

**REMUNERATION AND EMPLOYEES' TURNOVER IN AGRO-BASED INSTITUTIONS
OF KANUNGU DISTRICT. A CASE STUDY OF
KAYONZA GROWERS TEA FACTORY**

BY

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**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELOR'S
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DECLARATION

I certify that, to the best of my knowledge, this research paper is entirely unique with no submissions to other universities for the same degree.

Signature Angella

Date 07/08/2025

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APPROVAL

I certify that this research report was created under my supervision and is now ready for further action.

Signature  _____

Date 7/8/2025

DEDICATION

In appreciation of their love, care, support, and compassion, as well as the help and direction they have given me throughout my academic career, I dedicate this research to my parents, Mr. Mahurire Francis, my spouse, Mr. Kyasimire Gerald, and my child, Abaasa Anselm.

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Through this educational process, I have continued to flourish because of God's gift of wisdom and life, for which I am incredibly grateful. My supervisor, Dr. Habaasa Ivan, deserves special recognition for his ongoing academic, moral, and spiritual assistance. It was easier for me to prepare and finish this academic paper because of his nice words, patience, and wise suggestions. Additionally, I would want to express my sincere thanks and admiration to my two brothers and coworkers, Andrew and Donato, whose encouragement was crucial in motivating me to pursue my academic career.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

With a focus on the tea factories owned by Kayonza producers, the study examined the compensation and resignations of workers in "Agro-based" agricultural enterprises in the Kanungu district. Included in the chapter are the study's background, problem, and purpose, aims, questions, importance, conceptual framework, and scope.

1.1. Background of the study.

Remuneration is the compensation provided to employees for their work with a company. Except for basic pay, remuneration consists of perks like bonuses and commissions, and overtime remittance. Employees' remuneration must be effective and attractive if it is to be sound. Remuneration plans must provide basic attraction to the employees, and they would increase productivity and performance at work (Guma, 2012).

In remunerating employees, it is worthwhile to be well versed with various forms of remuneration in addition to their regular remuneration. Preparing a decent remunerative package can help entice high-quality employees (Sharma & Agarwal, 2016).

Compensation structures within organizations ought to be designed to motivate efforts, attract, as well as retain employees in order to enhance performance across board; however, these ought never to be a source of concern on strict organizational levels across most organizations (Linda, 2012).

Mercer (2019) further stated that, firms still insist on pay raise budgets but with concern regarding employee turn-over amidst the competitive labor market today. Walters (2019), in Europe discovered that, since qualified staff are scarce, organizations are pressured to make strides on the processes to hire them so they will not lose the brightest and the best. That implied that the employees will be taken care of well and objectively rewarded to reduce the turn-over rate.

Employee turnover is also referred to as the phenomenon where an employee exits permanently from within an organization due to voluntary resignation, dismissal from service on involuntary terms, retirement, or internal transfers. Employee turnover rate is a significant part of organizational operational dynamics that requires managerial policies shape good policies and informed plans with a view to reducing employee turnover as its main goal. Voluntary turnover occurs when the employee makes a choice to resign from his job (Sharma & Agarwal, 2016). Turnover may be classified as unavoidable or avoidable; avoidable turnover may be reduced through increased motivation, appraisal, and hiring practices for employees. Unavoidable turnover occurs when an employee is incapacitated due to sickness and cannot return to service or when a worker dies (Trevor, 2011; Wood, 2015; Turnea, 2018).

A global analysis of firms reveals that they are spending more money and effort trying to lower employee turnover, which affects workforce and business performance, in addition to increasing the expenses of onboarding and training new workers (Arnoux-

Nicolas, Sovet, Lhotellier, Di Fabio & Bernaud, 2016). Numerous variables, including a lack of career progression chances, organizational commitment, procedural fairness, job-hopping, work-life balance, poor communication, low competency, a lack of support, illness, and a dangerous workplace, can contribute to high employee turnover (Work Institute, 2019).

The finance of the United States Bureau of Labor Statistics, (2019), classified that, employee tenure of most employees in companies rarely exceeds two years. Besides this, just over one half of employees in textile industries in the United Kingdom discontinue their employment each year. Regarding the Hong Kong merchandizing industry, (2018), the most significant yearly turn-over was 36.7 percent of the workforce had departed the employment.

Determinants of employee turnover in Africa are such that they involve age, gender, marital status, educational attainments, job dissatisfaction with one's job, job pressure, expanded prospects, disagreement with administration policies, changing managerial hierarchies, and ill-defined job profiles (Al Mamun & Hasan, 2017). It is asserted that any productivity loss or deviation from organizational expectations impacts organizational performance broadly (Goetz & Marx, 2015). Staff retention is thus critical to continued organizational growth and success.

From the Shoprite holdings annual report (2010), the South African retail business sector has an average turnover rate of 20% to 25%. It leaves vacancies in the skills of firms, leading to tension between multinational firms and skilled employees. Emigration of skilled employees to foreign countries has increased the experience of

skill gaps in South Africa (Maphumulo & Bhengu, 2019). Employee flight has now been a source of significant national concern within Kenya over the last decade.

Inefficient management, governance, and leadership of the human resource, low pay; retrenchment, disagreement among workers and management, poor working environment, and absence of professional growth have resulted in worker turnover. For instance, the increase in mergers and acquisitions by telecommunication firms has detached employees from their firms as well as brought reduced loyalty towards customers along with elevated job search intensity, particularly where general job Security issues are very important for organizations, as they are putting enormous pressure on organizational performance (Ojakaa, Olango & Jarvis, 2014). Wright (2019) observed that employee dissatisfaction toward organizational pay systems is the first sign of an impending employee turnover. Wright (2019) found that employees who are dissatisfied with their organization's pay system will change organizations, and this will impact the overall organizational performance without employee turnover management. Locke (2018) observed that employee remuneration and employee turnover were correlated. Employees voluntarily leave organizations due to the ineffective remuneration system. Linda (2012) suggested that staff remuneration was one of the common factors that influence high employee turnover rates in most organizations.

Linda (2012) asserts that the primary causes of employee turnover are a poor work environment and a lack of work-life balance. High turnover is the cause of the decline

in organizational performance. One of the primary reasons for employee turnover in Singapore is a poor work environment. An organization's performance may be impacted by control variables such as pay, work type, supervision, organizational commitment, distributive justice, and procedural fairness (Marti, 2009). Sujeewa (2011) argued that employee concerns over their pay are a contributing cause to turnover in Sri Lanka.

Excessive grievance levels with unfavorable situations instead of cooperative labor relations diminish productivity and, if handled badly, could result in decreased productivity, poor quality of production, poor products and customer services, corporate goals diversion, poor workplace spirits, loss of trust, and poor employee, manager, supervisor communication, which would lead to increased staff turnover. In Uganda, it was found by Okumu (2012) that staff turnover negatively affected the performance of commercial banks. When pay structures are attractive, a company will spend less on hiring new employees because turnover is very low, the employer-employee relationship is strengthened, employees are dedicated to their jobs, and productivity is maximized to the highest possible level, all of which help an organization achieve its objectives (Stuart, 2011). Any public or commercial organization can prevent employee turnover if it is handled correctly (Statista, 2020). Since the global economy's growth and the emergence of health pandemics like COVID-19, employee turnover has increased annually (Donelan, 2020).

This has broadened job opportunities in all industries. Organizations spend an enormous amount of money on their employee in the shape of induction and training, development, maintenance, and retention. So, managers at any cost have to reduce

employee turnover. Employee turnover has been challenging employees in numerous ways. There have been many strategies crafted by various organizations that have sought to curb high employee turnover, such as enacting laws and making rules in an attempt to influence the conduct of individuals within the workplace and employee motivation but yet the signs still indicate high employee turnover within organizations (Lyengi, 2014). In Uganda, Employees' compensation and Employees' turnover are constraints on institutional performance (ACODE, 2013). Remuneration in this current study was defined as earnings, bonuses, and overtime. Fieldwork was performed at a tea Kayonza tea factory in Kanungu district, south-western Uganda, approximately 520 km from Kampala city. Kasese to the north, Rubanda to the south, DR Congo to the west, and Rukungiri to the east encircle the area. The researcher can easily access this district, and we believe the Kayonza Tea Factory is ideally situated to access the Kanungu district's agro-based institutions.

1.2 Statement of the problem.

Seeking to gain a competitive advantage in the job market, certain agro-based institutions in Uganda are actively fighting to reduce staff turnover (Essemu, 2011). If compensation packages are implemented, employee turnover can be controlled with relative ease. Pay packages that eased employee retention in remuneration included bonuses, overtime allowances, and salaries (Ongori, 2007).

In the face of the evidence, the agro-based sub-sector operators were remunerating their employees in Kanungu, though it appeared not to be improving productivity, which had been demonstrated by the high rate of employee turnover.

The Uganda National Farmers Federation (2018) and the production and marketing department of Kanungu district reported that the employee turnover rate stood at 20% in 2014, increased to 31% in 2015, decreased to 22% in 2016, and subsequently rose to 26% in 2017.

This turnover of employees can be triggered by factors of remuneration. If this trend persisted, many AGRO-based factories would be closing upcoming years. In light of this, the researcher thought it was past time to investigate the relationship between pay and employee turnover in Kanungu district's agro-based establishments, particularly, the factory of Kayonza Tea Grower.

