

THE INFLUENCE OF HUMAN RESOURCE POLICIES ON EMPLOYEE TURNOVER: A CASE STUDY OF NGORA DISTRICT LOCAL GOVERNMENT IN UGANDA

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**UGANDA CHRISTIAN
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DECLARATION

I, Aguti Margaret, hereby declare that the work contained in this proposal titled, "The influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda" is my original and has never been submitted to any academic institution for any award.

Sign  ----- Date 31/03/2026 -----

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APPROVAL

This is to certify that this research proposal titled, “The influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda” has been written under my supervision and it is now ready for submission to the Department of Education with my approval.



Signature: -----

Date: 31/03/2026

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ACROYNMS

AST	Adaptive Structuration Theory
CVI	Content Validity Index
ICT	Information Communication Technology
ISO	International Organization for Standardization
NAR	National Access Report
UNCST	Uganda National Council of Science and Technology
USE	Universal Secondary Education

ABSTRACT

The purpose of this study was to assess how human resource policies affect employee turnover. A case study of Ngora District local government in Uganda.

The objectives of the study were.

To find out how compensation affects employee turnover.

To determine the effect of communication policy on employee turnover.

To determine how performance appraisal affect employee turnover within Ngora District Local Government. The research utilized a cross-sectional research design, where data was collected from 50 respondents and 55 staff, of which some were permanent and others contract employees across all major departments and sectors.

E.g. Management and administration, health services, education and sports, finance, production and marketing, works and technical service, community based services, natural resources, planning , internal audit, trade industry and commercial services , statutory bodies , political wing ,office of resident district commissioner, information and ICT unit, district procurement and disposal unit, lower local government administration, specialized units within departments e.g. registry and statistics.

The research findings revealed that there were unclear compensation structures, poor communication channels and ineffective performance appraisal systems contributing to low job satisfaction and high turnover among employees.

The study recommends that Ngora district local government prioritizes fair and competitive compensation, clear communication of HR policies, implement effective performance appraisal systems focusing on fair promotions, feedback and career growth to increase retention and reduce employee turnover.

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CHAPTER ONE

INTRODUCTION

1.0. Introduction

This research aimed at investigating the influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda. This chapter focused on the background to the study, the problem statement, purpose and objectives of the study, research questions, and hypothesis. In addition, it focused on the scope of the study, the justification of the study, significance of the study, and conceptual framework (**Workforce Trends Report, 2024**).

1.1. Background to the Study

This segment of the study presents four sub-sections: historical, theoretical, conceptual and contextual background as detailed hereunder:

1.1.1. Historical Background

Globally, organizations invest considerable resources in developing strategic HR policies to enhance employee retention. According to Gallagher's *2024 Workforce Trends Report*, the number one concern for HR among the 4,000 organizations surveyed is employee retention, with HR policies recognized as a contributing factor to turnover.

Employee turnover in Africa is a complex issue driven by multiple factors like human resource policies, organizational culture and changing labor markets. Although continent wide statistics are difficult to aggregate research indicates that sectors with poorly defined frameworks or seasonal demand frequently experience very high turnover rates often ranging from **30–79%**. Conversely, organizations that implement optimized policies specifically those addressing fair compensation clear career development paths, strong employee engagement and overall well-being are often successful in substantially reducing employee turnover thereby improving retention and strengthening organizational performance (Aurelien, 2024).

Within the Republic of Uganda, the dynamics of employee turnover are situated within a challenging and evolving labor market. Speaking at a breakfast dinner organized by *Daily Monitor* and the Human Resource Managers Association of Uganda (HRMAU), they said that the rate at which employees are switching jobs is high ("Daily Monitor," 2021). The country's

labor force has grown, yet it is marked by persistent skills and qualifications mismatches between what educational institutions provide and what the market demands. This is compounded by rising unemployment and underemployment, particularly among the youth, which often forces individuals into low-paying and informal work as a means of survival. These factors create a complex environment where HR practices must contend with both a surplus of available labor and a shortage of appropriately skilled talent, making the retention of qualified personnel a paramount concern. That is why the HR policies should be looked at to reduce on employee turnover (Ssemambo & Kamulegeya, 2023).

Local planning reports indicate that Ngora's workforce spans agriculture, health, education, and administrative sectors. Turnover rates for the sectors are up to 70% challenges such as high informal employment, youth employment gaps, and under-resourced public service departments suggest turnover risks are present across multiple sectors. Addressing these requires integrating human resource management strategies into the broader District Development Plan and monitoring employee satisfaction systematically (employment and skills status report (ESSR 2022)

1.1.2. Theoretical Background

The influence of human resource policies on employee turnover is grounded in several theories: Herzberg's Two-Factor Theory, which distinguishes hygiene factors from motivators (Herzberg 1959), and Blau's Social Exchange Theory, which emphasizes reciprocity in relationships (Blau 1964). Employees exchange effort for rewards; perceived fairness in HR policies fosters commitment and reduces turnover.

1.1.3. Conceptual Background

The research looked at the influence of human resource policies as independent variable and employee turnover as a dependent variable. The following terms were frequently used during the research process and are explained accordingly:

Human Resource (HR) policies and practices serve as strategic instruments to influence employee behavior, enhance satisfaction and reduce turnover intentions (TI). Contemporary research consistently highlights that well-designed and implemented HR policies can significantly mitigate voluntary and involuntary turnover while fostering organizational loyalty and engagement (Dennis, 2023).

Employee turnover is the rate at which staff members leave an organization, this is a major challenge affecting organizational productivity, morale and financial performance as described by (Daniela, 2025). Employee Turnover is defined as the rate at which employees leave an organization over a given period (Yu Chenshu, 2024). It can be categorized as voluntary (employee choice) or involuntary (employer choice), and as functional (poor performers leaving) or dysfunctional (high performers leaving).

For this study, the primary focus, as identified in the conceptual framework, is on Turnover Intentions, Organizational Commitment, and Job Satisfaction, which are leading indicators of actual voluntary turnover.

1.1.4. Contextual Background

Local planning reports indicate that Ngora's workforce spans agriculture, health, education, and administrative sectors. Turnover rates for the sectors are up to 70% challenges such as high informal employment, youth employment gaps, and under-resourced public service departments suggest turnover risks are present across multiple sectors. Addressing these requires integrating human resource management strategies into the broader District Development Plan and monitoring employee satisfaction systematically (employment and skills status report (ESSR 2022)

1.3. Statement of the Problem

The Ngora District Local Government is mandated to deliver effective public services; also, it requires a stable and competent workforce. However, the district appears to be grappling with a challenge of persistent employee turnover. This high turnover rate translates directly into significant operational inefficiencies which include delay in filling vacant posts, continuous loss of skilled personnel, increased financial burden from constant recruitment and training, and a general reduction in quality and consistency of the services delivered to the citizens of Ngora (MOFPED and Ngora district Performance reports,2022/23) and (Ngora district VLRs,2024). While the general challenge of turnover in Ugandan Local Governments is acknowledged, there lies a distinct gap in documented research pinpointing to specific influence of the district's HR policies on this turnover. It is unclear if the problem lies with the policies themselves (e.g., non-competitive pay, rigid performance reviews), or with their inconsistent implementation.

Therefore, the main problem is the sustained loss of personnel, and the unknown variable is the direct role of Ngora District's HR policies in either driving or failing to prevent this weakness. This study seeks to address this knowledge gap by offering a focused analysis of how the district's HR policies influence employee turnover.

1.3. Purpose of the Study

This study was at finding the influence of Human Resource policies on employee turnover in Ngora District Local Government in Uganda.

1.4. Objectives of the Study

- i. The study was carried out to examine how compensation affects employee turnover within Ngora District Local Government.
- ii. The study was carried out to determine the effect of communication policy on employee turnover within Ngora District Local Government.
- iii. The study was carried out to determine how performance appraisals influence employee turnover within Ngora District Local Government.

1.5. Research Questions

These were the guiding research questions;

- i. What is the influence of compensation on employee turnover within Ngora District Local Government?
- ii. How has communication on HR policies affected employee turnover within Ngora District Local Government
- iii. How has performance appraisal influenced employee turnover within Ngora District Local Government?

1.6. Scope of the Study

In this section, the researcher outlines the geographical scope, the content scope and the time scope of the study as given below.

1.6.1. The Geographical Scope

This study was carried out in Ngora District, which is located in the Eastern Region of Republic of Uganda. The study population included employees from various sectors and departments

within the District Local Government. This area was selected due to continuous employee turnover in relation to specific HR policies and its rural setting with the aim to compare decision-making by different stakeholders while using specified HR policies to manage employee related turnover.

1.6.2. The Content Scope

This study, was restricted to only assessing the relationship between specific human resource policies (compensation, communication of HR policies, and performance appraisal) on Employee Turnover. Other HR policy aspects or general economic factors were considered only as confounding variables.

1.6.3. The Time Scope

This activity was focused on HR policies and the employee turnover data spanning the last three to five years, from 2021 to 2025. This period is permissible for the analysis of recent trends and policy implementations.

1.7. Justification of the Study

Participation in Voluntary Local Reviews as part of the efforts to implement the 2030 SDG agenda as a commitment to mandatory development. The need to establish the factors contributing to the employee turnover. Early results indicated gaps in human resource policies attributes associated with compensation, communication of HR policies, and performance appraisal functions and Studying HR policy influence on employee turnover is crucial for Cost Savings: Reducing turnover saves recruitment and training costs. Productivity: Retaining talent maintains productivity and service delivery. Institutional Knowledge: Long-serving employees preserve critical knowledge. Employee Morale: Fair HR policies boost morale and retention and Service Delivery: Stable workforce ensures consistent public services. For Ngora District Local Government, understanding HR policy impacts can inform strategies to improve retention.

1.8. Significance of the Study

This study is intended to find the challenges and provide solutions to the bodies mentioned below.

Ngora District Local Government Management: The results will provide the District Service Commission and the Chief Administrative Officer (CAO) with empirical data on which specific HR policies are contributing to high staff turnover. This information is crucial for informed decision-making and for revising or implementing more effective retention-focused HR strategies.

The Ministry of Public Service, Uganda: The results provide understanding of HR policy effectiveness within decentralized local governments. The Ministry can use the findings and information to inform the review and amendment of the Public Service Standing Orders to better address local government-specific retention challenges.

