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Thesis for the Degree of Masters of Arts

**An Empirical Study of Employee
Turnover Intention in Ugandan SMEs**

The logo of Pukyong National University is a circular emblem. It features a stylized, abstract design in the center, possibly representing a compass or a stylized letter 'P'. The text "PUKYONG NATIONAL UNIVERSITY" is written in a circular path around the central design. Below the English text, there is Korean text "북영대학교".

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February 2016

**An Empirical Study of Employee
Turnover Intention in Ugandan SMEs
우간다 중소기업 종업원의 이직의도에
관한 실증연구**

Supervisor: Professor Hae Jo Chung

By

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**A thesis submitted in partial fulfilment of the requirements for the degree of
Masters of Arts**

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Pukyong National University

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**An Empirical Study of Employee Turnover Intention in Ugandan
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Abstract

Small and Medium scale enterprises (SMEs) have by many researchers been deemed as engines of economic development in both developing and developed countries. SMEs have also been described as efficient and productive job creators, the seeds of big business and fuel for national economic engines not only in developing nations but also largest employer of workers in large industrial economies.

In light of the above contributions, Uganda like many other countries has put emphasis towards the growth and development of SMEs by putting in place favorable economic and regulatory policies through programs such as UNCCI, PSFU, and “Entandikwa” credit schemes. However these policies and programs alone cannot guarantee effectiveness in this sector. Several internal and external factors are hindering various SMEs from realizing their full potential.

Rather than external factors, this paper only focuses on internal factors or the human resource management. The main human resource problem looked at in this paper is employee turnover intention. Findings from research carried out in private companies around Kampala and Entebbe reveal a high labour turnover (Muhumuza, 2010). Likewise, HRMAU recently noted that the rate at which workers are switching jobs is making it harder for companies to invest in them (Daily monitor, 2015). Firms do not only want to recruit, train and maximize employee’s potential but also want to retain their best and talented employees since employee turnover has over the years proved costly to firms.

This paper focuses at examining the relationship between Job Satisfaction, organizational Commitment and Turnover Intention. The survey instrument was used to collect 288 valid responses from SMEs around Kampala. SPSS program version 21 was used to conduct a Factor analysis, Cronbach’s reliability test, ANOVA tests and Regression analysis. The results show that Pay Satisfaction, Nature of work, Supervisory Support and Organizational Commitment are great determinants of employee turnover intentions. The research contributes new knowledge in SME literature where there proves to be gaps since most of the turnover literature has been more focused on bigger organizations.

중소기업 종업원의 이직의도에 관한 실증연구

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한글 요약

많은 연구자들은 개발도상국들과 선진국들에서 중소기업들(SMEs)들을 경제발전의 엔진이라고 여겨 왔다. 또한 중소기업들은 효율적이고 생산적인 일자리 창출의 주체로 서술되었다. 개발도상국들에서 뿐만 아니라 대규모 산업 경제에서 노동자들의 가장 큰 고용주로서 대규모 사업의 씨앗이나 국가 경제 엔진을 위한 연료라고 할 수 있다.

위의 기여에 비추어 볼 때, 다른 많은 국가들과 같이 우간다도 UNCCI, PSFU, “Entandikwa” 신용 제도와 같은 프로그램들을 통하여 호의적인 경제적 그리고 규제력을 지닌 정책들을 내놓으면서 중소기업들의 성장과 발전에 역점을 두고 있다. 하지만 이러한 정책들과 프로그램들만으로는 효율성이 보장될 수 없다. 몇 가지 내부적 요소와 외부적인 요소들로 인해 여러 중소기업들이 잠재력을 충분히 발휘하는데 지장을 주고 있다.

본 논문은 외부적 요소들 보다는 내부적인 요소로서 인적 자원 운영에 초점을 맞추고 있다. 본 논문에서 다루는 인적자원의 주요문제는 종사자의 이직의도이다. 캄팔라(Kampala)와 엔테베(Entebbe) 시 주위의 개인기업들에서 수행된 조사결과에 따르면 높은 노동 이직을 나타내고 있다(Muhumuza, 2010). 이와 같은 노동자들의 직업을 전환하는 비율 때문에 기업들이 노동자들에게 투자하는 것을 더 어렵게 만들고 있다고 HRMAU(The Human Resource Manager's Association of Uganda)가 최근에 유념하고 있다(Daily monitor, 2015). 기업들은 단지 채용하고, 가르치고 종업원들의 잠재력을 최대치로 이끄는 것만 원하는 것이 아니라, 가장 훌륭하고 재능이 있는 종업원들로 계속 보유하고 싶어한다. 왜냐하면 수 년에 걸쳐 종업원의 이직은 기업들에게 큰 비용 부담을 준다는 것이 입증되었기 때문이다..