1.3 Purpose of the study

This study's main goal was to determine whether compensation is a factor in employee departures from agro-based businesses in Kanungu district.

1.4 Objectives of the study

This study's research was directed by particular goals.

I. To look into how wage payments affect employee attrition in the agro-based institutions in Kanungu district.

II. To determine if offering bonuses reduces employee churn in Kanungu district's agro-based businesses.

III. To determine if paying overtime reduces employee attrition in Kanungu district's agro-based businesses.

1.5 Research questions

1) How does paying wages affect the number of employees in agro-based businesses?

This relates to a case study of the tea factory owned by Kayonza growers.

2) How does bonus payment affect employee churn in agro-based businesses in Kanungu district?

3) How does employee turnover in Kanungu district's agro-based organizations relate to overtime remittance?

1.6 Scope of the Study

The research examined the following regions;

1.6.1. Content scope

This research considered employee turnover on agricultural food-producing farms in relation to the role of pay. Pay was seen as the focal point and was operationalized in monetary terms, i.e., salary, bonus payment, and overtime payment. Employee turnover was seen as the outcome.

1.6.2 Area covered

The research was conducted in Kanungu district. The district was surrounded by other districts within South Western Uganda, namely Rukungiri to the north as well as east, Rubanda to the southeast, Kisoro to its southern part, and the Democratic Republic of Congo to its western part. The district was estimated to harbor 277,300 people as of December 2020 (UBOS, 2019), with 133,900 males and 143,400 females. The climate of the district was of a tropical nature with relatively even and evenly distributed

rainfall estimated at approximately 1200mm. Agriculture was its principal economic activity.

The hills within the district were gently rounded with slight rises and gentle slopes to wide valleys. The hills extended up to the highland areas of Rutenga, whose summit is 822221 feet (2503 meters) above sea level, which is the Burimbi summit of Mafuga (SOER, 2004). The case study was Kayonza Growers Tea Factory (KGTF). KGTF is a farm-based cooperative that attempts to develop its membership through increased tea production. It has seen different levels of employee turnover within the last 5 years, thereby providing a good example of all farm-based organizations within the district.

1.6.3 Time scope

The research was conducted over a period of five (5) years, i.e., 2018-2022. It was during those times that agro-based firms experienced certain issues connected with employee turnover. Under the same assumption, remuneration-related issues were also watched keenly.

1.7 Significance of the study.

Many stakeholders, including researchers, legislators, the government, and the management of governmental and nongovernmental organizations, found this study to be extremely important for developing policies regarding employee remuneration and turnover. The research assisted Kanungo and other regions' agro-based organizations in policy making and provided salary-based compensation packages monetary in

nature and non-monetary in nature to respective employees, which assisted such organizations in the achievement of goals as well as employees' satisfaction.

Findings from research made it possible to build knowledge on compensation's role and turnover in that part of Kanungo with regard to Ugandan employees as well.

Organizational/institutional administration teams can be directed through research in reviewing already established remuneration practices/policies and procedures to offer commensurate remuneration to their own employees with a view to minimizing the employee turnover rate.

Recommendations and conclusions facilitated the government in passing policies that were relevant for Employees' business expansion as well as organizations' performance and reward system streamlining within the country.

1.8 Operational terms definition

1.8.1 Remuneration

It talks about paying employees for their Labor or services.

1.8.2 Employees' salaries

They are cash payments sent to an individual regularly. Employees receive cash compensation in the form of salary or cash-remunerative sums such as commissions and bonuses, in exchange for their efforts.

1.8.3 Award to employees

They are extra amounts distributed to employees that are remitted as a sign of appreciation for extra efforts made on overtime jobs.

1.8.4 Overtime payments.

These are incentives for the extra time an employee spends as an encouragement.

1.8.5 Employee retention

This is the struggle of the employer to retain employees within the organization (Spencer, 2001).

1.8.6 Employee Turnover

Employee turnover is merely the rate of employees lost and replaced within an employer's efforts (Armstrong, 2006).

1.8.7 Motivation

Motivation is a psychological force that influences the behavioral orientation of any organization member, the exertion level of any organization member, as well as the persistence level of any organization member (Gareth, 2008).

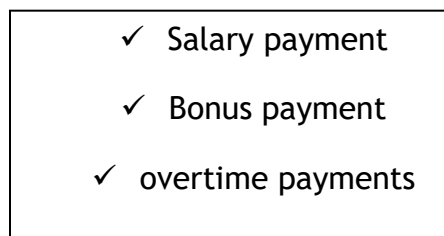
1.8.8 organizational development

A condition in which an organization, institution, or company can attain desired outcomes with minimal dissipation of energy, time, money, people, materiel (Mesh, 2012).

1.9 Conceptual Framework

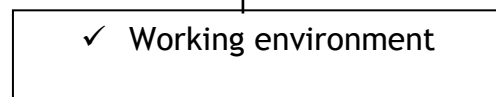
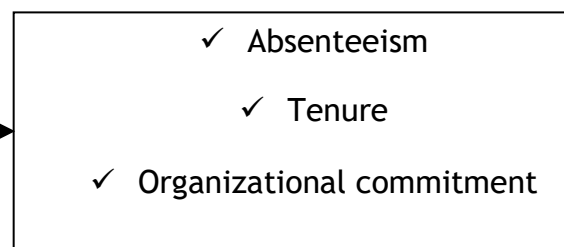
Independent variable

Remuneration



Dependent variable

employee turnover



Intervening variable

Source: Adapted from Taye & Ngala (2020) with some changes made for this research.

The figure above shows the relationship between compensation and workforce turnover. The list of compensation is going to include the wage that is paid to an employee, bonuses that are paid to employees, as well as any overtime that might be paid to that employee. This is going to make compensation an independent variables that dictate turnover in a company that can be sub-classified as absenteeism, tenure, as well as organizational commitment. There are, nevertheless the work environment factors that dictate completion of the whole process.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

A suggested literature review on understudied factors was offered in this chapter by a number of authors. It analyses empirical literature reviews that relate the goal of the study to the understudied topic.

2.1 empirical review.

2.1.1. Employee flows and compensation

Remunerative package in most organizations in the world is a form of payment modes along with related perks that may be used as motivation methods by firms in modern times, and all are under the people management philosophy in most organizations. In Britain, the employees in modern firms and other organizations are offered a mix of money as well as other forms of rewards, from as little as company product discounts, through company pension funds bestowed on behalf of the firms (Shields, 2017).

Meyer (2019) further stated that, on the European continent, organizations remunerate employees with basic salaries or wages. Basic salary is fixed periodic remunerative allowance to employees ordinarily in terms of a single year paid monthly with ordinarily no addition for performance. Wage is employees' remunerative allowance that is always calculated on hourly or piece rates.

These three factors supported standard pay equity among employees of a stable-sized company, competitive earnings, and typical compensation forms with the job (Braton &Gold,2019).

Although the effect is dependent on work environment monitoring settings, Armstrong (2008) reviewed the data from an employee relations survey conducted in England and found overwhelming evidence that the implementation of performance-related pay had a beneficial impact on performance results.

The United Kingdom government employees earn lower salaries compared to private employees, and this is reflected in organizational performance (YIPP 2015, Yankee Institute for Public Policy).

In Germany, it is perceived that better remuneration schemes are linked with improved performance in most organizations. organizations that pay decent minimum wages and above market going rates for pay to employees have improved employees' job satisfaction levels, lowered employees' turnover levels, utilize a more productive labor force and have good employee relationship patterns (adane, 2017).

According to Shields (2017), basic pay is an industrial perspective on employee compensation from Australia. It is typically time-related rather than performance-related and is considered to be a normative component of the overall compensation package in comparison to other forms of pay. The majority of non-executive compensation in New Zealand is made up of basic pay, which is also commonly used as the benchmark for determining the amount of additional cash incentive prizes (profit sharing, for example, is commonly stated as a proportion of base pay).

In order to keep employees in competitive economies like China and Japan, most organizational personnel are paid much more than the current wages in these countries. In contrast to using intrinsic and informal compensation as a job comparison tool, base compensation is still reported to be used for nearly all employees in India (World Health Organization, 2013). According to Bula (2012), compensation is the main cause of employee turnover in the Kenyan sugar industry. Training, promotions, performance evaluations, and working conditions come in second and third, respectively. Other factors, including as leadership style, work content, recognition, and decision-making engagement, were also found to be direct contributors.

According to further reports, employees' lack of commitment and demotivation might be significant contributors to labor turnover, but they are also influenced by all other factors.

Time-rate and piece-rate employee reward programs are the two most popular forms that the company uses globally. Under a time rate system, an employee's pay is obviously determined by how much time they spend or are dedicated to working. Regardless of the volume or calibre of their work, employees receive a set wage per hour, day, week, or month. Although time rate compensation is the simplest type of compensation, it reduces accidents and resource waste. The time rate technique produces high-quality work and is very beneficial to new hires because their wages do not decrease as they complete their assignment. Because employees of a specific cadre earn the same salary, the strategy gives workers faith in their unity (Locke, 2018). With the piece rate approach, employees are paid based on the number of

units or pieces they generate, regardless of the amount of time they spend on it. This approach prioritises quantity output over quality output.