Academicians and Researchers: The results will add to the available Human Resource Management literature, especially with context to African Local Governments. It will provide a foundation and reference point for future research on employee turnover and HR practices in the public sector.

Employees of Ngora District: By identifying the policy gaps, the study will indirectly advocate for better working conditions, fairer compensation, and clearer career progression paths, which will benefit the staff.

1.8. Conceptual Framework

This section visually presents the relationship between (HR Policies) as an independent variable and (Employee Turnover) as a dependent variable which shows how different components of HR policies are hypothesized to influence employee turnover.

Figure 1.1. This Conceptual framework shows the relationship between records management practices, and school management decisions.

Independent Variable (IV)

Dependent Variable (DV)

HR Policies

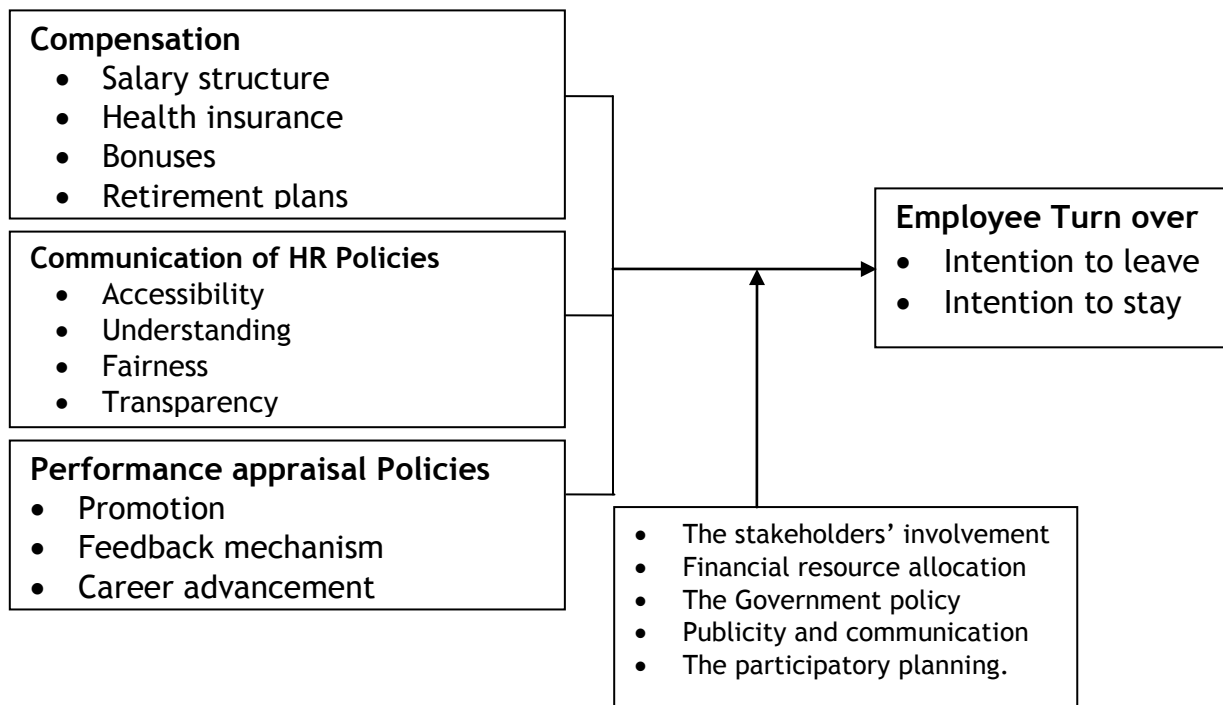


Figure 1.1. The Conceptual Framework

Source: This was developed with reference to Rains & Bonito (2017).

The conceptual framework as shown in **Figure 1.1** above presents the human resource policies as the independent variable and employee turnover as the dependent variable. HR policies were operationalized through factors like **compensation** which includes (bonuses , salary structure, insurance), **communication** (accessibility, fairness, transparency), and **performance appraisal** (promotion, feedback, career growth). Employee turnover was measured by **intentions to leave** or **stay**; while contributing factors such as financial resources, stakeholder involvement, government policy, and participatory planning were held constant.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

Here we are looking at the existing literature to the top findings of study; the effects that the Human Resource (HR) policies have on employee turnover, structured to first define and review the theoretical of the study, and then into empirical studies concerning the specific independent variables compensation, communication, together with performance appraisal and relationship with the dependent variable which in this case is employee turnover.

2.1. Influence of Compensation on Employee Turnover

This is the financial and non-financial rewards employees receive as compensation for their labor. It includes salary structure, health insurance, bonuses and retirement plans. Competitive and equitable compensation acts as a strong incentive and a recognition of the employee's value, which positively influences their decision to stay. A lot of studies state that effective compensation has a major effect on employee morale and organizational performance. As stated by **Benson & Brown, (2023)**, the most popular retention strategies reported by HR managers is related to compensation. **Wills (2024)** further shows us that compensation is considered to be the most important factor for attracting and retaining employees (**Kinnear & Sutherland, 2023**). **Maertz & Griffeth, (2024)** stated that factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security at work premises were reported by employees as key motivational incentive that influenced their retention and longer stay in the organizations. **Cappelli (2020)** emphasized that due to the fact that employees are benchmarking and noticing, organizations can not set themselves apart from their competitors by means of remuneration, which minimizes the impact of financial rewards on employee retention.

A number of studies done globally speak strongly to the, inverse relationship between competitive compensation and employee turnover.

Dennis (2023) stated, in a study on private sector firms and found out that a good compensation package beyond just base salary greatly reduced turnover intentions (TI). The study also stated that health benefits and retirement plan often serve as **golden handcuffs** which increase the cost of leaving hence boosting the long-term organizational commitment.

In the African context Aurelien, (2024) highlighted that in sectors with high turnover (30-79%) the primary driver was often below market wages and delayed salary payments. The report suggested that optimizing compensation policies could be the single most effective intervention to improve retention.

The application to the public sector particularly in Uganda is critical. Studies by Ssemambo & Kamulegeya (2023) suggest that while public sector compensation is often standardized the lack of timely and fair pay increments coupled with high cost of living which makes the existing compensation policy an active factor in driving qualified personnel toward the better paying private sector or opportunities abroad.

The findings suggest that employees did not perceive their compensations as fair and competitive are more likely nursing intentions to turnover rather than to stay working with Ngora district. Salary structure and health insurance have a significant impact on employee turnover. Bonuses though to a lesser extent do influence. Fair and transparent compensation can reduce turnover. Ngora district local government should prioritize fair and competitive compensation packages to reduce employee turnover and increase retention.

2.2. Influence of Communication Policy on Employee Turnover

This variable encompasses how effectively HR policies are developed, disseminated, understood, and perceived as fair and transparent by the workforce. Accessibility, understanding, fairness, and transparency are key dimensions. When policies are clearly communicated, they reduce ambiguity, manage expectations, and foster trust, which are critical elements in building organizational commitment (Quantum Workplace, 2021).

Poor communication of Human Resource (HR) policies is a significant driver of employee turnover, primarily by fostering an environment of mistrust, perceived unfairness, and role ambiguity (García, 2023). When organizations fail to provide transparent, consistent, and accessible communication regarding critical policies especially those related to compensation, performance management, and career progression employees often assume the worst, leading to high levels of dissatisfaction (Rajashekar & Jain, 2023). A lack of transparency about salary and reward structures is specifically cited as a major factor increasing the feeling to quit (Team Sense, 2025). Furthermore, without clear communication, employees lack role clarity and may

not understand expectations or how their performance is evaluated which breeds stress, disengagement and a perception that the organization is not genuinely investing in their well-being or future causing them to seek out more supportive and transparent workplaces (Nuvriasari, 2024).

This communication failure directly undermines the psychological contract and social exchange between the employee and the organization. When employees perceive a breach of the expected exchange e.g., effort for fair treatment or clear guidance. Their organizational commitment and loyalty decline rapidly (Memon et al., 2021). Studies consistently show that open communication, which includes providing employees with information, encouraging two-way feedback, and ensuring continuity between initial promises and daily reality, is strongly linked to employee engagement and reduced turnover intentions (Emerald Publishing, 2020). Therefore, to mitigate turnover HR communication must be strategic focusing not just on the content of the policies but also on ensuring employees perceive the procedures as fair, accessible, and aligned with organizational values (Afinida HR, 2025).

The clarity and transparency of HR communication are significant non-financial factors influencing retention.

Research by Daniela (2025) indicates that employees often leave due to a lack of understanding or miscommunication regarding organizational expectations and policies, rather than the policies themselves being fundamentally flawed. Fairness and transparency in the application of rules mediated through effective communication are vital for maintaining job satisfaction.

In the context of local governments where bureaucracy is often high the ESSR (2022) for Ngora suggests that under resourced public service departments struggle with monitoring and communication. This implies that even well intended HR policies may fail to achieve their retention objective if employees are unaware or lack access to them.

2.3. The Influence of Performance Appraisal on Employee Turnover

This involves formal assessment of an employee's job performance coupled with the system for career advancement. Key aspects include promotion policies, feedback mechanisms, and career advancement opportunities. A performance appraisal system that is fair, objective and linked helps in career growth (promotions) this shows the employee that the organization is invested in

their future which reducing the likelihood of them seeking opportunities elsewhere (Dajani, 2022).

This means that poorly designed or poorly implemented Performance Appraisal (PA) policies significantly contribute to employee turnover by creating perceptions of unfairness, lack of growth opportunity, and demotivation (Hameed, 2021). When the appraisal system is viewed as subjective and inconsistent it leads to outcomes like rewards and promotions. It shows high-performing employees that their hard work is neither accurately recognized nor valued (Ahmed, 2024). If promotion criteria are unclear and appraisal feedback mechanism is absent without constructive developmental guidance employees feel stagnated and see no clear path for career advancement within the organization (Chen, 2021). The failure of PA policies to demonstrate a tangible investment in the employee's future destroys their organizational commitment and incentivizes them to seek employers who offer merit-based progression and objective recognition (Saleh, 2023).