본 논문은 직업 만족, 조직 몰입과 이직의도 사이의 관계를 조사하는데 초점을 맞추고 있다. 우간다 수도 캄팔라시내 중소기업으로부터 수집된 288 부의 유효한 설문 응답을 활용하였다. SPSS 프로그램 버전 21 을 사용하여 요인분석, 크론바흐 신뢰성 검사, 아노바 분석, 회귀분석을 실시 하였다. 그 결과 임금 만족도, 일의 성질, 상사의 지원, 조직 몰입은 종사자의 이직의도의 큰 결정요인이라는 것을 알 수 있었다. 지금까지 대부분의 이직에 관련된 연구들이 비교적 큰 조직에 많이 집중되어 있었는데, 본 연구는 중소기업에 대한 종업원들의 이직의도를 조사함으로써 학술적 기여를 하고자 한다.

Abbreviations

SMEs: Small and Medium Enterprises

UNCCI: Uganda National Chamber of Commerce and Industry

UBOS: Uganda Bureau of Statistics

PSFU: Private Sector Foundation Uganda

UNIDO: United Nations Industrial Development Organization.

NGO: Non-Governmental Organizations

MFPEd: Ministry of Finance, Planning and Economic Development

USSIA: Uganda Small Scale Industries Association

USAID: United States Agency for International Development

HRMAU: Human Resource Managers association of Uganda



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1. Introduction

1.1 Purpose of study

Small and Medium scale enterprises (SMEs) have by many researchers been deemed as engines of economic development. They are seen as engines of development of many economies in particular developing ones. Aminu Sanda, 2013 describes SMEs as efficient and productive job creators, the seeds of big business and fuel for national economic engines not only in developing nations but also largest employer of workers in large industrial economies. For example the SME sector in Uganda employs over 2.5 million people, constitute 90% of the private sector, and contribute over 70% of the total GDP (Ankunda, 2010). In the global context, UK's SMEs account for 99.3% of all private business, 47% of private employment and 33% of private sector turnover (Federation of small business, 2014). In Africa most SMEs represent 90% of private businesses (UNIDO, 1999)

The role and contribution of SMEs in Uganda is not so different from the above global statistics. Uganda like many other governments has put a lot of emphasis towards the growth and development of SMEs, by instilling favorable economic and regulatory policies aimed at creating a more business friendly environment. Various support programs through the Uganda National Chamber of Commerce and Industry (UNCCI), Private Sector Foundation Uganda (PSFU) and "Entandikwa" Credit Schemes for young entrepreneurs have all been put in place to support SME development in Uganda.

However these policies and programs alone cannot guarantee effectiveness in this sector. Many other external and internal factors cannot be overlooked. However this study only considers the internal factors or the human resource management. Findings from research carried out in private companies around Kampala and Entebbe reveal an increasing high labour turnover (Muhumuza, 2010). Likewise according to the Human Resource Managers association of Uganda (HRMAU), the rate at which workers are switching jobs is making it harder for companies to invest in them (Daily Monitor, Nov/12th/2015). Moha Asri, 2007 stresses that since SMEs are usually used as a stepping-stone for unskilled employees to gain experience before moving on to bigger and better firms, they suffer due to the losses in terms of human assets who are skilled and can contribute to improve the firms productivity. The loss may be as a result of employees' dissatisfaction with the organization, which may hamper their general commitment towards the organization as discussed by previous scholars such as Mowday, Porter & Steers, 1982. These scholars believe that perceived job satisfaction can influence employee's organizational commitment, which ultimately brings in the thoughts or intentions to turnover.

Therefor, to alleviate on the above losses, business organizations want to recruit people, offer them training and maximize on their potential. In order to reduce on the losses caused by voluntary turnover of core high performers, companies must maintain the organizational commitment and job satisfaction of employees, since firm-specific human capital losses are more costly than general human capital losses (Hancock et al, 2013).

Given the governmental support and the initiatives to SMEs as a focal point of development, voluntary turnover may be a key challenge to SME managers.

Sustainability and profitability of a firm may heavily be hampered by a high rate of employee turnover. Given this situation, this paper seeks to answer the following questions:

1. What is the relationship between job satisfaction facets (Pay, Supervisory Support, Co-workers and Nature of work) and Turnover Intention?
2. What is the relationship between organizational commitment and Turnover intention?