This process requires less supervision, and therefore, the unit cost of production is lower. This system enhances motivation for workers, as remuneration is work-related (Locke, 2018). In Africa, remuneration of employees has been identified as a core issue that hinders performance of public sector organizations. It was found that most public sector organizations under remunerate many of their workers and this has affected the employees job satisfaction, employee morale, employee relations and ultimately productivity which reflects poorly on the organizational performance especially the provision of public services (Hedwig A, 2011). Ineffective reward systems produce a financial structure that yields low minimum wages and salaries, which have been observed to influence employee job satisfaction, lower productivity, higher staff turnover, and decreased staff morale, which have a detrimental impact on many public sector organisations' capacity for long-term performance (Ologunde, Asaolu, and Elumilad, 2011).

In Nigeria, remunerative inequitable worker practices have emerged as a concern in the rise of industrial action among civil servants in sectors of health, education, and mining industries, swelling turnover due to job dissatisfaction as well as personnel seeking more remunerative jobs (Oshagbemi, 2010).

One of the main problems that has affected the performance of organisations in the agricultural industry in East Africa is the incentive structures used by employees. According to (Adane, 2017), the majority of workers in government sector companies

in Tanzania, Kenya, and Uganda expressed dissatisfaction with their compensation, which affected their productivity and work morale and ultimately resulted in poorer organisational performance.

Unemployment of the majority of job opportunities in Kenya and Uganda, and a growing proportion of educated and skilled labor force, contribute to rising labor supply and diminishing demand for labor, which translates into low wages and salaries. Low wages contribute to a low level of satisfaction rate of workers, which causes most of the workers and thus contributes to poor performance (Bula, 2012). The Asian Development Bank (2019) provided guidelines to be followed in raising salaries of international, national, and administrative staff. The report notes some issues that require them to raise the remuneration package, including issues of being unable to recruit new staff, incidences of high turnover, poor performance caused by inefficient staff, and thus they were to retain as many of the experienced and skilled staff as they could.

In Latin America and the Caribbean, in 2012, gross iniquitous estimates additionally indicate real wage growth of just the Middle East had experienced real wage growth of 4%, in part due to wage growth transmitted across Saudi Arabia. In the emerging G20 countries, real wage growth fell again from 6.7% in 2012 to 5.9% in 2013. A further report (International Labor Organization, 2018; Khan& Qadir, 2016) established that women earn 20% less than men. Real wage growth in developing G20 countries has slowed from more than 5% to less than 3% in more recent years (e.g., 2.9% growth in 2015, 4.9% growth in 2016, falling again to 4.3% growth in 2017). Khan and Qadir (2016) confirm that higher levels of wages demonstrate a deterrent effect

to turnover intention, or vice versa. This is also seen in other literature that has been read regarding wages that hold less turnover intention, which helps increase to meet economic and material needs for all, including a larger number of the greater community, while also providing higher and better social status of the employee on the account of higher wages. Employee incentive schemes are one of the primary issues that have impacted the success of businesses in East Africa's agriculture sector. The majority of employees at government sector businesses in Tanzania, Kenya, and Uganda, according to Adaney (2017), expressed discontent with their pay, which had an impact on their morale and productivity at work and ultimately led to worse organisational performance.

The majority of organizational people are paid far more than the going rates in competitive economies like China and Japan in order to retain workers. According to reports, almost all Indian employees still utilize base compensation as a tool for job comparisons, as opposed to intrinsic and informal remuneration (World Health Organization, 2013). Bula (2012) asserts that in the Kenyan sugar business, employee turnover is primarily caused by remuneration. Working conditions, performance reviews, training, and promotions rank second and third, respectively. Additional elements that were determined to be direct drivers included leadership style, work content, recognition, and decision-making engagement.

In order to retain employees, most organizational personnel are paid significantly more than the going rates in competitive economies like china and japan. in contrast to intrinsic and informal remuneration, nearly all indian workers reportedly continue to use base income as a tool for job comparisons (world health organization, 2013).

according to Bula (2012), compensation is the main factor contributing to staff turnover in the Kenyan sugar industry. promotions, training, performance evaluations, and working conditions come in second and third, respectively. other factors that were found to be direct drivers were decision-making engagement, leadership style, work content, and recognition.

According to Haider et al. (2016), employees are essential to the growth of an organisation and must be kept on board. Employees must be kept on board since doing so will motivate them to execute to the best of their abilities on behalf of the firm or organisation. Giving bonuses to staff members once certain work-related requirements are met is one way to accomplish this. Therefore, based on this research, it can be concluded that the characteristics they are mentioning are crucial for development and bonus retention.

They may be helpful in giving the employees ongoing support. 2.1.3 Staff turnover and overtime pay Employees' responses to putting in more hours demand monetary outlays from the company and serve as a source of motivation. In order for a manager to put in extra hours with a good attitude, he must assess his staff in a way that will allow him to know what they need (Measom, 2011). Workers must be made aware that working overtime helps them meet organisational goals.

For instance, workers at tea companies who put in forty hours a month can get half of their monthly salary in addition to their usual monthly salary. Every employee must be greeted by a manager in person, and they must be vocally commended for their overtime efforts. Employee motivation and overtime work

behaviour will result in the long run (Haider et al. 2016). To enable management to handle more work without expanding the organization's workforce, overtime is required. It prevents workers from having to switch allegiances to multiple employers and preserves their sources of supplementary knowledge.

According to Khan and Qadir (2016), overtime is suggested as a way to maximise employee performance while satisfying workload requirements at the lowest possible cost. In a contemporary organisation, overtime enables the employer to handle temporary variations in workload frequency without necessitating a staffing adjustment for that duration. Overtime enhances the competitive edge of the organization in their local market, since a majority of employees will see the extra funds as additional motivation. Overtime pay is additional pay for time worked after hours worked in a day, and for any work performed on a day of rest, holidays or non-working days. Simply put, it is work completed over and above what would typically be expected, the independent 40 hours in a week, from an hourly worker that works in an organization. The survival and success of any organization RELY on the employee pay and or employee reward system. pay and reward systems can be an effective reward system that incentivizes behavior such as overtime pay that steers an employee's work performance and degree of commitment.

it should always be noted that an ill-conceived and poorly constructed incentive pay system has been among the biggest contributors to productivity deficiencies and commitment dispenses (khan & qadir, 2016). For an organization to be successful with its mission statement, the employer of labor must have a conceptualized understanding of, what in fact, motivates employees to high performance and pay

them accordingly (MUELLER, 2011). APART from this, the employer must be encouraged through proper overtime pay and this will always push them to work and possess a positive work attitude, thus enhance organizational productivity ((Measom, 2011).

Belcher (2016) showed that overtime is what is needed by business in order to attain its monetary as well as manufacturing objectives. The immediate advantage of overtime to employees is that extra money that employees receive from them per hour.

Because they work, they are entitled to the money during the high sales season, which forces them to put in mandatory overtime. Increased productivity also leads to overtime compensation, which incentivises workers to reap the rewards of increased output. As a result, workers put in more hours and complete more labour to produce the product, and they profit more from increased corporate production (Measom, 2011).

In this competitive world of enterprise, proper management of overtime within the enterprise should be made appropriately in order to grasp the cost that is being faced by the enterprise these days. The overtime audit would facilitate the manager to grasp the pattern of overtime on a seasonal basis (Measom, 2011).

Insufficient employees to deal with the duration of production set may be one of the reasons why overtime occurs in a firm.

But the temporary worker or sub-contractor scenario can be the appropriate option, but the training cost and other payment of the other staff and the existing employees' preparedness and the overtime premium payment cost should be considered.

A manager who is slow to hire is to train the employees to perform the work of more than one positions to prevent overtime.

This will provide flexibility for the company to reallocate employees in the event of unforeseen spikes in demand or labour shortages. It will reduce the over-reliance on specific employee groups who must put in extra hours because of their specialised knowledge of their jobs.

Moreover, overtime management entails taking into consideration the current state of overtime (Loki, 2015). This would entail using the workforce management tool in obtaining data to be used for the business process. These would support overtime is not a detrimental liability to the company. In practical life, overtime payment within an organization is known to imply additional payment for overtime work performed over eight (8) hours a day or working hours over 40 a week. Overtime is considered costly, but overall, less expensive than hiring additional personnel for recruitment, education, and benefit expenses. Overtime is purely work that is performed outside regular fixed working schedules. The advantage of overtime within the workplace is that it provides the employer with quick response ability against short-term changes in staffing or load work, but only pays for time used (Capshaw, Dillingham, & Oliver, 2011).

Overtime would increase the competitive advantage of the business in the home labor market as many employees need extra cash (Capshaw et al., 2011). They also made it apparent that supervisors should keep an eye on both combined and separated hours in order to reduce overtime concerns. Managers should keep an eye on absences to see why they happen and whether they are consistent from year to year. They ought to gain a thorough awareness of the workloads at the institution. The company's overtime allocation policy should be closely examined by managers to ensure that it is sufficient, equitable, and effective in protecting workers. It should be remembered that overtime can be good for companies as well as employees. It provides freedom to the company to manage unscheduled absence as well as variable demand without extra job, and it also provides employees with extra pay at a higher rate. Overtime culture is associated with issues with organizations (Measom, 2011).