The lack of perceived justice inherent in a flawed PA system violates the core principles of the psychological contract. Employees expect that excellent performance will be met with fair and equitable rewards (distributive justice) and that the assessment process itself is unbiased (procedural justice). When employees perceive that the process is simply a bureaucratic exercise with no consequences for poor performers and no real benefit for high performers, their job satisfaction plummets (Khan, 2023). This sense of inequity and procedural unfairness is highly correlated with increased turnover intentions (Jiang & Messersmith, 2021). Therefore, effective PA policies must be transparent, objective, consistently applied, and demonstrably linked to developmental feedback and legitimate career advancement opportunities to function as a retention tool rather than a driver of employee departure (Saha & Shrivastava, 2024).

The mechanism for evaluating and rewarding performance is a major determinant of employee perception of fairness and opportunity. Global workforce reports such as the Workforce Trends Report (2024), emphasize that poor or rigid performance appraisal systems that do not offer meaningful feedback mechanisms are major drivers of disengagement and voluntary turnover. When an employee feels their hard work is not being recognized or is unfairly evaluated their organizational commitment plummets.

Specifically concerning local governments like Ngora Local Government the linkage between appraisal, promotion, and career advancement was crucial. The performance appraisal system was seen as a mere formality that did not lead to tangible rewards or career progression. The highly skilled employees in most cases left viewing the organization as a "dead end." The development of clear appraisal policies is a key retention strategy.

2.4. Research Gaps

The literature generally establishes a strong link between HR policies and turnover which is a significant contextual gap remains:

Context-Specific Empirical Evidence: The distinct absence of specific practical evidence that examines influences of Ngora District Local Government's HR policies on its employee turnover. The general literature on Ugandan local governments is useful but it does not account for the unique administrative and socio-economic context of Ngora.

Policy versus Implementation Distinction: The existing literature often addressed general "HR practices." The activity was meant to close the gap by finding out whether the problem in Ngora is with the HR policies themselves e.g., non-competitive pay or their implementation e.g., lack of communication, unfair appraisal application as highlighted in the problem statement.

Integrated View: This study provided an integrated view of three key policies compensation, communication, and appraisal simultaneously allowing the Ngora District to prioritize its retention efforts based on the relative influence of each factor.

This research therefore, filled these gaps by providing verifiable contextual understanding to inform targeted retention strategies for the Ngora District Local Government.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

Here we explain the research design, study area, sources of information and data, population and sample selection of the people who were interviewed, the measurements levels, the variables and the indicators, procedure for data collection, data collection instruments data collection methods, quality and error control, strategy for data processing, analysis and interpretation, ethical considerations and approvals, as well as the anticipated research limitations and challenges faced during the activity.

3.1. The Research Design

The research used a Cross-Sectional Study Approach making use of a Mixed Methods Approach (quantitative dominant). Quantitative Approach: This was used to collect numerical data to establish the statistical relationships between the independent variables stated (compensation, communication, performance appraisal) and the dependent variable (employee turnover intentions). This design was suitable for answering the "What is the influence?" and "To what extent?" research questions. Qualitative Approach: This involved interview with key informants to provide in-depth context explore reasons behind the turnover statistics and understand the nuances of HR policy implementation and employee perception thus enriching the quantitative findings. Cross-Sectional: This data was collected at a single point in time from multiple employees within Ngora District Local Government.

3.2. Area of Study

This research was carried out in Ngora District Local Government, which is located in the Eastern Region of the Republic of Uganda as specified in the geographical scope in **(Section 1.6.1)**. This site was chosen because it is the selected area experiencing persistent employee turnover problem the study seeks to address.

3.3. Sources of Information

The primary and secondary data sources were used in gathering the most accurate information.

3.3.1. The Primary data

The primary data was collected from the study respondents, this was data collected was aided by questionnaires, interview guides and focus group discussions. These questionnaires were designed using Likert scale.

3.3.2. The Secondary data

The secondary data was collected from studies, surveys, available newspapers, written journals, magazines and statements from experts with same topic studies like published documents, government reports, school archives and available free to use NGO reports that were used to investigate the influence of Human Resource policies on employee turnover in Ngora District Local Government in Uganda.

3.4. Population and Sampling Techniques

3.4.1. Population

The study population comprised 55 staff, of whom some were permanent workers and others contract employees of Ngora District Local Government in the departments of management and administration, health services, education and sports, finance, production and marketing. According to the recent District Staffing Lists estimated to be approximately 603 staff members.

3.4.2. Sample Size Determination.

According to **Hajian-Tilak (2014)**, a sample size is the number of individuals, objects or participants used in a survey. The study sample was selected following the recommendations of Morgan and Krejcie (1970) table in determining sample size to represent a cross section of people in this study since we are able to calculate the sample size of each category of respondent. In this regard, out of 55 target population, 50 sample size was considered for this research. Assistants to Heads of departments were selected to provide quantitative data. On the other hand, heads of departments in major departments and sectors, IT technicians, political wing were also purposively chosen to provide qualitative data while others were selected randomly. This enabled a variety of views and unbiased response to be gotten.

Table 3.1. The Population, Sample Size and Selection.

Category of Respondents by Department		Population	Sample Size	Sampling Technique
Central admin & Management And Specialized units	CAO	01	01	Purposive sampling
	Human Resource Officers	02	01	Purposive sampling
	Registry, Statistics & communication officers	03	02	Purposive sampling
	Procurement & disposal unit officers	02	01	Purposive sampling
Technical department (Service delivery)	Education and sports officers	04	04	Purposive sampling
	Health services officers	04	03	Purposive sampling
	Production and marketing (Agric)	04	04	Simple random
	Works and Engineering	04	03	Purposive sampling
	Natural resources	03	03	Purposive sampling
	Community based services	03	03	Purposive sampling
Support & Accountability	Finance officer	04	04	Purposive sampling
	Planning officer	02	02	Purposive sampling
	Internal auditor	02	02	Purposive sampling
	Trade industry and commercial services off.	02	02	Purposive sampling
Statutory bodies	District service commission members	01	01	Simple random
	Local Gov't Public Accounts Committee	01	01	Simple random
	District Land Board	01	01	Simple random
Specific Offices & Governance bodies	Political wing e.g. Dist. Council, LCV, DEC, Clerk to Council	05	05	Simple random & Purposive sampling
	Office of Resident District Commissioner	02	02	Purposive sampling
	Information and ICT unit Officers	02	02	Simple random
	Lower Local government administrators e.g. Sub counties &	03	03	Simple random

	Town councils			
	Total	55	50	

***Source:** Self Constructed by Researcher Basing on Krejcie & Morgan (1970) table and Ngora District annual Reports (2025).*

3.4.3. Sampling Selection

Lewis & Ritchie (2003) note that purposive and simple random sampling provided the necessary basis for participant selection ensuring that the research sample was sufficient for high-quality analysis.

3.4.3.1. Purposive Sampling

According to Lewis and Ritchie (2003), purposive sampling was done to select departmental heads who could provide relevant qualitative insights. This non-random technique, common in qualitative research ensures that the respondents are chosen based on defined characteristics.

3.4.3.2. Simple Random Sampling

For every department or sector, respondents were given two sets of small pieces of paper of the same size, but only the required number of respondents for each department were selected, some papers had the word ‘Yes’ and the rest had the word ‘No’, all the papers were placed in a container and each participant was asked to pick only one piece of paper from the container. If the person picked a paper with ‘Yes’, they were allowed to participate in answering the questionnaires.

3.5. Variables and Indicators

The study examined the influence of **human resource policies** as the independent variable and **employee turnover** as the dependent variable. Human resource policies were operationalized through three dimensions: **compensation** (salary structure, health insurance and bonuses), **communication** (accessibility, clarity, fairness and openness) and **performance appraisal** (promotion opportunities, feedback mechanisms and career growth). Employee turnover was assessed through employees’ **intentions to leave**, their **commitment to the organization**, and their overall **job satisfaction** (Lewis & Ritchie, 2003).

3.6. Measurement of Variables

Kothari (2013) identifies four types of measurement: normal, ordinal, ratio and interval. In this study, both the independent variable (human resource policies) and the dependent variable (employee turnover) were assessed using a five-point Likert scale. This scale allowed respondents to express their level of agreement with statements, ranging from strongly agree (5) to strongly disagree (1). Dimensions such as compensation, communication, and performance appraisal were also measured using this scale. The standardized responses provided quantifiable data suitable for multivariable analysis relationships between human resource policies and employee turnover.

3.7. Procedures for Data Collection

Ethical approval was obtained from the school of education and the Uganda Christian University Research Ethics Committee (UCUREC).

Introductory letters enabled access to district authorities and participants. After permission was given, questionnaires were distributed to respondents and were collected immediately when necessary. The interviews were scheduled with key informants. The data collection employed questionnaires for officers, interview schedules for departmental heads and focus group discussions with governance bodies and ICT staff. Each instrument included an introductory note explaining the study and assuring anonymity and confidentiality, and emphasizing voluntary participation. Responses were used strictly for academic purposes.

3.8. Data Collection Methods

These were the data collection techniques used in this study.

3.6.1. The Surveys

A questionnaire was selected to collect quantitative data and test the study's hypothesis. As Katamba and Nsubuga (2014) explain, a questionnaire is a structured tool designed to gather information from respondents. In this study, close-ended questions were used, with responses measured on five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). This format ensured objectivity minimized research bias (Cohen, 2011). Questionnaires were administered with assistance from trained research aides which guided respondents when necessary to ensure accurate data collection.

3.8.2. Key Informant Interviews (KIIs)

Interviews were conducted to gain an in-depth understanding from key informants. As **Kvale and Brinkmann (2009)** note, interviews allow the researcher to understand issues from the participant's perspective. Structured and unstructured formats were used, guided by a prepared question list (Croswell, 2014). Key informant interviews provided clarity and unbiased information (Rowley, 2012) and were held face-to-face to ensure confidentiality and observe non-verbal cues. In addition, focus group discussions were organized with departmental heads, deputies and ICT staff selected for their expertise. These sessions were conducted in moderated settings and explored predefined topics and enhanced the data collection.

3.9. Data Collection Instruments

Surveys and interview approaches were used to collect qualitative and quantitative data was collected. Three tools were used. These tools included questionnaires, interview guides and focus group discussions as explained below in the subsections.

3.9.1. Self-Administered Questionnaire

Questionnaire were used to collect quantitative data from 50 randomly selected officers which is reflected in the table of sample size. The questionnaires were divided into sections covering background information and thematic objectives. Close-ended questions measured on five-point Likert scale (5- Strongly Agree; 4- Agree; 3- Not Sure; 2- Disagree; 1- Strongly Disagree), provided standardized responses for statistical analysis. This approach allowed efficient coverage of a large sample while ensuring data validity through triangulation with secondary sources.

