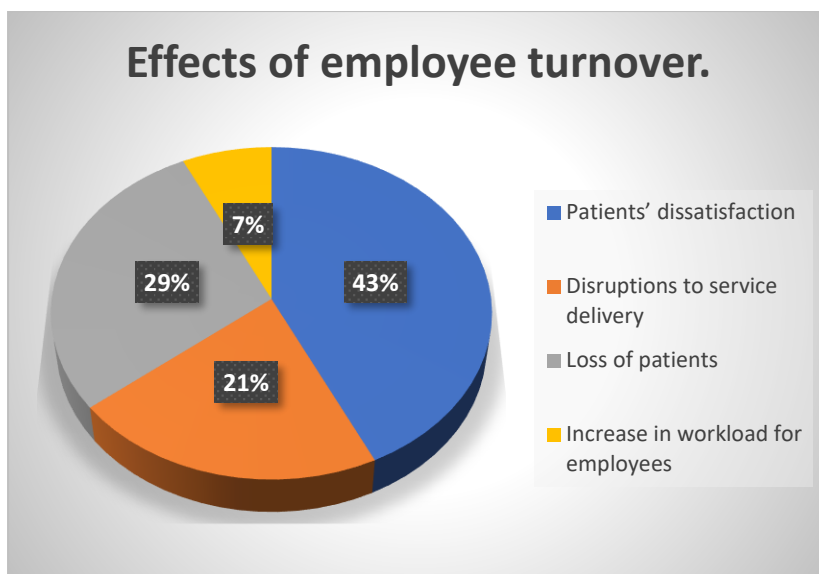


Figure 4.13 Effects of Employee Turnover.

The study sought to evaluate the effects of employee turnover in the hospital. The findings were represented in table 4.13. figure 4.13 shows that majority of the employee are of the opinion that employee turnover affects the medical service delivery of the hospital this is represented by 43%, 29% represent loss of patient's employees stating that the reasons for patients' frustration is efficient service and that the hospital should put in place programme to measure patients' satisfaction, 21% represent poor service delivery and finally 7% represent increased work load. This shows that the hospital should employ measures of retaining good employees in the organization because when a hospital losses valuable workforce there will be a negative effect on medical service delivery.

4.1.14. Action taken by the organization to reduce employee turnover.

Table 4.14 Action taken by the organization.

Response	Frequency	Percentage
Yes	62	88.6%
No	08	11.4%
Total	70	100%

Source; primary data 2023.



Figure 4.14 Action taken by the organization to reduce employee turnover.

The Study sought to assess if there is any action taken by the hospital to reduce the level of employee turnover. The findings were presented in table 4.14. figure 4.14 shows that 89% of the employee are of the opinion that the organization is making effort to reduce the level of employee turnover while 11% of the employee are of the opinion that the organization is making no effort to solve the problem of employee turnover. Majority of the employee stated that they would like to be employed permanently with the hospital because the issues of contracts are really frustrating them.

4.1.15 Strategies of managing employee turnover.

Strategies of managing employee turnover.	Frequency	Percentage
Competitive employee reward management.	33	47.1%
Foster employee career growth management.	9	12.9%
Providing good packages for employee health and safety management.	3	4.3%
Providing better ways of motivating employees.	25	35.7%
Total	70	100%

Source; primary data 2023



Figure 4.15 Strategies of Managing Employee Turnover.

The study wanted to find out if there any steps taken by the organization to tackle the problem of employee turnover. The findings were presented in table 4.15, figure 4.15 shows that majority 47% of the employee state that if there provided with a competitive employee reward management then they would stay in the hospital, 36% better ways of motivating employees, 13% foster employee career growth, and finally 4% are of the opinion that if they are given good packaged for employee healthy and security, they will not quit the organization. This therefore shows that if the organization could seriously take any of the above action sighted by the employee, then the hospital would not have this problem of employee turnover.

CHAPTER FIVE

SUMMARY, RECOMMENTATIONS AND CONCLUSIONS

5.0 Introduction.

This chapter consists of summary of major findings, a conclusion for the study based on findings and recommendations made by the researcher from the findings of the study.

5.1 Summary of major Findings.

Most employees showed that the organization was undergoing high cases of employee turnover.