But means of avoiding overtime's negative effect are different in firms according to organization, size, work culture, and other relevant considerations. Towards that end, the success formula with overtime is to deal with the root of unscheduled absence; that staff level is appropriate to serve fluctuating demand within relevant time frame; scrutinize rules as well as procedures so that these are not generating extra overtime; and to strive to be more efficient within regular commercial time frames (Capshaw, Dillingham, & Oliver, 2011).

Overtime would promote the competitive advantage of the business within the home labour marketplace as many employees are in demand for extra cash (Capshaw et al. (2011). They further elucidated that for minimizing overtime issue, managers are required to track combined as well as different hours. The managers are required to

track absence such that they gain more understanding why these occur as well as whether these pattern from annum to annum. They should attain appropriate understanding regarding workload within the facility. The managers are required to evaluate overtime allocation policy within the organization such that policies would be fair, efficient as well as adequate enough in protecting employees.

It should be remembered that overtime can be of benefit for employees as well as for organizations. It provides freedom to the firm from unscheduled absence as well as variable demand without availing extra job as well as it provides employee extra compensation with elevated rate. Overtime culture is associated with issues within organizations (Measom, 2011). But means of avoiding adverse effect of overtime are different in companies depending on the organization, size, culture of work and other such factors. Towards that end, the key to successful overtime is dealing with the root cause of unscheduled absence; that the personnel level is sufficient enough to cater to fluctuating demand within the relevant time duration; check guidelines and procedures so that no extra overtime is generated through them; and to do everything possible to step up output in regular office timings (Capshaw, Dillingham, & Oliver, 2011).

These are then succeeded by overtime which gives the manager a means of addressing surplus workload without hiring people. it also gives employees a means of extra income without diversifying loyalty to different employer organizations. Overtime has become a good method for organizations to address pressures from workload without additional expenses and for employees to acquire some pay rise as well as job satisfaction (Capshaw, Dillingham, & Oliver, 2011).

Where the employee is authorized to work overtime and the employee in fact works overtime outside the nature of their normal working hours, the employee must be compensated for the overtime they do. There is no statute requiring that overtime is compensated above the hourly basis for every day or week in a regular hourly wage enforcement (FAQ knowledgebase, 2011). Regardless however, whether an overtime rate applies is determined by an (normally tacit) agreement between an employer and an employee. Best practice would be for whatever overtime rates were agreed to be incorporated into the employment contract to ensure that both parties are in agreement on the terms and circumstances when the worker puts in greater hours than usual.

Additionally, if a worker put in more hours than he usually does and feels that his employer did not fairly compensate him for it, he should let his boss know so that he can be aware of the situation and take the necessary action. In Japanese labor law study, Carter and Neiji (2014) revealed that overtime's lowest remuneration was 125 percent for pay to employees and that night work, performance from 10 pm - 5 am is 25 percent of pay. In addition, the authors proposed that some sorts of overtime allowance, such as overtime on a day off, overtime late on a day off, and overtime beyond 60 hours per month, might increase to 175 percent of an employee's income or more in certain situations. Carter and neiji (2014) also explain that overtime allowance is not given to managers but managers are entitled to late at night work allowance. Statutory responsibility, therefore, falls on employers to renew annually a labor-management agreement with the majority representative of employees prior to

contracting any employee into overtime work. Usage of overtime allowance by most manufacturing companies has been viewed as incentive for staff stimulation and workers' betterment. In providing a guarantee of effective competition in the market, the majority of organizations adopted an incentive programme to compensate and reward performance of workers in working overtime beyond expectations (Olubusayo et al., 2014). In most organisations, the demand for overtime has been somewhat ambiguous. While some people view overtime as a costly way to get things done, others believe that, when you factor in the costs of hiring, training, and benefits, it's actually less expensive than hiring more staff. Because overtime helps employees maintain their typical routines and allows employers to successfully respond to any trend of change inside an organisation to make it competitive, it is therefore a suitable alternative for employers in the majority of situations (Capshaw et al., 2011).

Performance management for employees in manufacturing firms so far has been focused on the measurement of performance and compensation for the allowance of overtime. While good performance has come to be regarded as the outcome of interaction between personal ability and motivation, it has also come to be realized that planning and facilitative surroundings play a significant role in individual performance in terms of payment of allowance (Capshaw et al., 2011). Human resource practice and policy thus affected performance as well as worker satisfaction to be consistent within the workplace for effective organizational strategic outcome attainment within a fluctuating world atmosphere where organizations are capable of flourishing.

2. 2. Literature review summary.

Research literature suggests a relationship between employee turnover and workers' compensation in businesses of all sizes. The majority of study literature indicates that corporate firms conducted institutional investigations in Uganda and the Kanungu district. Research on workers' compensation and staff turnover is therefore necessary, especially in the setting of Kanungu and the Kayonza grower's tea factory.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0. introduction

The research methodology employed for this study is presented in this chapter. The research design, sampling strategy, data collection method, quality control, variable measurement, data analysis, study population, and ethical considerations were all covered.

3.1 Research design

A cross-sectional study approach was employed. Triangulation, a combination of qualitative and quantitative methodologies, improved the cross-sectional survey design. Before making any conclusions, the use of both qualitative and quantitative methods prevented the potential for bias that could arise from relying solely on one methodology (Amin, 2005).

3.2. population under study

It had 100-250 regular staff members, a board of directors, and 7200 shareholders, but in this current research for these 150 respondents were used as the target population, and from among them sample size was selected. their further classification was achieved.

Group of respondents	targeted population
Board Members	07
general managers	01

Department heads	04
Extension agents	75
sales people	50
Factory engineers	13
Total	150

3.3 Sample size and Selection

108 respondents out of 150 respondents made up the research sample, which was determined using Krejci & Morgan's (1970) table. The distribution is shown as follows.

3.3.1 Sample size and Sampling technique used while conducting the study.

Table: Sample size and sampling technique for the study.

Group of respondents	Targeted population	Sample size	Sampling technique
Board members	07	07	Purposive sampling
General Manager	01	01	Purposive sampling
Heads of Departments	04	04	Purposive sampling
Extension workers	75	49	Simple random sampling

Sales representatives	50	39	Simple random sampling
Factory engineers	13	08	Purposive sampling
Total	150	108	

Source: modified from Krejci and Morgan (1970) by the current investigator.

3.4 Sampling Method.

Both purposive sampling along with random sampling approach were considered in this study.

3.4.1 Purposive sampling method

In order to provide accurate information, the researcher employed purposive sampling, whereby the sample selections were most suitable. Given their background and familiarity with the group, they were quite likely to possess expert information (Sekaran, 2003). Board members, general managers, department heads, and engineers were among the respondents in this category. The purposive sampling strategy was required since it was cost-effective and, given the nature of the study, such a sample of respondents contained some focused data. In order to collect targeted data on the research variables of employee turnover and salary, purposeful sampling was selected.

3.4.2 simple random sampling technique

Simple random sampling is a clear illustration of how each participant in a study has an equal and independent probability of getting selected (Amin, 2005). Simple random sampling was employed in order to obtain the proper representation from the current population. Salespeople and extension agents were among the informants in this group.

3.5 Data Collection Methods

Interviews, questionnaire surveys, and document reviews were among the data collection techniques employed.

3.5.1 Questionnaire Survey Method

Over the previous five years, data was gathered from respondents via a questionnaire survey. Because it allowed the researcher to get information on quantitative characteristics that are not observable, like respondents' perception, belief, and sentiment, a questionnaire survey was employed. It attempted to use additional external, unrelated variables to manipulate the research variables. It made it feasible to quickly and efficiently gather data for a large number of samples, leading to more valid and dependable conclusions.

3.5.2 interviews

By interviewing some of the most important informant's one-on-one, the researcher attempted to gather qualitative data. Five (5) full-time human resource department administrators from Kayonza Tea Growers' Factory served as the informants. They are midway through staff development and compensation. The interview approach was practical since it guaranteed comprehensive data collection, encouraged a silent comprehension of word meanings, and made it simple to effectively manage the flow of questions (Amin, 2005; Oso & Omen, 2009). It made it possible to confirm with replies, ask probing questions, read their body language, and get clarification.

3.5.3. Documentary Review

To recall information on issues of compensation and employee turnover, the Kayonza Factory's administrative records, including working documents, journals, attendance registers, newsletters, publications, minutes, contracts, management reports, and memos, were scanned.

3.6.0 Data collection tools

3.6.1 Questionnaires

A five-response Likert continuum scale comprising strongly agree (sa), agree (a), undecided (ud), disagree (d), and strongly disagree (sd) was employed in a closed-ended statement questionnaire. More often, the Likert scale was employed to gauge how strongly respondents felt or thought about a particular issue (Sekaran, 2003; Amin, 2005).

3.6.2 interview guide

The purpose of the interview guide was to extract qualitative information from key informants and consisted of open-ended questions on significant factors. For some of those traits that scaling construction was impossible to scale, the interview guide allowed for scale flexibility (Mugenda & Mugenda, 2003). Auxiliary data on research variables was thus obtained from these respondents.