3.9.2. Interview Schedule

Interview schedules were administered to departmental heads to obtain qualitative data through face-to-face discussions which relied on open-ended questions prepared in advance, allowing deeper exploration of how human resource policies influence employee turnover in Ngora district local Government.

Semi-structured interviews, as noted by Kothari (2013), provided flexibility while maintaining focus and enabling the researcher to guide the conversation efficiently. The data gathered supplemented questionnaire findings and offered better insights into the study objectives.

3.9.3. Focus Group Discussion Guide

Focus group discussions were conducted with small groups selected based on predefined demographic traits. Each session was guided by questions aligned with the objectives to generate insights on the topic of interest. Two focus group meetings were held per key department, allowing participants to share perspectives in a moderated setting, this method aided capturing collective views and interactions among respondents.

3.10. Quality and Error Control

Validation of the research and to ensure reliability with the study objectives, expert reviews, and pre-testing. Validity was done through standardizing the administration process.

3.10.1. Validity of Instruments

The research was validated through test-retest of the questionnaires with the same sample after two weeks, where higher the reliability coefficient indicated greater consistency (Sekaran 2003). A pre-test sample was conducted with 10 outside the study sample to minimize errors and assess clarity.

Pre-testing helped to estimate the time it took to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study.

Content validity was measured using the Content Validity Index (CVI) calculated by dividing the number of relevant items by the total items in the instrument.

$$\text{CVI} = \frac{\text{No. Item}}{\text{Total No. Item}}$$

Where by:

CVI= Content Validity Index

Ten questionnaires were pilot-tested outside the district and instruments were considered valid when the CVI exceeded the recommended threshold of 0.7, with values closer to 1 indicating stronger validity.

The results are represented in **Table 3.2**

Table3.2: Showing the Content Validity Index of the study variables

Variable	Number of items	CVI
Compensation	05	0.80
Communication of HR Policies	05	0.80
Performance appraisal Policies	05	0.80
Employee Turn over	04	0.70

Source: From expert judgment

Table 3.2 above shows that all variables had a high CVI which suggests they were valid in measuring what was supposed to measured.

3.10.2. Reliability

Reliability refers to the consistency of an instrument in collecting similar data under comparable conditions (Mugenda & Mugenda, 2019). To asses internal consistency the questionnaires were pilot-tested using the Cronbach's Alpha method. The reliability coefficient (α) was computed with the statistical Package for Social Scientists (SPSS) to provide the measure of the instrument's durability.

Cronbach's α is defined as

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where;

K- is the number of components (K-items),

σ_X^2 The variance of the observed total test scores, and

$\sigma_{Y_i}^2$ The variance of components,
i- for the current sample of persons
V = average variance.

The instrument was considered to be reliable when the alpha (CRONBACH) coefficient is larger than 0.5, according to (Amin, 2005).

3.11. Data Presentation, Analysis and Interpretation

Data which was collected was analyzed using quantitative and qualitative data approaches.

3.11.1. Analysis of Quantitative Data

Quantitative data were analyzed using SPSS version 26. Prior to the analysis a codebook was prepared based on the questionnaire numbering system to ensure accuracy and ease of reference. Descriptive statistics-including frequencies, percentages, means and standard deviations were used to summarize the data and present results in tables (Crewell, 2014). Correlation and regression analyses were further applied to examine relationships between variables to estimate the influence of human resource policies on employee turnover.

3.11.2. Analysis of Qualitative Data

Qualitative data from the interviews with department heads and sector leaders was analyzed using thematic content analysis. With respondents' consent, discussions were recorded, transcribed and coded immediately after the data collection process. Respondents were grouped under themes aligned with the research objectives and key statements cited verbatim to capture participants' voices (Creswell, 2014). Early coding facilitated categorization and interpretation. Direct quotations were presented to provide deeper insight into the influence of human resource policies on employee turnover.

3.12. Ethical Considerations and Approvals

Following ethical practices was very important to this study because they uphold the goals of the research, truth, accuracy and avoidance of error (Rowley, 2012). The framework emphasizes voluntary informed consent, ensuring that participants joined willingly and with full understanding of the study's purpose. Key ethical considerations included confidentiality, respect for respondents and the assurance that all information gathered would be used strictly for academic purposes.

3.12.1. Ethical Clearance

Ethical clearance was got from Uganda Christian University Research Ethics Committee and the school of Business. Permission to conduct the study in Ngora District was also got from the LC5 Chairperson, the Chief Administrative Officer (CAO), the District Education Officer (DEO) and the other departmental heads. To protect the participants' privacy, names and personal responses were not disclosed by the researcher who upheld honesty throughout the whole process of reporting of data findings, and accuracy was maintained.

3.12.2. Consent

Consent of the respondents was sought for before any collection of information was carried out through consent forms which were developed and availed to the respondents to sign. This allowed the respondents to be given a chance to exercise their rights to own personal data. The respondents were given clear explanation on the purpose of the activity and why information was being collected to give them detail on what they were taking part in.

3.12.2. Confidentiality

Confidentiality was strictly maintained, the information provided protected by the investigator to ensure the success of the research. The respondents were not required to reveal their names nor put their contacts on the questionnaires. Identification codes such as letters and numbers were used instead of their names this ensured privacy of the respondents. In order to obtain reliable and valid data, the researcher maximized confidentiality. Data collected was only used for academic purpose.

3.12.3. Anonymity

To guarantee anonymity, respondents were assigned codes known only to the researcher. This prevented third parties from linking respondents to specific individuals. The other thing is that personal bias was avoided to ensure fairness and credibility during the research.

3.12.4. Plagiarism

All the sources of literature were properly acknowledged through citations and references, ensuring originality and academic integrity.

3.12.5. Deception

Explanation of the purpose of the study, potential risks and limitations was done to the participants. No false promises of transparency were made.

3.13. Anticipated Methodological Constraints

Testing: Validation in how research assistants administered interviews created inconsistencies and to minimize this, assistants were oriented and briefed before the actual data collection was done.

Limited funds and time: Financial and time constraints restricted the study's coverage; this challenge was addressed by getting support from friends and family and working on a strict plan.

Attrition: Some selected participants withdrew from the exercise due to health issues, travel challenges, or unwillingness to participate. This was solved by exceeding the minimum sample size to meet the target collection of the study.

Reluctance to share information: A few of the respondents were not willing to provide details, so trust was built by presenting introductory letters and assuring them of confidentiality which later encouraged cooperation.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

In this chapter we explain analysis and interpret findings arising from data collected from respondents and the influence of human resource management policies and employee turnover. First, we present background information on the respondents then followed by analysis of the study findings in relation to the specific objectives as stated.

4.1.1. Response Rate

55 questionnaires were distributed but only 50 were used making the response rate 91%.

4.2. Background information about the respondents used in the study.

In this section we outline the profile of the respondents, representing their characteristics through cross-tabulation. The analysis covers factors such as gender, age, level of education, marital status and job position, which is all drawn from the responses provided in the questionnaires.

4.2.1. Distribution of gender by age group of the respondents.

The relationship between gender and age group was examined through cross-tabulation of the two variables to process whether any differences were statistically significant, Pearson's chi-square test was applied. These results are represented in **Table 4.1 below**.

			Gender		
Age			Male	Female	Total
	18-24	Count	0	1	1
		% of total		2.0%	2.0%
	25-30	Count	2	2	4
		% of total	4.0%	4.0%	8.0%
	31-34	Count	12	6	18
		% of total	24.0%	12.0%	36.0%
	35-40	Count	15	2	17
		% of total	30.0%	4.0%	34.0%
	41-44	Count	2	3	5
		% of total	4.0%	6.0%	10.0%
	45-50	Count	3	0	3
		% of total	6.0%	0%	6.0%
	50 above	Count	2	0	2
		% of total	4.0%	0%	4.0%
Total	Count		36	14	50
	% of total		72.0%	28.0%	100%

Table 4.1: Showing distribution of age by gender of the respondents

$P \leq 0.05$

Chi-square $\chi^2 = 10.493^a$, df =6, p = 0.105

Source: Primary data

Table 4.1 indicates that most respondents were male accounting for 72%, while females represented 28%. Across both genders the largest portion (36%) fell within the 31-34 age group. This was followed by 34% in the 35-39 age group, 10% in the 41-44 bracket, and 8% in the 25-30 range. Smaller proportions included 6% aged 45-50, 4% aged 50 and above and only 2% in the 18-24 category. The results from Pearson's chi-square test ($\chi^2 = 10.493^a$, df = 6, p = 0.105) showed no statistically significant difference between age and gender suggesting that both were

distributed across age groups. The findings show that Ngora District management relied on both male and female staff, primarily within the 31-34 and 35-39 age brackets to carry out its activities.

4.2.2. Distribution of gender by education level of the respondents.

The relationship between gender and education level was analyzed using cross-tabulation of the two tables. Pearson's chi-square test was then applied to determine whether any significant differences existed between them, the results of these findings are represented in **Table 4.2** below.

Table 4.2: Showing distribution of level of education by gender of the respondents

			Gender		
Level of Education			Male	Female	Total
	Secondary	Count	1	1	2
		% of total	2.0%	2.0%	4.0%
	Tertiary	Count	17	1	18
		% of total	34.0%	2.0%	36.0%
	University	Count	18	12	30
		% of total	36.0%	24.0%	60.0%
	Others	Count	0	0	0
		% of total	0%	0%	0%
Total	Count		36	14	50
	% of total		72.0%	28.0%	100%

$1P \leq 0.05$

Chi-square $\chi^2 = 7.235^a$, df =3, p = 0.065

Source: Primary data

Table 4.2 above shows that among the male and female respondents, majority of (60%) were of university education level while 36% possessed Tertiary education qualifications and the least number at (4%) had attained secondary education levels. Pearson chi-square statistics revealed no significant difference between gender and education level ($\chi^2 = 7.235^a$, $df = 3$, $p = 0.065$) suggesting that both genders were equally distributed along the education levels of the staff. This study finding suggests that the management of Ngora district used staff of fairly educated staff for executing its operations who easily understood human resource policies.

4.2.3. Gender Distribution by Marital Status of the Respondents.

Gender distribution by marital status achieved by conducting cross tabulation of the two items and using Pearson's chi-square statistics to help determine the significant differences between gender and marital status of the respondents. These findings are shown in table 4.3 below.