The level of employees' turnover was shown by majority of staffs to be high. Majority of the employees indicated that lack of Employee Reward, lack of Career Growth, lack of Health and safety and lack of Employee Motivation causes employee turnover in the organization. The majority also felt that employees' turnover affected organizational medical service delivery. The study found out that high rate of employees' turnover affected negatively on organizational medical service delivery since most of the experienced and highly productive staffs were leaving and it took time before the newly employed staff could learn the required skills for performing the organization work successfully.

5.1.1 Employee Reward Management on the organizational medical service delivery at hospital regional referral?

The study findings indicated that reward management affects employee turnover on organizational medical service delivery which was represented by 63% while 37% said it does not affect. The respondents stated that that the organization needed current strategies for reducing employee turnover rates since the Basic Salary, Bonuses and Pension offered to employees were not satisfactory and did not reward employees work performance. This was noted to reduce the level of employees' motivation and hence lead to realization of increased cases of employees' turnover rates.

5.1.2 Career Growth on organizational medical service delivery at fort portal regional referral hospital Uganda?

The respondents stated that lack of Employee Career Growth denied the employees with an opportunity for skills development and this encouraged most of the employees to leave the

hospital and look for jobs in other health institutions that presented career development opportunities.

The study noted that the organization management was not committed to employees skills and development and this hindered exposure of employees to various career development opportunities such as training and delegation, Mentoring program and job Rotation. The study exposed those employees were not supported to short term courses such as team building and seminars, few numbers of managers failed to mentor and coach employees on various aspects of organization job task functions. This hindered employees from acquiring new skills and negatively affected career development amongst the employees.

5.1.3 Employee Health and Safety on Organizational medical service delivery at fort portal regional referral hospital?

76% of the respondents stated that Employee Health and Safety Management had a significant influence on employees' turnover rate since unfavourable working environment, organizational support and work life balance influenced most of the employees to seek job elsewhere. The study clearly noted that the existence of safe working environment increased the level of employees job satisfaction and this acted as key retention strategy that minimized employee turnover rates.

The study however, noted that most employees did not enjoy working in the organization since the management created bad working environment that portrayed low level of employee appreciation.

The study noted that employee turnover affected negatively on organizational medical service delivery since the hospital did not have effective methods for managing the employees turnover challenges. It was discovered that the hospital did not have effective human resource planning strategies that helped in shaping future labour demands and replacement of employees during occurrence of high employee turnover rates.

The findings also found out that employee turnover was expensive and disruptive. It declined the outputs and is disruptive as it entails the schedules and programmes to be adjusted. It causes the hospital to lose a lot of money because they have to employ other employees to come and help.

5.1.4 Employee Motivation on the Organizational medical service delivery at fort portal regional referral hospital in fort portal city?

The study findings indicated that Employee Motivation Management affects Employee Turnover on Organizational medical service delivery. The respondents stated that low level of Employee Motivation influenced realization of increased employee turnover rate since lack of Job Promotion, Monetary incentives and Decision-Making processes lowered the level of motivation amongst the hard-working employees.

5.2 Recommendations of the Findings.

The followings are the recommendations from the analysis of results.

The study recommends that the hospital re-evaluates its salary and benefits package as the employees recognize the money they are paid as a direct indication of the value the organization has placed on their services. This can help boost the morale and motivation of the employees and consequently, their service delivery.

The study recommends that the organization should offer opportunities for Employee Career Growth. Creation of opportunities for Career Advancement may help employee to become more competent and enjoy their job even better.

The hospital should improve the working conditions within the hospital. The working environment should be conducive for employee's health and safety in the organization. It is important to ensure a conducive working environment which enhances efficiency and productivity. When the adverse effects of the working environment are not attended to by the organization employees may lose interest in the work and might leave the organization.

The study recommends that the hospital should ensure that employees are given chance for job promotions and also be given good monetary incentives and finally involved them in the decision-making process in any issues that will affect them in the hospital. Employee involvement should be through meetings with their managers.

The hospital should reduce employee turnover to improve organizational medical service delivery by retaining the best employees, thus quality of service delivery will be improved within the hospital.

5.3 Conclusions.

The study concluded that lack of reward management, lack of career growth management, lack of health and safety management and lack of motivation management affected negatively to the organizational medical service delivery hence influenced the realization of increased employee turnover.

5.4 Recommendations for Further Studies.

Suggestions for further studies are hence strongly recommended on effects of employee turnover on organizational policies and leadership styles and on the effects of employee turnover on organizational succession planning. Further studies should also be carried out to investigate other elements that might be affecting employee turnover in organizations currently and in the future.