3.6.3 document review checklist

It was asserted that this documentary checklist research tool generated more secondary data about the variables under investigation.

3.7.1 validity

Face validity and content validity were used to validate the research tool.

For the instruments to be considered face valid, at least the bare minimum of fitness had to be reached (Amin, 2005). Four specialists were asked by the researcher to check for any unclear questions, badly written statements, unclear inquiries, and missing statistics. The tools were constructed and given to supervisors for input on sentence construction, word choice, and question appropriateness. The instruments were pretested in a field-like environment at the appropriate moment. Previously, it was primarily tested with the Mpongwe Tea Factory Board and principal technical officers, notably the manager and administrator. The officers' response was examined for content validity. The validity of the instrument is indicated by any CVI result of 70% or greater (Amin, 2005).

The instrument was, however, revised to eliminate unwanted items, improve some, and make others usable. 3.8.2

The reliability of an instrument was desired in ascertaining how often a research instrument would yield similar results, when it was repeated several times of administration, according to Mugenda and Mugenda (2003).

In its aspiration for reliability, research piloted the questionnaire tool once on 10 study population members, to provide an estimate of internal consistency of the tool.

During pretesting, it was agreed to use the instrument and determine the pretest scores through Cronbach's coefficient alpha, as indicated by having more than one response item. Overall, instruments were reliable if the instrument had 0.6 Cronbach's alpha value. Thus, as per the overall reliability, when Cronbach's alpha was more than 0.60, it was found to be acceptable, and hence the researcher proceeded with the instruments in order to gather the data as speculated by Hattie et al (1997).

3.9 Procedure of Data Collection

After the report was successfully recommended and defended, then at that particular point in time the researcher possessed an introduction letter of authority from Great Lakes Regional University, which was now used in seeking permission from the management at Kayonza Growers ' Tea factory. Upon recommendation from the management at Kayonza Growers ' Tea Factory, data collection began.

Preparatory study visits to conduct the study were undertaken, and this enabled the identification of potential respondents, seeking their consent, and drafting study programs for collecting data.

The researcher conducted interviews, administered questionnaires, and screened documents. The ethics requirements were satisfied. All elements of research tools had been cross-checked to be inclusive before reporting the research document was prepared and submitted to the university.

3.10 Data Management

Cross-checking the data as well as cleaned for consistency of data, accuracy, as well as completeness of information. The collected data were coded variable-wise, objective-wise using a coding frame. The results and opinions of participants that were differentially coded to the frame were allocated to the respective items correspondingly.

3.11 Data Analysis

Data analysis involves extracting order, pattern, and meaning from vast quantities of acquired data (Mugenda & Mugenda, 2003). Quantitative data were addressed as stipulated.

3.11.1 Quantitative Data Analysis

Questionnaires that were completed were totalled. In order to search and debug, they were proofread for mistakes and slips. Data were entered into the computer program SPSS 20 after being coded and categorised. For analysis, responses (dependent variables) were entered into independent variables. For easier comparison, descriptive statistics provided an explanation of the results and expressed them as percentages. To determine whether there is a substantial difference in respondents' opinions, Pearson's correlation was used.

3.11.2 Qualitative Data Analysis

By transitioning from an empirical description of data to an interpretation of meanings, the researcher was able to identify contemporaneous patterns of data in the form of events or acts. As part of the qualitative data analysis process, the researcher also transcribed interviews. The researcher also wrote out and reread the field notes. The researcher next took into account the overall relevance of the data and made an impression of the data in general regarding the impact of salary and staff turnover. Verbatim remarks were used to present the findings. The researcher used the lessons learnt to understand the data.

3.12 Ethical Concern

The moral issues that always held a central position are as below: participants were requested by the research scientist.

a) The strict confidence of respondents was always ensured, and the research intention was explained to target respondents both in writing as well as through verbal means.

b) The data gathering procedure was started after the consent was obtained, and the dress code was closely monitored.

c) Confidential matters were sorted out.

CHAPTER FOUR: PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.0. Introduction

The study focused on employee compensation and turnover in Kanungu district-based companies, using Kayonza Growers' Tea Manufacturing Factory as a case study. Results, analysis, and interpretation based on study objectives are covered in Chapter 4. The presentations cover descriptive statistics, the demographics of the respondents, the response rate, and empirical findings.

4.1 Response rate

The questionnaire was distributed to 108 research participants. 97 of the 108 participants responded to the study, 89.8% response rate. The response was good enough for the generalizability of the results. 10.2% non-response was due to unfavorable weather conditions. Some of the participants were inaccessible since some of them were not available at their regular workplaces. Others had not prepared to fill in questionnaires.

4.2 Demographic Information of the respondents

The study took into account some of the respondents' background characteristics. This covered position, length of employment, age, gender, and educational attainment in the tea factory owned by Kayonza growers. The following is a presentation of the features that were carefully observed.

4.2.1 Gender of Respondents

The research endeavors to consider participation on the gender lines since it would influence the outcome in one form or another. The research utilized male and female gender categories, as shown in.

Table 1: Gender of the respondents

CATEGORY	FREQUENCY	PERCENT
Male	64	66
Female	33	34
Total	97	100.0

Source: Primary Source.

The findings showed that 34% of participants were female and 66% of participants were male. The study was dominated by men, according to the statistics. This is because the working class, which is predominately male, made up a substantial portion of the sample. Factory engineers, salespeople, extension agents, and board members are mostly.

4.2.2 Age category

The age groups of the respondents were asked to be revealed. It was intended to ascertain whether the sample representatives were selected unbiasedly and at random from the population in terms of age group. The solution was given in the Table 4.2.

Table 2: Age category

age distribution	frequency	percent
Valid		
21-30	21	21.7
31-40	58	59.8
41-50	15	15.5
51-60	3	3.0
total	97	100.0

Source: Primary Data 2024

According to Table 4.2, 58 respondents (59.8%) were between the ages of 31 and 40, 15 respondents (15.5%) were between the ages of 41 and 50, 21 respondents (21.7%) were between the ages of 21 and 30 years, and 3 respondents (3.0%) were between the ages of 51 and 60.

In the end, the survey found that adults made up the majority of the interviewees. Since all of the respondents were old enough to work for any company, including agro-based companies, the study was forced to rely on their opinions on compensation and employee turnover, respectively. One respondent emphasised the aforementioned, saying, "Kayonza growers' tea factory employs working-class adults who can read as well as meet the terms agreed in contracts, and this has improved their welfare in general."

4.2.3 Level of education

The respondents were asked to disclose their level of schooling. The purpose of the study was to determine whether the sample population's respondents were sufficiently educated to handle the situation during the investigation. Additionally, it sought to gauge respondents' ability to comprehend survey questions, assess company performance, and comprehend the possible relationship between employee turnover and compensation. Table 4.3 displayed the responses.

Table 3: Educational levels

	Frequency	Percent
Certificate	39	40.2
Diploma	38	39.2
Degree	18	18.6
Adult learning	2	2.0
Total	97	100.0

Source: Primary Data

Table 4.3 indicates that, 38(39.2%) workers had diplomas, 39(40.2%) workers had certificates, 18(18.6%) workers had degrees, 2(2.0%) workers had formal adult learning skills. This meant that, majority of the respondents were literate and could read and write, comprehend terms of employment contracts, terms of pay, and maintain records for their work outputs. This again meant that respondents are

capable of tracing the performance of their respective jobs. This meant that the respondents were aware enough to understand what precisely this study was all about. Thus, their opinions and perceptions would be depended upon in order to make conclusions about the impact of remuneration on the turnover of employees.

4.2.4 Marriage status

The survey asked questions regarding the marital status of respondents as part of efforts to determine whether marital status was contributing to employees' turnover among research participants. The response was provided in Table 4.4

Table 4: Spouse's marital status of

Marital status	Frequency	Percent
Married	55	56.7
Single	20	20.6
Widowed	9	9.3
Divorced	13	13.4
Total	97	100.0

Source: Primary Data

According to Table 4.4, the majority of respondents—55, or 56.7%—were married, 20, or 20.6%, were single, 9 or 9.3% were widowed, and 13 or 13.4% had divorced. Married respondents dominated the study, according to this.

This showed that marriage can influence employee turnover among married people, which in turn can impact employee performance.

4.2.4 Duration of service at the tea factory owned by Kayonza Growers

The length of time each respondent had been employed at Kayonza Growers' Tea Factory was ascertained by the researcher. The time spent working was categorised as shown in Table 4.5 below.

Table 4.5 Work experience at Kayonza grower's tea factory

Years worked	Frequency	Percent
1-3	11	11.3
4-7	48	49.5
8-10	20	20.6
11 and Above	18	18.6
Total	97	100.0

Source: Primary Data 2024

It is from this study that 11 respondents (11.3%) reported serving with Kayonza tea factory from 1 to 3 years' service length, 48 respondents (49.5%) reported serving from 4 to 7 years' service length, 20 respondents (20.6%) reported serving from 8-10 years' service length and 18 respondents (18.6%) served 11 years and above. From interviews carried out, no person reported serving with the company when 65 years

old and above as well and no respondent reported serving with the factory for over 25 years, since most retirees are 60 years old.

4.3 The effect of salary payments on employee attrition in agro-based businesses using the tea factory of Kayonza Growers as a case study.