Table 4.3: Showing distribution of marital status by gender of the respondents

			Gender		
Marital Status			Male	Female	Total
	Single	Count	7	5	12
		% of total	14.0%	10.0%	24.0%
	Married	Count	18	6	24
		% of total	36.0%	12.0%	48.0%
	Divorced	Count	7	1	8
		% of total	8.0%	4.0%	12.0%
	Widowed	Count	36	14	50
		% of total	72.0%	28.0%	100%
Total	Count		36	14	50
	% of total		72.0%	28.0%	100%

$P \leq 0.05$

Chi-square $\chi^2 = 2.257^a$, $df K = 3$, $p = 0.521$

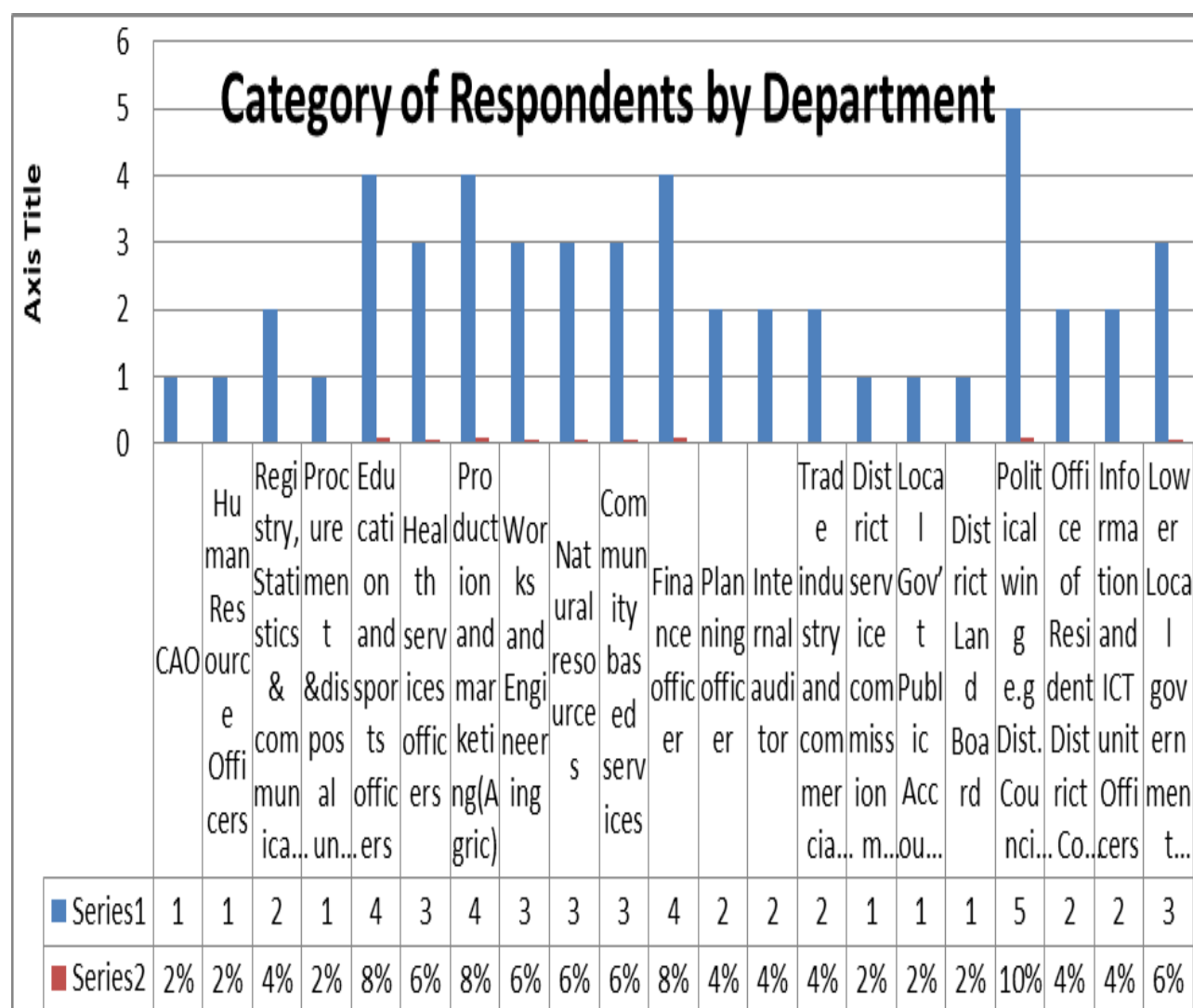
Source: Primary data

Table 4.3 shows that among the female and male respondents, 48% were married while 24% were single of 16% of the respondents were divorced while 12% were widows and widowers.

Pearson's chi-square statistics showed that no significant difference between gender and marital status ($\chi^2 = 2.257^a$, $df = 3$, $p = 0.521$), Suggesting that all genders were equally distributed along the marital status of the respondents. This shows that the employees who carry out human resource operational functions were either married, single, divorced or widowed in Ngora district.

4.2.4. Distribution of respondents by job title and department.

Departmental distribution by job title of the respondents was achieved by using excel statistics to determine the proportion of the respondents from various departments is shown are shown in Figure 4.1 below.



Source: Primary data

Figure 4.1 above shows that among the respondents the majority were from technical department (Service delivery) constituting 40% (i.e. Education officers 8%, Health services officers 6%, Production and marketing (Agric)8%, Works and Engineering 6%, Natural resources 6%, Natural resources 6%, Community based services 6%);

Followed by Specific Offices & Governance bodies constituting 24 % (i.e. Political wing e.g. Dist. Council, LCV, DEC, Clerk to Council 10%, Office of Resident District Commissioner 4%, Information and ICT unit Officers 4%, Lower Local government administrators e.g. Sub counties & Town councils 6%);

Similarly Support & Accountability constituted 10% (i.e. Finance officer 8%, Planning officer 4%, Internal auditor 4%);

The Central administration and Management and Specialized units constituted 10% (i.e. CAO2%, Human Resource Officers2%, Registry, Statistics & communication officers4%, Procurement & disposal unit officers2%);

Finally Statutory bodies constituted 6% (share as: District service commission members 2%, Local Gov't Public Accounts Committee 2% and District Land Board 2%). This implies that responses were representatively picked from all existing departments for this study.

4.3. Empirical findings.

The empirical findings are presented and analyzed using descriptive, correlation and regression results in relation to the specific objectives. The purpose was to find the influence of human resource policies on employee turnover in Ngora District Local Government as follows

Influence of compensation on employee turnover, the effect of communication policy on employee turnover, the influence of performance appraisal on employee turnover.

4.3.1. Influence of compensation on employee turnover.

The first objective of this study was to examine the influence of compensation on employee turnover in Ngora District Local Government. Data for this objective was collected through the use of questionnaires and documentary review in line with concept-based frameworks, Compensation was examined in terms of salary structure, health insurance, and bonuses. The study assessed how these forms of compensation were implemented in Ngora District and the results for each attributes are presented in **Table 4.5 below.**

Table 4.4: Showing the mean and standard deviation per influence of compensation in Ngora district.

Influence of compensation item	N	Mean	Standard deviation
1. The salary I receive is fair given my responsibilities and workload	50	2.18	1.17
2. I am satisfied with my current salary compared to similar roles in other organizations	50	1.17	0.89
3. I believe my pay is competitive enough to keep me from looking for another job	50	1.76	0.89
4. Non-monetary benefits (health insurance, pension, allowances, etc.) are adequate	50	1.80	0.88
5. Bonuses and financial incentives motivate me to stay longer with the company	50	1.76	0.89

Source: Primary data

Table 4.4 shows that most staff disagreed with the fairness of their salaries in comparison to the responsibilities and workload (Mean = 2.18, Std. Dev = 1.17). They also strongly disagreed that their pay was satisfying compared to similar roles in other organizations (Mean = 1.17, Std. Dev = 0.89). These findings showed weakness in compensation policies and point to a plan and solution for them.

Respondents also disagreed that their pay was satisfying enough to discourage them from looking for other jobs (Mean = 1.76, Std. Dev = 0.89). Limited awareness of internal pay and salary issues hindered effective human resource planning, as management and staff have not completely identified their strengths, weakness, opportunities and threats.

The absence of benefits such as bonuses, salary increase have caused to struggles in Ngora District.

4.3.1.1. Correlation analysis between compensation and employee turnover in Ngora district.

A correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level to test whether there was relationship between influence of compensation and employee turnover and are presented in table 4.5 below.

Table 4.5: Showing Correlation matrix between influence of compensation and employee turnover

		Compensation	Employee turnover
Compensation	Pearson correlation	1.000	.355
	Sig. (2-tailed)		.011
	N	50	50
Employee turnover	Pearson correlation	.625	1.000
	Sig. (2-tailed)	.000	
	N	50	50

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

Source: Primary data.

Table 4.5 shows Pearson's correlation coefficient $r = 0.625$ between compensation and employee turnover suggesting relationship. The $r = 0.625$ and significance $p = 0.000$ between compensation and employee turnover of Ngora district suggests that there was a high positive significant relationship between compensation and employee turnover.

This shows that to minimize employee turnover; there was need for increased effectively compensation and related attributes. Hence, confirming that relationship between compensation and employee turnover of Ngora district.

Which answers research question the question;

- i. ***“What is the influence of compensation on employee turnover in Ngora District Local Government?”***

4.3.1.2. Regression model between influence of compensation and employee turnover in Ngora district

Analysis of regression was carried out to measure the relationship between compensation and employee turnover using the adjusted R^2 values, standardized beta values, t values and the significance measured at 0.05 level.

Table 4.6: Showing Regression results between influence of compensation and employee turnover.

Predictor	Adjusted R Square	Df	Mean square	F	Sig.
	0.378	1	6.860	30.786	0.000 ^a
			Standardized coefficients	t	Sig.
	Adjusted R square	Std error	Beta (B)		
Constant		0.166		6.397	0.000
Compensation	0.378	0.082	0.625	5.548	0.000

a) Predictor: (constant), Compensation

b) Dependent Variable: employee turnover

The regression model shows adjusted R^2 value of 0.378 between compensation and employee turnover, suggesting that compensation predicted 0.378 of the variances in employee turnover.