Finally, the researcher requests studies to be conducted on application of human resource management best practices that leads to reducing employee turnover rates and come up with better solutions to solve employee turnover problems.

APPENDIX I

RESEARCH QUESTIONNAIRE.

LETTER OF INTRODUCTION

Innocent Mutatina, 0785800399

P.O Box 4 Mukono

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: APPLIED QUESTIONNAIRE

I am a student at Uganda Christian University undertaking a bachelor degree in Business Administration. I am currently doing a research project on labour Turnover on Organizational medical service delivery in health institution of Fort Portal as a partial fulfilment of my degree requirements.

Attached is a questionnaire kindly assist in providing the information which will make my study successful,

May I also take this opportunity to assure you that all the information volunteered to me by all the employees will be strictly used in my research only and not for any other purpose. Please note that any information volunteered in this question will be treated with utmost confidentiality.

Sincerely,

Innocent Mutatina.

Kindly answer the questions by ticking in the appropriate box and write in the space provided.

SECTION A: BACKGROUND INFORMATION

1. Kindly indicate your Gender.

Male

Female

2. Age bracket

- 18yrs -30yr
- 31yrs - 40yrs
- 41yrs - 50yrs
- 51 yrs and above

3. Highest education level

- Secondary Level
- College level
- University level
- Professional level

Specify.....

Biodata of the employees.

What is your job title in the hospital?

- Doctor
- Clinical officer
- Nurse
- Support staff

For how long have you been working in Fort Portal referral hospital?

- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Above 20 years.

SECTION B: EMPLOYEE REWARD MANAGEMENT

4. Are you satisfied with the level of salary offered by the organization?

Yes

No

5. Does the organization offer a competitive salary/wage compared to other health institutions?

Yes

No

6. Are you paid your benefits when you leave the company?

Yes

No

SECTION C: EMPLOYEE HEALTHY & SAFETY MANAGEMENT

7. Does the hospital or institution provides a healthy and safety environment for employee to perform their duties?

Yes

No

8. Does the hospital or institution provide flexible time to be able to balance work and personal life?

Yes

No

SECTION D: EMPLOYEE MOTIVATION MANAGEMENT.

9. What kind of Motivation does the company provide to motivates employees?

Commission

Bonus

Healthy allowance

Basic salary

Leave allowance.

10. Does the organization involve employee in decision making?

Yes

No

11. Does the company offer opportunity for job promotion?

Yes

No

SECTION E: EFFECTS OF EMPLOYEE TURNOVER

12. Does the institution experience case of employee turnover?

Yes

No

13. Does employee turnover affect the organizational medical service delivery?

Yes

No

If yes or no kindly

explain.....
.....
.....
.....
.....

14. How could you rate the level of employee turnover in the organization?

Very high

- High
- Average
- Low Very
- low

15. Kindly tick at the space provided in the table below the extent to which the following effects of employee turnover affects organizational medical service delivery.

1= None, 2= small extent, 3= moderate, 4= large extent, 5= very large extent.

Effects of employee turnover on organizational medical service delivery.	1	2	3	4	5
Patients Dissatisfaction					
Disruption to service delivery					
Loss of patients					
Increase in workload for employees.					

SECTION F: STRATEGY OF MANAGING EMPLOYEE TURNOVER.

16. Are there any actions taken by the organization to manage employee turnover?

- Yes
- No

17. Kindly tick at the space provided in the table below the extent to which the following promising solutions for managing employee turnover could affect organizational medical service delivery. 1= None, 2= small extent, 3= moderate, 4= large extent, 5= very large extent.

Strategies of managing employee turnover	Frequency	Percentage
Competitive Employee Reward Management		
foster Employee Career Growth Management		
Create an open communication environment		
Providing good packages for employee health and safety management		
Providing better ways of motivating employees		
Total		

Thank you, good luck

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APPENDIX II INTRODUCTION LETTER



UGANDA CHRISTIAN
UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

1st Aug 2023

TO WHOM IT MAY CONCERN

Name: MUTAANA K. INNOCENT Reg. No. J21B05/454

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

"IMPACT OF LABOUR TURNOVER ON ORGANIZATIONAL MEDICAL
SERVICE DELIVERY"

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in blue ink, appearing to read 'Mukisa Simon Peter'.

Mukisa Simon Peter
Research coordinator