Table 5: Descriptive statistics of employee payments and employees' turnover

No	Items	Percentages (%)				
		A	UD	D	M	SD
1	Workers at the tea factory owned by Kayonza Growers receive pay.	57.4	20.0	22.6	3.59	1.25
2	Employees at the tea factory owned by Kayonza Growers receive their salaries on schedule.	61.2	15.0	23.8	3.39	1.26
3	When compared to other manufacturers, the salaries given to Kayonza Growers' Tea Factory employees are reasonable.	51.2	18.8	30.0	3.28	1.30
4	Kayonza Growers Tea Factory	55.0	15.0	30.0	3.38	1.25

	employees' salaries boost their morale at work.					
5	Employee turnover and the salaries provided to Kayonza Growers Tea Factory employees are related.	51.2	17.5	31.3	3.24	1.40
6	Kayonza Growers' Tea Factory employees get salaries that lower employee turnover.	56.1	21.3	22.6	3.51	1.2.
7	Salaries paid to employees of Kayonza grower's tea factory enable them like their jobs.	48.8	18.8	32.4	3.31	1.31
8	The welfare of Kayonza Growers Tea Factory employees is enhanced by their salaries.	46.2	22.5	31.3	3.29	1.31
	Total statistics regarding the performance of SMEs and loan interest rates	53.4	18.6	28.0	3.37	1.14

Source:

Original-Information

Table 4.4.1's key: UD Undecided; D Strongly Disagree + Disagree; A = Strongly Agree + Agree; M SD and Mean The standard deviation.

According to the statistics for item 1 of the demonstration in Table 4.5, 57.4% of respondents agreed, 22.6% disagreed, and 20.0% were unsure that workers at the tea factory owned by the Kayonza grower earn a pay. This demonstrated that, for the most part, people are aware that they are compensated with salaries. According to the study, 61.2% of respondents agreed that they receive their wages on time, 23.8% disagreed, and 15.0% were unconcerned. According to reports, they favour SACCO and often receive payments around the 22nd of the month. Regarding whether the wages paid to employees at the tea factory owned by Kayonza producers are fair and acceptable, 51.2% of respondents agreed, 30.0% disagreed, and 18.8% were unsure.

This implies that the majority of workers might not wish to work at another plant anytime soon. Regarding whether paying workers at the tea factory owned by Kayonza growers improves their morale at work, 55.0% of respondents agreed, 30.0% disagreed, and 15.0% were unsure. Since the morale, effectiveness, and efficiency responses were deemed high, it is possible that they were also high, which could have an impact on staff turnover. Employee turnover is influenced by the income earned by Kayonza growers' tea factory workers (item 5). Of the respondents, 51.2% agreed with this statement, 31.3% disagreed, and 17.5% were unsure. It might imply that a sensible pay policy will inevitably result in lower employee turnover.

According to the study, it was found that 56.1% of participants agreed that wages given to Workers of Kayonza grower's tea factory will reduce staff turnover in the organization. But 22.6% disagreed, and 21.3% were uncertain. Therefore, it was indicated that, regardless of whether wages are large or small, wages are just enough to make one feel secure to work in one location. In Table 4.5, Question 7, it was then

found that 48.8% agreed that wages to Workers of Kayonza grower's tea factory make them enjoy their job, while 32.4% disagreed, and 18.8% did not know.

This was an indication that, more than likely, wages bind the employer with the employee, and bring satisfaction to employees with their job. Finally, 46.2% of others agreed that, salaries of Employees of Kayonza grower's tea factory improve the employees' welfare, while 31.3% disagreed and 22.5% were uncertain. This was an indication that most employees were sure that salaries improved their welfare. The observation was supported in the interview results of the factory board members who described the experience, with others agreeing, as a low salary paid to workers will demotivate, discourage, or scare away workers," and therefore loses skilled workers or increases new recruitment, training costs, and is only a short-term boost in productivity.

One of the interviewees said that, "Timely payments greatly motivate' inducements to take assertive actions and be dedicated to work. It is suggested that the timely payment of wages encourages employees to enjoy working.

A review of records studied shows that employee turnover in 2021/2022 and 2022/2023 held average percentages of 2.2% and 2.4%, which were considerably lower than the 10% allowable rate.

In order to obtain the general overview of the respondents' perception about payment of salaries and employees' turnover in agro-based institutions of Kanungu district, a summation of all the items was done, and the mean and standard deviation were calculated. The findings revealed that, on average, 53.4% of the respondents

concluded that salaries determine employees' turnover, 18.6% were undecided, and 28.0% disagreed. The total mean of 3.37 and the standard deviation of 1.14 were calculated. This meant that respondent perceptions in line with the items queried had a moderate focus. Mean scores of 3.500 and above were ranked 'high focus', mean scores of 2.500 and above but not exceeding 3.500 were ranked 'moderate focus', whereas mean scores falling below 2.500 were ranked 'low focus'.

The 1.14 standard deviation indicated some inconsistency in variable meanings that there could be some other variables influencing employees' turnover besides salaries.

4.4 The Role of Bonus Payments in Employee Retention within Kanungu District-Based Organizations

Table 6: Bonus payment contributions to employees' turnover in agro-based institutions

No	Items	Percentages (%)				
		A	UD	D	M	SD
1	Bonus payments are given to Kayonza Growers' Tea Factory staff members for the work done.	48.6	13.8	37.6	3.13	1.37
2	Bonuses are paid on time to Kayonza Growers' Tea Factory employees.	47.5	17.5	35.0	3.15	1.40
3	When compared to comparable	42.4	21.0	36.3	3.19	1.35

	factories, bonus payouts to Kayonza Growers' Tea Factory employees are reasonable.					
4	Bonus payments to the workers at the tea factory owned by Kayonza Growers boost their morale at work.	50.0	13.8	36.2	3.21	1.40
5	Bonuses given to workers at the tea factory owned by Kayonza Growers are correlated with employee turnover.	50.0	17.4	32.6	3.28	1.32
6	Bonus payments to workers at the tea mill owned by Kayonza growers lower staff turnover.	42.4	28.8	28.8	3.26	1.39
7	Employees at the tea mill owned by Kayonza growers are able to enjoy their work thanks to bonus payments.	43.7	25.0	31.3	3.28	1.35
	Total statistics on employee turnover and bonus payments	46.4	19.7	33.9	3.21	1.37

Source: Original Information

According to the results of Question 1 in Table 4.6, 48.6% of respondents agreed that employees at the tea factory owned by Kayonza growers receive bonuses for their labour, 37.6% disagreed, and 13.8% were unsure. This implied that bonuses are given

to employees. This was verified via an interview: "Because working in the tea industry is dangerous, employees receive meagre bonuses on top of their wages. Sometimes, these bonuses boost the employee's performance." This indicates that bonuses __focus on performance-related work, and ultimately may lower employee turnover. It was also discovered that 47.5% of the respondents indicated that the bonus payment to the workers of the Kayonza Growers ' Tea Factory is timely. 35.0% of the respondents disagreed with the statement, and 17.5% were not sure. This meant that, in the case of timely bonuses offered of quality, the expectations of the employee could be met, thus leading to effectiveness and efficiency.

It also emerged that 50.0% of the respondents agreed that the bonus payment to the workers of the Kayonza grower's tea factory is associated with labor turnover, 32.6% of the respondents disagreed with the statement, and 17.4% were not sure. This indicates that there is some implication whereby bonus payments are related to labor turnover, in a positive impact's way. This could mean that the same time improvements could lead to even better productivity and goal achievement for the workers in the factory.

According to research, 42.4% of respondents agreed that giving bonuses to workers at the tea factory owned by Kayonza Growers reduces employee turnover, while 28.8% disagreed and 28.8% were unsure. This indicates that most people agreed that bonuses reduce employee turnover.

According to item 7 of Table 4.9, 43.7% of respondents agreed that giving bonuses to workers at the tea factory owned by Kayonza Growers makes them like their jobs,

while 31.3% disagreed and 25.0% were unsure. It indicated that when bonus plans are in place, employees are happy in their jobs and turnover is minimal.

According to conducted interviews, employee bonuses are computed at the end of each month using the time saved at a time-and-a-half rate.

According to the reports we looked at, the scheme's largest benefactors are really truck drivers and industrial engineers. The study calculated the sum of all bonus payment items to determine respondents' overall opinions on bonus payments and employee turnover. It discovered that 46.4% of respondents agreed with items demonstrating a relationship between bonus payments and employee turnover, 19.7% were unsure, and 33.9% disagreed. The study's mean, 3.21, was higher than the standard deviation, which was 1.37. This showed that respondents' thoughts of the things in question were mostly positive and that there were very few deviations from the norm.