Thus, a 10% improvement in the compensation would produce a 3.78% improvement in mitigation of employee turnover. The $R^2 = 0.378$, beta 0.652, $t = 5.548$, and significance 0.000 suggested that compensation was a strong significant predictor of employee turnover. The implication is that to achieve the expected employee retention and mitigation of employee turnover levels, management should carry out effective compensation at all times. Ngora district needs to set and communicate the organization's compensation policy, analyze the external and

internal environment, set strategic objectives and deploy ample resources to ensure the achievement of low or eliminate employee turnover.

4.3.2. Effect of communication of HR policy and employee turnover

The second objective of this research was to determine the effects of communication of HR policy on employee turnover in Ngora District Local Government. These findings were gathered from questionnaires and documentary review. According to the conceptual framework these were accessibility, understanding, fairness and transparency and the findings on each of the communication attributes are presented in table 4.7 below.

Table 4.7: Showing the mean and standard deviation for each of the Effect of communication of Hr. policies items

Effect of communication of HR Policies' items	N	Mean	Standard deviation
Information about Ngora district local government, decisions and changes shared in a timely manner	50	2.12	1.12
I feel well-informed about policies, procedures, and changes that affect my job.	50	2.16	1.09
I feel comfortable approaching my supervisor or management with concerns/suggestions.	50	1.96	0.92
Poor communication from leadership has forced me think about leaving.	50	1.86	1.05
I receive regular and constructive feedback about my performance at work.	50	1.76	1.10
Effect of communication of HR Policies' items	N	Mean	Standard deviation

Source: Primary data

Table 4.7 shows that the staff disagreed that Information about Ngora district local government decisions and changes is shared in a timely manner (Mean = 2.12, Std. dev = 1.12). The staff

equally disagreed that they felt well-informed about policies, procedures, and changes that affect their job (Mean = 2.16, Std. dev = 1.09). A document review revealed that most staff were told to report to more than one supervisor for instructions yet did not have clear job descriptions. Some Support and Accountability are called on to audit stations while accountant were sometimes deployed to disburse and recover market dues based on the interest of the supervisors who in reality were unclear or self-driven instructions which could not be questioned as they remained serving (quarterly minutes, 2025). Failure to put in place and communicate standard HR operating procedures, policies, rules, distinctive roles and functions leads to disorganized work processes in the district which ultimately contributes to employee turnover.

Similarly, on organizing, table 4.7 shows that the staff disagreed that they feel comfortable approaching their supervisors or management with concerns/suggestions (Mean = 1.96, Std. dev = 0.92). The staff equally disagreed that Poor communication from leadership has made them consider leaving (Mean = 1.86, Std. dev = 1.05). The failure to achieve functional coordination and benchmarking contributes to failure to eliminate employee turnover through suitable communication of functions and undertaking processes redesign to deliver services value to the internal and external beneficiaries through retained employees who have understood the HR policies communicated.

Furthermore, **table 4.8** above shows that the staff disagreed that they received regular and constructive feedback about their performance (Mean = 1.76, Std. dev = 1.10). All the files were seen indeed were in hard form and hand written and the management has persistently asked for support to automate their activities but in vain, there was also an attempt to transit to Human capital Management software (HCM) but with so many challenges. The staffs equally disagree that Information about Ngora district local government decisions and changes is shared in a timely manner (Mean = 1.68, Std. dev = 0.84). The failure to use modern information technology systems and training its human resources to gain the desired competencies ultimately led to the employee turnover.

4.3.2.1: Correction analysis between effect of communication of HR policy on employee turnover

A correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level to test whether there was a relationship between effect of communication of HR policy on employee turnover, The findings are presented in table 4.8 below.

Table 4.9: Correction results between effect of communication of HR policy on employee turnover.

		Communication	Employee turnover
Communication	Pearson correlation	1.000	.355
	Sig. (2-tailed)		.011
	N	50	50
Employee turnover	Pearson correlation	.355	1.000
	Sig. (2-tailed)	.011	
	N	50	50

Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data.

As shown in table 4.8 above, the results in the correlation matrix revealed Pearson's chi-square correlation coefficient $r = 0.355^*$ between effect of communication of HR policy on employee turnover. The $r = 0.355^*$ and significance $p = 0.011$ between effect of communication of HR policy on employee turnover suggests that there was a moderately high positive significant relationship between effect of communication of HR policy on employee turnover. This has policy resulted in the desired level of retention and eliminate employee turnover, there was need for management to effectively carry out the effective communication of HR policy by accessibility, understanding, fairness and transparency.

The study therefore confirmed that to a great extent communication of HR policies influenced employee turnover in Ngora District Local Government, answering research question (ii) that "To what extent has communication of HR policies influenced employee turnover in Ngora District Local Government?"

4.3.2.2. Regression model between communication of HR policies and employee turnover

Communication of HR policies influenced employee turnover using the adjusted R^2 values, standardized beta values, t values and the significance measured at 0.05 confidence level was measured using regression analysis and the results are tabulated in table 4.9 below.

Table 4.9: Showing Regression results between communication of HR policies Influenced employee turnover

Predictor	Adjusted R Square	Df	Mean square	F	Sig.
	0.108	1	2.214	6.928	0.011 ^a
			Standardized coefficients	t	Sig.
	Adjusted R square	Std error	Beta (B)		
Constant		0.239		5.503	0.000
Communication	0.108	0.117	0.355	2.632	0.011

a) Predictor: (constant), communication.

b) Dependent Variable: Employee turnover.

The regression model in table 4.10 shows adjusted R^2 value of 0.108 between communication of HR policies and its influence on employee turnover suggesting that communication predicted 0.108 of the variances in employee turnover. Thus, a 10% improvement in communication would produce a 1.08% improvement in purging of employee turnover. The $R^2 = 0.108$, beta 0.355, $t = 2.632$, and significance 0.011 suggested that communication was a significant predictor of employee turnover. The outcome is to reduce employee turnover by management carrying out effective communication at all times. In other words, dismissal of employee turnover is grounded on effective HR policy communication practical attributes such as Accessibility, Understanding, Fairness and Transparency which Ngora district needs to espouse and apply

4.3.3. Influence of performance appraisal on employee turnover in Ngora District Local Government.

To determine the effect of performance appraisal on employee turnover in Ngora District Local Government was the third objective of this study. The findings of this objective were gathered from questionnaire and documentary review. Performance appraisal according to the conceptual framework had consideration of; promotion, feedback mechanism and career advancement. The

study analyzed the influence of performance appraisal on employee turnover in Ngora District Local Government and the outcomes of the performance appraisal attributes are presented in table 4.10 below.

Table 4.10: Showing extent to which respondents agreed with performance appraisal

Performance appraisal items	N	Mean	Std.dev
I trust the performance appraisal process and the people who conduct it	50	1.84	0.82
Performance appraisals are conducted fairly and objectively	50	1.84	0.79
The performance appraisal system accurately reflects my contributions and efforts.	50	1.84	0.74
I receive regular performance reviews (at least twice a year).	50	1.82	0.87
Unfair or biased appraisals have made me think about leaving the organization	50	1.78	0.82

Source: From primary data.

Table 4.11 shows that the staff disagreed that they trust the performance appraisal process and the people who conducted it (Mean = 1.84, Std. dev = 0.82). The staff equally disagreed that the performance appraisals are conducted fairly and objectively (Mean = 1.84, Std. dev = 0.79). The failure to exercise management control activities of regular appraisal against the set standards and emphasizing conformity to the plan adopted contributes to employee turnover since there is no ownership of the whole process.

Similarly, table 4.10 above shows that the staff disagreed that the performance appraisal system accurately reflected their contributions and efforts (Mean = 1.84, Std. dev = 0.74). The staff equally disagreed that they received regular performance reviews (at least twice a year) (Mean = 1.82, Std. dev = 0.87). The non-compliance to the performance appraisal attributes of; promotion, feedback and career advancement principles contributed to the employee turnover in Ngora district.

4.3.3.1. Correlation analysis between influence of performance appraisal on employee turnover in Ngora District Local Government.

A correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed(**2-tailed**) level to test if there was a relationship between performance appraisal and the employee turnover,. The findings are presented in table 4.11 below.

Table 4.11. Correction results between Influence of performance appraisal on employee turnover in Ngora District Local Government

		Performance Appraisal	Employee turnover
Performance Appraisal	Pearson correlation	1.000	.355
	Sig. (2-tailed)		.005
	N	50	50
Employee turnover	Pearson correlation	.387	1.000
	Sig. (2-tailed)	.005	
	N	50	50

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

Source: Primary data

The ccorrelation matrix shown in table 4.12 revealed Pearson's chi-square correlation coefficient $r = 0.387$ between influence of performance appraisal and employee turnover in Ngora District Local Government. The $r = 0.387$ and significance $p = 0.005$ between Influence of performance appraisal and employee turnover suggests that there was a moderately high positive significant relationship between Influence of performance appraisal and employee turnover in Ngora District Local Government. The above statistics confirmed that performance appraisal influenced employee turnover in Ngora District Local Government. Therefore, was need for management make promotion, feedback and career advancement visible to stimulate staff to stay and eliminate intentions to turnover.

4.3.3.2. Regression model between performance appraisal and employee turnover.

A regression analysis was carried out to measure the extent to which performance appraisal related to employee turnover, using the adjusted R^2 values, **standardized beta** values, **t** values and the **significance** measured at **0.05 confidence level**.

The results of are tabulated in table 4.12 below.

Table 4.13: Showing Regression results between performance appraisal and employee turnover.

Predictor	Adjusted R Square	Df	Mean square	F	Sig.
	0.132	1	2.631	8.462	0.005 ^a
				t	Sig.
	Adjusted R square	Std error	Beta (B)		
Constant		0.220			
Performance appraisal	0.132	0.113	0.387	2.909	0.005

a. Predictor: (constant), Performance appraisal

b. Dependent Variable: employee turnover

The regression model in table 4.13 shows adjusted R^2 value of 0.132 between performance appraisal and employee turnover suggesting that performance appraisal predicted 0.132 of the variances in employee turnover. Thus, a 10% improvement in the performance appraisal function would produce a 1.32% improvement in the employee intention to stay rather than turnover. The $R^2 = 0.132$, beta 0.387, $t = 2.909$, and significance 0.005 suggested that performance appraisal was a significant predictor of employee turnover. The implication is that to achieve the expected employee retention or intention to stay, management should carry out effectively promotions, give feedback and clear enhance career advancement as corrective action.