4.5 The impact of overtime compensation on staff turnover in Kanungu district's agro-based establishments.

Table 4: How overtime compensation affects staff turnover in agro-based organisations

No	Items	Percentages (%)				
		A	UD	D	M	SD
1	Workers at the Kayonza Growers'	55.0	15.0	30.0	3.39	1.23

	Tea plant are compensated for overtime.					
2	Employees at Kayonza Growers' Tea Factory receive their overtime compensation on schedule.	51.2	17.5	31.3	3.25	1.38
3	Compared to other factories, Kayonza Growers' Tea Factory pays its workers a fair amount for overtime.	56.2	21.3	22.5	3.50	1.22
4	Employee morale at Kayonza Growers' Tea Factory is raised when they receive overtime compensation.	48.7	18.8	32.5	3.30	1.33
5	Employee turnover and overtime compensation for Kayonza Growers' Tea Factory workers are related.	46.2	22.5	31.3	3.29	1.31
6	Kayonza Growers' Tea Factory	48.7	15.0	36.3	3.14	1.37

	employees receive overtime pay, which lowers employee turnover.					
7	Employees at Kayonza Growers' Tea Factory are able to enjoy their jobs because to overtime compensation.	47.5	17.5	35.0	3.15	1.40
8	The wellbeing of Kayonza Growers' Tea Factory employees is enhanced via overtime compensation.	42.5	22.5	35.0	3.21	1.33
	Overall aggregate statistics for loan size and SMEs performance	49.5	18.8	31.7	3.28	1.32

Source: Primary Data

From the results in Table 4.7, question 1, 55.0% of respondents affirmed that Kayonza growers' tea factory workers were paid for overtime worked, 30.0% disagreed, while 15.0% did not record any opinion. The research substantiated that 51.2% of respondents affirmed that workers at Kayonza growers' tea factory are paid for overtime work, 31.3% of respondents disagreed with the conclusion, while 17.5% did not record any opinion either way. It seemed that this might be due to overtime being paid depending on that worker's ability to use his overtime job.

He stated during the interview regarding the relation of overtime and employees' turnover, "Since it is business, the employees may even use overtime worked or refuse to be barred from the organization to even kickstart more labor is needed." The availability of overtime pay is "by choice." It may have meant overtime pay for labor based on the time of year and the specialist needed, and might have been related to the turnaround of measurable effects from the turnover of labor. Conclusion of the study revealed that 56.2% of the respondents were in agreement with the statement that overtime allowance to Kayonza growers' tea factory workers is reasonable compared to other factories. 22.5% of the respondents disagreed, and 21.3% were not sure.

It implied that perhaps most people think the overtime allowance is fair. 48.7% of respondents agreed that paying workers overtime at the tea factory owned by Kayonza Grower improves employee morale at work, while 32.5% disagreed and 18.8% were unsure. This suggests that overtime pay may have a positive impact on employee morale and reduce attrition.

It was discovered that 46.2% of those who responded agreed that, over time, wage remittance to Kayonza grower's tea factory employees is linked with employee turnover, 31.3% disagreed, while 22.5% didn't bother. This equated to, overtime wage remittance being linked with employee turnover

48.7% of respondents agreed that paying employees overtime at the tea facility owned by Kayonza Growers lowers employee turnover, according to Table 4.13,

question 6. 15.0% were unsure, and 36.3% disagreed. This demonstrated that the majority of respondents believed that paying overtime to workers at the tea factory owned by Kayonza Growers lowers employee turnover.

The study established that, with time, payment to Kayonza grower's tea factory Employees enables them to stay happy during work. 47.5 % of the respondents agreed, 35.0% disagreed, and 17.5% did not know. This implies that since most of the respondents agreed to stay happy with work, they will many times be left in a sitting position for a long time. 42.5% of the respondents approved that payment of overtime by Kayonza growers' tea factory employees improved their welfare, 35.0% disagreed, while 22.5% did not answer the question. This implies that most of the respondents used the overtime payment received to enhance their well-being.

According to the documents analysed, staff are typically paid overtime during the busiest time of year for tea harvesting, which is typically November through December. Employees are typically compensated between 10,000/= and 50,000/= shillings for each additional hour worked, depending on their level of authority. This suggests or implies that they receive varying levels of compensation based on their position within an organisation. Whereas even each of these individuals is likely to have different needs, that's why payment is correlated to the number of extra hours and incurred hourly payment varying from a range of number of responsibilities to have different possibilities. All of the topics pertaining to overtime payment were compiled to determine the respondents' general perception of the relationship between overtime payment and employee turnover.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarises the research findings under the study objectives, draws conclusions from the research findings, and offers suggestions for future use of the research findings and other literature that is thought to be important and useful in an effort to enhance the study situation.

5.1. Summary of study findings

This section provides a summary of the main findings under the research questions and objectives.

5.1.1 The effect of salary payments on Kanungu district employees' turnover in agro-based businesses.

A mean value of 3.59 indicates that workers at the tea factory owned by the Kayonza farmer receive pay. With a mean score of 3.39, an employee who received payment is considered well-compensated. Employee salaries are sufficient when compared to other factories and was evidenced by a mean value of 3.28. Employee salaries increase employee morale on the job, as shown by a mean value of 3.38. A mean score of 3.24 indicates a relationship between employee wage pay and employee turnover. With a mean of 3.51, the study's first objective showed that employee pay at the Kayonza Grower Tea Factory lower employee turnover. 'High concentration' was defined as mean values of 3.500 and more. A moderate correlation between employee wages and turnover is indicated by the overall mean of 3.37. Employees of the tea factory owned by Kayonza Growers receive bonus payments on time, as demonstrated

by the mean value of 3.15. Bonus payments to Kayonza grower's tea factory employees are accurate compared to the other factories and this was established with a mean value of 3.19. With a mean score of 3.19, bonus payments to the workers at the tea plant owned by Kayonza Grower are correct when compared to the other factories. Employee morale at the tea mill owned by Kayonza Growers is improved by bonus payments, which had a mean value of 3.21. Bonus payments made to tea factory workers at Kayonza Growers are correlated with employee turnover, as seen by the mean value of 3.28. With a mean value of 3.26, the second objective pillar showed that bonus payments to the tea factory workers of Kayonza growers reduce employee turnover. The mean attention between incentive payments and staff turnover was represented by the grand mean of 3.21.

5.1.3 Pay and employee relations in Kanungu district's agro-based organisations:

The role that overtime pay plays Workers at the tea factory owned by Kayonza Growers receive overtime compensation for their labour. The mean value of 3.39 suggested this. Workers at the tea factory owned by Kayonza growers receive their overtime pay on schedule. The mean value of 3.25 was used to illustrate this. Remuneration of overtime to Kayonza grower's tea factory Employees is fair compared to other factories. The mean value of 3.5 was used to illustrate this. The remuneration of overtime to Kayonza grower's tea factory Employees raises their motivation at work. A mean value of 3.3 was used to illustrate this. Paying overtime to the tea factory owned by Kayonza growers Employee turnover is correlated with employees. The mean value of 3.29 illustrated this. Payment of overtime to the tea factory owned by Kayonza growers Employee turnover is reduced by employees. A

mean value of 3.14 was used to illustrate this. Kayonza Grower's Tea Factory received overtime payment. Workers make their jobs enjoyable. A mean value of 3.15 was used to illustrate this. Kayonza growers' tea factory received overtime payment. Workers improve their health. This was accomplished by applying the 3.21 mean value. 3.28 was the grand mean value that was reached.

5.2. Discussion of results

Extracts of the most significant findings relevant to research objectives as well as questions are provided hereunder.

5.2.1 Assessment of employees' salaries' impact on staff turnover in agro-based firms of Kanungu District.

The study agreed that employees' remuneration in the form of salaries is the most significant factor on reducing employees' turnover rate in Agro based Organizations.

This was indicated by the overall mean presented above in the abstracts. The research corroborated Boyens (2017), who elucidated that employees' wage compensation system stimulates the employee turnover rate in the majority of organizations across the world and when the turnover rate is high it impacts the performance of the organization. This revealed that relatively higher pay had reduced turnover. Pay and salary initiatives explain moderate effects on turnover. Their observation also revealed that, where high performers are poorly rewarded, they quit the organization. Where group reward systems take the place of individual motivation in the form of pay, their implementation may result in increased turnover among high performers.

5.2.2 Assessing the impact that the bonus payment effect makes on employee turnover within agro-based organizations in Kanungu District.

The study concurred that, at a moderate level, awarding the employees a bonus payment significantly contributes to decreasing the employees' turnover in Agro-based institutions in Kanungu district. This was, as noted by Haider et al.2016, that one can keep the employees by compensating them with bonuses when certain areas of work can be achieved. Therefore, according to this review, it can be stated that the areas that they mention are essential for retention in increments and bonuses. That is, well-rewarded human capital with bonuses on top of wages necessitates increased productivity and reduced employee turnover.

5.2.3 Analysis of the impact of overtime payment on employees' relationship between remuneration and employees in agro-based institutions of Kanungu district.

The total score suggested that 49.5% of the respondents agreed that overtime pay has an impact on employee turnover, thus suggesting that they agree to the items of the association between overtime pay and employee turnover was above the average. For an organization to achieve success, labor employers must be aware of what incentivizes an employee to work well and compensate accordingly (Mueller, 2011). Also, the work required an attractive overtime pay, which also produced proactive and positive workers, contributing to an increase in productivity in the organization (Measom, 2011). This suggests that pay in the long run is necessary for deciding an employee.

5.3 Conclusion

This is the summary of the conclusions of the key findings in line with the research objectives and questions.

5.3.1 Staff turnover and employees' salaries in Agro-based organizations

The research found that employees can be motivated to minimize turnover through the utilization of salaries. Organizations have to be placed in a position of controlling salary policies in order for them to endure. Nevertheless, the function of rewards in any organization under discussion is to enhance workers' performance, along with enhancing retention.

5.3.2 The bonus payment and employees' turnover in Agro-based organizations.

The study found that, with bonus payments, workers can execute their work well because they perceive bonus payments as a form of reward. That is, bonus payments are given as thanks for their work. The low concentration reached, which indicated that adequate institutions could do without bonuses and manage. It is discretionary for institutions to give, but it does not have to be an effective means of reducing employee turnover.

5.3.3 Assessing the impact of overtime payments on wage-employee ties in Kanungu District, in agro-based firms.

It is known that overtime payments can be used to reduce employees' turnover. Overtime payment is not just a method of management for freeing the boss's time. It is a very good tool for succession planning and personal development. It also

encourages productivity and hard work. In turn, this takes into account increased morale and decreased labor turnover. According to Carter and Neiji (2014), managers do not receive overtime allowance, but do receive allowance for working late hours. Therefore, employers must sign each year a Labor-Management agreement with the representative of the majority of the employees, before they can compel an employee to work overtime. This one way or another, can cut down employees' turnover.

5.4 For recommendations.

5.4.1 Staff turnover and staff wages in Agro-based institutions

Workers ought to bargain for better salaries if clients are to be avoided. It is evident from the study that in order for a worker to stay in a given job and also perform effectively, he or she ought to be bargaining for a rise in salary. Information regarding resources available to employees to keep and retain them should be transparent to all workers.

5.4.2 Workers' turnover and payment of bonus in Agro-based organizations.

It is suggested that bonuses are connected with employee turnover intention. They render jobs more challenging and interesting while working on their aims and the organizational aims. It considers what a person is worthy of with a bonus. It is a good labor retention motivator as well as hard work. Employee advancement needs to be personalized such that it includes different aspects of their job/workplace, with the issuance of bonuses.

Overtime payment and employee turnover in Agro-based organizations 5.4.3 Overtime payment

It is recommended that employees be given tasks and assignments. And be well informed of what they are going to be paid in case of overtime duty. Overtime rates should therefore be stated in the contract of employment. This can help both employee and employer to take the stipulated time whenever necessary.

5.5 Proposed locations for future study

The study was conducted to determine the relationship between remunerative and employees' turnover in agro-based organizations of Kanungu district, and not the whole district. The same research should be conducted on the same research variables on a different class of organization. The remaining districts in Uganda can be used for the same research with the same research variables. Further research is also advised, and these include;

1. Reward and performance of government programs with particular reference to the parish development model in Kanungu district.
2. Causes of labor turnover in church-founded colleges.

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Appendices

Appendix 1: Sampling Table. Table for determining sample size from a given population by Krejci& Morgan (1970)

N	n	N	n	N	n	N	n	N	n
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	241	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377

75 - 63	230 - 144	550 - 226	1900 - 320	30000 - 379
80 - 66	240 - 148	600 - 234	2000 - 322	40000 - 380
85 - 70	250 - 152	650 - 242	2200 - 327	50000 - 381
90 - 73	260 - 155	700 - 248	2400 - 331	75000 - 382
95 - 76	270 - 159	750 - 254	2600 - 335	100000 - 384

Note: N is the population size, S is the sample size

Appendix 2

QUESTIONNAIRE FOR RESPONDENTS

To the respondent,

I am ASIIMWE ANGELLA, a Uganda Christian University student registered under registration number M23/BBUC/BBA/003, and I am undertaking a study on staff turnover and compensation in Kanungu district's agro-based institutions. As a development partner, I have chosen Kayonza Growers Tea Factory, your firm, to learn more about the topic. I think the opinions you provide in this survey will be very beneficial to the study's success, and the data you provide will be kept private.

Sincerely yours

ASIIMWE ANGELLA

Signature_____

Section A. Demographic features of respondents

Tick appropriately

No		1	2	3	4
1	Gender	Male	Female		
2	Age bracket (Years)	18-30	31-40	41-50	51-60

3	Level of education	Degree	Diploma	Certificate	Adult learning
4	Marital Status	Married	Single	Separated	Widowed
5	Working experience with the factory	1-3 years	4-7 years	8 -10years	Above 11 years

Key to the following section

SA means Strongly Agree, A means Agree, UD means Undecided, D means Disagree, and SD means Strongly Disagree

Objective One: Examining the effect of salary payments on employee turnover in agro-based institutions of Kanungu district.

Item	SA	AD	UD	D	SD
Kayonza Growers Tea Factory employees receive pay.					
Employees at Kayonza Growers Tea Factory receive their salaries on schedule.					
Comparing Kayonza Growers Tea Factory's salaries to those of other manufacturers, they are reasonable.					
Employee morale at work is raised by salaries paid to Kayonza Growers Tea Factory employees.					
Employee turnover is correlated with the salaries paid to Kayonza Growers Tea Factory employees.					
Kayonza Growers Tea Factory employees' salaries lower staff turnover.					
Employees at Kayonza Growers Tea Factory are able to enjoy their jobs because to their salaries.					

The welfare of Kayonza Growers Tea Factory employees is enhanced by their salaries.					

Goal 2: How bonus payments affect employee churn in Kanungu district's agro-based companies.

Item	SA	AD	UD	D	SD
Bonus payments are given to Kayonza Growers Tea Factory employees in recognition of their hard performance.					
Employee bonuses at Kayonza Growers Tea Factory are paid on time.					
When compared to comparable factories, bonus payouts to Kayonza Growers Tea Factory employees are reasonable.					
Employee morale at Kayonza Growers Tea Factory is raised by bonus payments.					
Bonuses given to Kayonza Growers Tea Factory employees are correlated with employee turnover.					

Bonuses given to Kayonza Growers Tea Factory employees lower staff attrition.					
Employees at Kayonza Growers Tea Factory are able to enjoy their jobs thanks to bonus payments.					

Objective Three: Assessing the influence of overtime payments on employees' turnover in Agro-Based institutions of Kanungu district.

Item	SA	AD	UD	D	SD
For their labour, Kayonza Growers Tea Factory employees are compensated for overtime.					
Kayonza Growers Tea Factory workers are compensated for overtime for their labour.					
Compared to other factories, Kayonza Growers Tea Factory's overtime compensation is fair.					
Employee morale at Kayonza Growers Tea Factory is raised when they receive overtime compensation.					
Employee turnover and overtime compensation for Kayonza Growers Tea Factory employees are related.					
Employee turnover is decreased by Kayonza Growers'					

Tea Factory employees receiving overtime compensation.					
Employees at the tea factory owned by Kayonza Growers are able to enjoy their work thanks to overtime compensation.					
The wellbeing of Kayonza Growers' Tea Factory workers is enhanced by overtime compensation.					

Dependent Variable: Employee turnover

Item	SA	AD	UD	D	SD
The tea factory owned by Kayonza Growers has implemented measures to reduce employee turnover.					
In Kayonza, the rate of employee turnover is restricted.					
Employee turnover may be impacted by financial compensation.					
Non-monetary remunerations affect employees' turnover.					

Employee turnover reports are shared among employees.					
Employee turnover can be reduced.					
At Kayonza Growers Tea Factory, employee turnover is taken into account while forecasting.					
At the Kayonza Growers Tea facility, employee turnover is expensive.					

Appendix 3: Interview guide for respondents

1. Age
2. Gender
3. Level of education
4. Marital status
5. Working experience
6. Describe the compensation grade/pay scale utilized within this company.
7. Are salaries delayed in payment? If so, what are its main causes?
8. Comparatively, what are the salaries here to those of other regional institutions of a similar kind?
9. Do you pay bonuses to employees? If yes, what are the bonuses that are paid (e.g., performance, end-of-the-year, attendance)?
10. How frequently are bonuses paid?
11. What are the criteria to give a bonus to someone, and who gets how much?
12. Do you compulsorily send your employees on overtime? If yes, then how frequently?
13. What are the common reasons why overtime is required?
14. Are employees advised beforehand that overtime work is required?

Appendix 4: introductory letter for data collection



DEPARTMENT OF BUSINESS AND ADMINISTRATION

6th May 2025

Dear Sir/Madam,

RE: INTRODUCTORY LETTER FOR DATA COLLECTION

This is to introduce to you **ASHIMWE ANGELLA** REG NO: M23/BBUC/BBA/003 who is a student at Uganda Christian University, Bishop Barham University College. He/She is a finalist pursuing a Bachelor's Degree in Business Administration. It is a requirement of the University for students on this program to write a dissertation in partial fulfilment of the award for the degree. For this purpose, he/she is conducting research on the topic: **Remuneration and Employees Turnover in Agro Based Institutions of Kanungu District. A Case Study of Kayonza Growers Tea Factory.**

The findings and analysis of this research will be treated confidentially and will not be used for any other purpose other than the partial fulfilment of the award of the above qualification.

Please accord him/her every possible assistance.

Thank you.

Yours faithfully,

MS. PATIENCE NAJUNA
COORDINATOR,
BUSINESS & ADMINISTRATION
Tel. 0774166711 or pnajuna@ucu.ac.ug



A Complete Education for A Complete Person

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