4.4. Employee turnover.

The research showed current level of employee turnover and the findings on each of the attributes presented in table 4.14.

Table 4.14: Showing perceived level of employee turnover

Performance item	N	Mean	Std. dev
6. I sometimes feel I should leave this job	50	4.78	0.76
7. I have decided to forever stay in this job	50	1.68	0.71
8. I am never searching for a better job in newspapers and websites because my efforts are valued highly here	50	1.86	0.78
9. I Feel I am underperforming in this job	50	1.92	0.97

Source: Primary data

Table 4.14 above shows that some staff agreed that they sometimes feel they should leave their job (Mean = 4.78, Std. dev = 0.76). The staff also disagreed that they have decided to forever stay on their job (Mean = 1.68, Std. dev = 0.71). The staff equally disagreed that they are never searching for better jobs in newspapers and websites because they feel their efforts are valued highly at Ngora district local government (Mean = 1.86, Std. dev = 0.78) while they also disagreed that they Felt they were underperforming in their jobs (Mean = 1.92, Std. dev = 0.97).The above summarizes the fact that there both intentions to stay and intentions to leave calling for urgent attention of the district authorities to re strategize.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter presents a summary of the discussions, conclusions and recommendations based on the study findings.

5.1. Summary

In an effort to improve and enhance administrative efficiency, to bring development closer to the people of Ngora. The people of Ngora were given a district status on 10th July 2010 by Parliament of Uganda. The district local government is experiencing high employee turnover rates, potentially linked to inadequate implementation of HR Policies. Specifically, unclear compensation structures, poor communication channels and ineffective performance appraisals systems, contributing to low job satisfaction and high turnover among employees. The literature suggests the need for effective compensation within facts such as salary structure, health insurance, bonuses. Communication within traits such as accessibility, understanding, fairness and transparency. Performance appraisal with its aspects such as promotion, feedback mechanisms and career advancement should be aligned to employee retention.

The study consequently investigated the influence of Human Resource policies on employee turnover in Ngora District Local Government, Uganda by answering the following questions:

- 1.** What is the influence of compensation on employee turnover in Ngora District Local Government?
- 2.** To what extent has communication of HR policies influenced employee turnover in Ngora District Local Government?
- 3.** How has performance appraisal influenced employee turnover in Ngora District Local Government?

5.2. Discussion.

The research presents the discussion of the study findings in relation to specific objectives. The first sub section presents influence of compensation on employee turnover. This is followed by

effect of communication policy on employee turnover and lastly, influence of performance appraisal on employee turnover in Ngora District Local Government.

5.2.1 Influence of compensation on employee turnover in Ngora District Local Government.

The study found out that most staff disagreed that the salary they receive is fair given their responsibilities and workload (Mean = 2.18, Std. dev = 1.17) suggesting that on overall, the staff did not appreciate their salary and workload in the organization they were working for. Similarly, the staff strongly disagreed that they were satisfied with their current salary compared to similar roles in other organizations (Mean = 1.17, Std. dev = 0.89). In agreement with this finding, compensation is a significant factor in employee turnover. Literature review suggests that fair and competitive compensation packages can reduce turnover intentions. Studies on salary structure show that employees who perceive their salary as fair and competitive are more likely to stay with their organization (Amin, 2011). Studies on Health insurance, Access to health insurance is valuable, influencing employee retention (Gberebie, 2010). Performance-based can motivate employees and reduce turnover (Mwita, 2012). In Uganda, research highlights the importance of fair compensation in reducing turnover in local governments (Kato, 2015).

5.2.2 Effect of communication policy on employee turnover in Ngora District Local Government.

The study found out that the staff disagreed that Information about Ngora district local government decisions and changes is shared in a timely manner (Mean = 2.12, Std. dev = 1.12). The staff equally disagreed that they felt well-informed about policies, procedures, and changes that affect their job (Mean = 2.16, Std. dev = 1.09).

Ahmad (2018), In agreement with this finding asserts that effective communication of HR Policies is crucial in reducing employee turnover. Highlighting the importance of accessibility, understanding, fairness and transparency in HR Policy communication.

In ensuring accessibility, employees need easy access to HR policies and procedures. Inaccessible policies can lead to confusion and turnover.

Clear communication ensures employee understand policies, reducing misunderstandings and turnover (Kato, 2015).

Fairness is perceived in policy application which reduces turnover intentions (Gberebie, 2010). Transparency in communication of HR Policies builds trust reducing turnover (Mwita, 2012).

Mubarak (2018), a scholar in Uganda emphasizes the role of effective communication in reducing turnover in local governments.

5.2.3. Influence of performance appraisal on employee turnover in Ngora District Local Government.

The findings revealed that staff expressed low levels of trust in the performance appraisal process and in those responsible for conducting it (Mean = 1.84, Std. Dev = 0.82). They also disagreed that appraisals were carried out fairly and objectively (Mean = 1.84, Std. Dev = 0.79). In human resource management, performance appraisal refers to the systematic evaluation of an employee's job performance and overall contribution to the organization. It is often conducted annually and may also be termed employee appraisal, performance review, or evaluation. According to Aggarwal and Thakur (2013), appraisal methods include ranking, graphic rating, critical incident reporting, narrative essays, management by objectives, and human resource accounting, among others.

Performance appraisal is widely recognized as a key predictor within HRM practices, and consistent feedback is essential. Ugwu and Okojie (2016) argue that constructive feedback fosters a positive psychological climate, enhancing employee engagement and reducing turnover. Similarly, Rao and Rao (2017) emphasize that continuous and honest feedback strengthens employees' intentions to remain with the organization.

Scholars such as Armstrong (2010), Kreitner (2006), and Werther and Davis (1995) note that appraisal outcomes often inform personnel decisions, including promotions, career development, transfers, and retention. However, Francis and Kleiner (2003) caution that implementing an appraisal system is complex, requiring accuracy and fairness to be effective. Armstrong (2010) further highlights that fairness and accuracy remain central concerns in appraisal research.

The purpose of performance appraisal extends beyond identifying shortcomings; it also seeks to recognize successes and build upon them. It provides a structured basis for setting future goals, clarifying expectations, and making adjustments to reduce turnover.

From the employee's perspective, Akinyele (2010) outlines four key purposes: clarifying expectations, improving performance, rewarding achievements, and supporting growth. As such, performance appraisal is a critical HRM function that should be continuous, enabling supervisors to monitor effectiveness and employees to receive regular feedback. Annual appraisals, at minimum, are recommended to enhance efficiency, productivity, morale, and retention.

5.3. Conclusions

Conclusions in relation to the specific study objectives based on the study findings:

5.3.1. Influence of compensation on employee turnover

The study reveals that compensation significantly influences employee turnover in Ngora district local government. Fair and competitive salary structures, health insurance and bonuses are crucial in reducing turnover intentions and significantly impact employee turnover. They suggest that employees who perceive their compensations as fair and competitive are more likely to stay working with Ngora district. Bonuses though to a lesser extent. Fair and transparent compensation can reduce turnover. There is need to regularly conduct external and internal environmental analysis to identify strategic objectives, develop action plans, deploy adequate financial and nonfinancial resources and institute performance management practices in all its functional units to reduce employee turnover.

5.3.2. Effect of communication of HR policy on employee turnover

The study concludes that effective communication of HR policies significantly reduces employee turnover in Ngora district local government. Accessibility, understanding, fairness and transparency in HR policy communications are very key factors influencing employee retention. When employees understand HR policies and perceive them as fair and transparent, they are likely to stay.

The key findings are; accessible HR policies reduce turn over intentions, clear understanding of policies improve employee retention, fair and transparent policy application reduce employee turnover.

5.3.3. Influence of performance appraisal on employee turnover

To ensure achievement of the desired reduced employee turnover and retention. The study finds that performance appraisal significantly influences employee turnover in Ngora district local government. Fair promotion practices, regular feedback and career advancement opportunities reduce turnover intentions. Employees who receive constructive feedback and see opportunities for growth are more likely to stay. The key findings are; Fair promotion practices reduce turnover, regular feedback improves retention, career advancement and opportunities decrease turnover. Similarly, there was need to effectively carry out the HR management performance appraisal to consider aspects of accessing performance against the set performance expectations and standards. Emphasizing conformity to set standards and plans. Regular monitoring of employee performance combined with the identification of deviations and timely corrective action, is important for effective management. By generating accurate reports to guide decision-making, organizations can strengthen adherence to performance standards and, in turn, reduce staff turnover.

The study makes the following recommendations based on the study findings and conclusions above:

1. Ngora district local government should prioritize fair and competitive compensation packages to reduce employee turnover and increase retention.
2. Ngora district local government should prioritize clear communication of HR policies to improve employee retention and reduce turnover.

3. Ngora district local government should implement effective performance appraisal systems focusing on fair promotions, feedback and career growth to reduce employee turnover.

5.5. Recommendations for further research.

This research revealed that the influence of human resource policies attributes all contributed to about 62% of the variance in employee turnover using the regression model suggesting that other variables other than those in this study contribute to 38% of the variance in the employee turnover. Other studies need to be carried out to examine the influence of variables such as;

1. Competition and organizational culture on the employee turnover in Uganda.
2. Conduct longitudinal studies to assess the impact of HR Policy changes on turnover.
3. Explore the HR Policies (work life balance, leadership) influencing turnover
4. Compare HR practices in local governments across Uganda

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APPENDIX A

Table for Determining Sample Size for a Finite Population

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

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

Source: Krejcie & Morgan, 1970

APPENDIX B: INFORMED CONSENT FORM

(Individual Interviews, and Focus Group Discussion& Questionnaire)

TITLE OF STUDY: The influence of human resource policies on employee turnover:

A case study of Ngora District local government in Uganda

Principal investigator: Aguti Margaret

Institution: Uganda Christian University

Introduction

I Aguti Margaret +256761064650, is doing research entitled, “The influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda

Principal. My study is aimed at fulfilling the requirements for the award of a Bachelor’s degree in Human Resource Management. The aim of the study is to investigate the influence of human resource policies on employee turnover: A case study of Ngora District local government, Eastern Uganda, then, make recommendations to stakeholders. This informed consent document basically explains the nature of the study to you the respondent. In case you have any questions, they will be answered after the study has been explained to you. If you decide to participate in the study, you will be asked to sign a consent document, a copy of which you will be given a copy to keep. The study is sponsored by the researcher (Aguti Margaret)

Purpose of the study:

The purpose of the study is to investigate the influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda.

Study Procedures:

Your participation in this study will involve a semi-structured individual interview which will involve experience sharing and your opinions regarding influence of human resource policies on employee turnover. The individual interview will last about 15-20 minutes and will involve audio recording. These transcripts and audio records will be transcribed later for verification purposes and coding. Interviews will be scheduled based on your availability.

Who will Participate in the Study?

The study will comprise Ngora district permanent and contract workers drawn from various sampled departments.

Risks: This study poses no risks to you personally or your institution except the risk of inconveniencing you for your time during the interview or answering the questionnaire.

Benefits: There will be no direct benefit to you for participating in this study. However, we hope that the information obtained from this study may help the district and other stakeholders to devise means of encouraging staff retention.

Confidentiality: For the purposes of this research study, your comments will be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following: assigning code names/numbers for participants that will be used on all research notes and documents, and keeping notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in the personal possession of the researcher.

Contact Information or Questions: If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the researcher whose contact information is provided on the first page. If you have questions regarding your rights as a research participant, or if problems arise which you do not feel you can discuss with the Primary Investigator, please contact the Chairperson Uganda Christian University Research Board on [Tel:+256\(0\)772 405357](tel:+256(0)772405357), Email: pwaiswa@musph.ac.ug and the REC administrator on [Tel:+256\(0\)775737627](tel:+256(0)775737627), Email: oahimbisibwe@ucu.ac.ug

Voluntary Participation: Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

Statement of Consent:

I grant consent that as a Head of department
/..... selected on account of my knowledge, skills,
experience and willingness to communicate my opinions do accept that the information I
share during my interaction may be used by Aguti Margaret for research purposes.

I am aware that my discussions maybe audio recorded and grant consent for these audio
recordings, provided that my privacy will be protected. I understand that by signing this
form, I do not waive off my legal rights but merely indicate that I have been informed about
the research study in which I am voluntarily agreeing to participate.

A copy of this will be provided to me.

Participant's Name:

Participant's Signature:

Researcher's Name: AGUTI MARGARET

Researcher's Signature:

Date:

APPENDIX C: QUESTIONNAIRE

Dear respondent,

My name is Aguti Margaret, a student of Uganda Uganda Christian University pursuing a bachelor's degree in Human Resource Management. I am carrying out a study on the influence of human resource policies on employee turnover: A case study of Ngora District local government in Uganda. You have been selected to volunteer in this study as a respondent. Your views will be kept and treated confidentially in line with the study. I appreciate every contribution that you make in furthering this research endeavor. Thank you for your time and cooperation.

SECTION I: BACKGROUND INFORMATION

10. Gender

1	Male
2	Female

11. Age

1	18-24
2	25-30
3	31-34
4	35-40
5	41-44
6	45-50
7	Above 50

12. Level of education

1	None
2	Primary
3	Secondary
4	Tertiary
5	University

13. Marital status

1	Single
2	Married
3	Divorced
1	Single

14. Your department

1	Central admin & Mgt and Specialized units	4	Statutory bodies
2	Technical department (Service delivery)	5	Specific Offices & Governance bodies
3	Support & Accountability		

15. What's your job/tittle/responsibility

.....

16. How many years have worked in Ngora district

1	1-2 Years
2	3-4 Years
3	5and above Years

SECTION II: Influence of human resource policies

Instructions

Indicate the extent to which you agree with the following observations on the influence of human resource policies on employee turnover

Please use the key below to answer the following questions by indicating: (1) if you Strongly disagree, (2) if you Disagree, (3) for not sure (4) if you Agree (5) if you Strongly agree.

Scale	1	2	3	4	5
Compensation					
17. The salary I receive is fair given my responsibilities and workload					
18. I am satisfied with my current salary compared to similar roles in other organizations					
19. I believe my pay is competitive enough to keep me from looking for another job					
20. Non-monetary benefits (health insurance, pension, allowances, etc.) are adequate					
21. Bonuses and financial incentives motivate me to stay longer with the company					

Communication of HR policies	1	2	3	4	5
22. Information about company decisions and changes is shared in a timely manner					
23. I feel well-informed about policies, procedures, and changes that affect my job					
24. I feel comfortable approaching my supervisor or management with concerns/suggestions					
25. Poor communication from leadership has made me consider leaving					
26. I receive regular and constructive feedback about my performance					
Performance appraisal	1	2	3	4	5
27. I trust the performance appraisal process and the people who conduct it					
28. Performance appraisals are conducted fairly and objectively					
29. The performance appraisal system accurately reflects my contributions and efforts					
30. I receive regular performance reviews (at least once a year)					
31. Unfair or biased appraisals have made me think about leaving the organization					
SECTION III Instructions Indicate the extent to which you agree with the following observations on the Employee turn over <i>Please use the key below to answer the following questions by indicating: (1) if you Strongly disagree, (2) if you Disagree, (3) for Neither agree or disagree (4) if you Agree (5) if you Strongly agree.</i>					
Employee turnover	1	2	3	4	5
32. I feel I should leave this job					

33. I feel I should stay in this job					
34. I am already searching for a better job where my efforts are valued highly					
35. I Feel I am underperforming in this job					

Additional information on influence of human resource policies on employee turnover

- i. What is the influence of compensation on employee turnover in Ngora District Local Government?
.....
.....
.....
- ii. To what extent has communication of HR policies influenced employee turnover in Ngora District Local Government?
.....
.....
- iii. How has performance appraisal influenced employee turnover in Ngora District Local Government?
.....
.....
.....

Thank you for your co-operation

APPENDIX D: INDIVIDUAL INTERVIEW GUIDE

Guiding Questions

1. What is the influence of compensation on employee turnover in Ngora District Local Government?
2. To what extent has communication of HR policies influenced employee turnover in Ngora District Local Government?
3. How has performance appraisal influenced employee turnover in Ngora District Local Government?
4. What advise do you give to help solve the challenge of employee turnover?

Thank You for your cooperation

APPENDIX E: FOCUS GROUP DISCUSSION

Guiding Questions

1. What is the influence of compensation on employee turnover in Ngora District Local Government?
2. To what extent has communication of HR policies influenced employee turnover in Ngora District Local Government?
3. How has performance appraisal influenced employee turnover in Ngora District Local Government?
4. What advise do you give to help solve the challenge of employee turnover?

Thank You for your cooperation

APPENDIX F: Proposed Budget (optional)

S/No	Particulars	Quantity	Unit cost (Ugx)	Amount (Ugx)
1	Computer	1	1,500,000	1,500,000
2	Purchase of External HD	2	250,000	50,000
4	Note book	10	5,000	50,000
5	Plain Papers	1	20,000	20,000
6	Pens	4	500	2,000
7	Pencil	4	200	800
9	Printing	4	50,000	200,000
10	Binding	4	100,000	400,000
11	Editing and type setting	1	150,000	150,000
12	Transport	3	100,000	300,000
13	Feeding	3	50,000	150,000
14	Research Assistance	2	200,000	400,000
15	Refreshment	28	5,000	140,000
16	Publication	1	300,000	300,000
	TOTAL			2,970,000

APPENDIX F: PROPOSED WORK SCHEDULE

No	Activity	Time schedule
1.	Topic Submission and Approval	Sept, 2025
2.	Proposal writing	Oct – Dec, 2025
3.	Proposal submission (1 st draft)	1 st Jan-5 th Jan, 2026
4.	Editing and Submission of 2 nd draft	10 th Jan, 2026
5.	Final proposal Submission	10 th Jan, 2026
6.	Submission of proposal to UCUREC	16 th , 2026
7.	Field work –data collection	20 th Jan, 2026
8.	Dissertation/Report compilation	22 nd Jan, 2026

9.	Dissertation submission (1 st draft)	25 th Jan, 2026
10.	Editing and re-submission of dissertation for marking	27 th Jan, 2026
11.	Final copy submission	30 th Jan, 2026
12.	Submission to External Examiners	5 th Feb, 2026
13.	VIVA VOCE (Presentation)	10 TH Feb, 2026
14.	Final Submission	15 TH Feb, 2026

APPENDIX G: TURNITIN REPORT



Page 1 of 80 - Cover Page

Submission ID trn:oid::1:3562816092

Aguti Margaret

THE INFLUENCE OF HUMAN RESOURCE POLICIES ON EMPLOYEE TURNOVER:



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It is essential to understand the limitations of AI detection before making decisions about a student's work. We encourage you to learn more about Turnitin's AI detection capabilities before using the tool.

Disclaimer

Our AI writing assessment is designed to help educators identify text that might be prepared by a generative AI tool. Our AI writing assessment may not always be accurate (i.e., our AI models may produce either false positive results or false negative results), so it should not be used as the sole basis for adverse actions against a student. It takes further scrutiny and human judgment in conjunction with an organization's application of its specific academic policies to determine whether any academic misconduct has occurred.

Frequently Asked Questions

How should I interpret Turnitin's AI writing percentage and false positives?

The percentage shown in the AI writing report is the amount of qualifying text within the submission that Turnitin's AI writing detection model determines was either likely AI-generated text from a large-language model or likely AI-generated text that was likely revised using an AI paraphrase tool or word spinner.

False positives (incorrectly flagging human-written text as AI-generated) are a possibility in AI models.

AI detection scores under 20%, which we do not surface in new reports, have a higher likelihood of false positives. To reduce the likelihood of misinterpretation, no score or highlights are attributed and are indicated with an asterisk in the report (*%).

The AI writing percentage should not be the sole basis to determine whether misconduct has occurred. The reviewer/instructor should use the percentage as a means to start a formative conversation with their student and/or use it to examine the submitted assignment in accordance with their school's policies.

What does 'qualifying text' mean?

Our model only processes qualifying text in the form of long-form writing. Long-form writing means individual sentences contained in paragraphs that make up a longer piece of written work, such as an essay, a dissertation, or an article, etc. Qualifying text that has been determined to be likely AI-generated will be highlighted in cyan in the submission, and likely AI-generated and then likely AI-paraphrased will be highlighted purple.

Non-qualifying text, such as bullet points, annotated bibliographies, etc., will not be processed and can create disparity between the submission highlights and the percentage shown.