This paper thus aims at:

1. Assessing the existing relationship between selected job satisfaction facets and turnover intention and
2. Assessing the relationship between organizational commitment and turnover intention

Though there have in the last decades been studies on employee turnover intentions, most research conducted in this field has mainly focused on the large organizations. This has created a vacuum in terms of SME turnover intention literature. Therefore that seemingly existing gap in SME turnover literature coupled with SMEs vital role in developing countries like Uganda drew my enthusiasm in this topic.

1.2 Features of SMEs in Uganda

Small and Medium Scale enterprises (SMEs) do not have a standard definition in Uganda. As per the Uganda Ministry of Finance, Planning and Economic Development (2000), there is a difference between Small and Micro businesses.

In the Ugandan context, micro businesses are those businesses undertakings that employ less than 5 people, value of assets excluding land and buildings of not more than Ugandan shillings 2.5 million and an annual turnover of below Ugandan Shillings 10 million. Moreover, the ministry points out micro businesses to be overwhelmingly family businesses, which are usually not enrolled and principally operate in the informal sector. Small businesses are defined in the Ugandan context as businesses that employ up to 50 individuals with value of assets, excluding land and buildings, of not more than 50 million Ugandan shillings, annual turnover of between 10 million and 50 million and an investment in plant and machinery not exceeding Ugandan shillings 40 million. Majority of small enterprises carry out their business in the formal sector and are properly enlisted for taxation purposes.

According to the Ugandan Small Scale Industries Association (1998), an NGO that promotes small-scale industries in Uganda offers a fairly distinctive definition of small business. As for this organization, a small-scale business is defined as that business whose capital does not surpass US\$ 1000 and utilizes not more than 50 individuals. The absence of a standardized meaning of SMEs does not apply to Uganda alone and mirrors the complexities of compartmentalizing monetary units into strict parameters. Zimmerer and Scarborough (1988) highlight the absence of an adequate definition of small business. A study of over 75 nations for instance

found more than fifty definitions of small-scale business (USAID, 1993). Kibera (1996) points out that definitions or classifications of SMEs change contingently basing on who is carrying out the categorization, and the purposes behind the categorization and are in view of measures such as number of workers, total investment and turnover. Hallberg (2000) notes that SMEs are heterogeneous group whose measurable definition changes from nation to nation however it is generally in light of number of employees, turnover and net investment. The official Ugandan government definition by the ministry of finance, planning and economic development is the premise on which arrangements in the SME segment in Uganda are made and is in this way the operational definition used to recognize SMEs in this study.

Notwithstanding the formal meaning of SMEs, it is likewise vital to call attention to the extent of their operations. According to the Uganda Bureau of Statistics (2003), SMEs are spread crosswise over most segments of the economy such as microfinance, metal working, carpentry, materials, chemicals, block making, foods and drinks, crafts and technical services, wholesale and retail business. In this manner, on the premise of size and sector alone, it is clear that there is incredible heterogeneity within small business sector. The Ministry of Finance, Planning and Economic Development (2006) point out further that the sector is vastly made out of three classes in light of size as measured by employment and turnover.

The first class comprises of micro enterprises, which are transcendently found in the informal sector. These are the smallest of the undertakings in the SME class and the greater part of them works outside the formally directed economic framework. They seek to meet family issues by supplementing family salary from formal business. They exist as the main alternative to earn a livelihood in the case

of that segment with practically no education to in take part in other profitable opportunities.

The second classification of SMEs is described as small scale. They fall in the scope of enterprises that employ between 5-50 individuals, with a value of assets and turnover in the region of 50 million Uganda shillings. To some degree these enterprises have exhibited that they may be profit and growth oriented, most work fulltime and are situated in premises that are independent from the residents of their owners. These enterprises are usually from the graduation from micro businesses and most owners are post secondary level educated. (MFPED,2006). The third category comprises of medium scale enterprises. These businesses fall in the upper size of the meaning of SMEs and the majority of them have better ability to raise income as compared to their partners in the past two classification because of moderately high savings that their proprietors get from paid employment or utilizing systems of networks of friends to attain income from formal banking institutions.

1.3 Literature Review

1.3.1 Employee turnover and turnover intentions

Turnover has received considerable interest and enthusiasm among scholars since the mid 1950s, and keeps on being a standout among the most studied practices in management research (Barling J & Cooper, 2008)

The enthusiasm for this theme is for the most part because of the implicit and explicit costs of turnover.

Agness, (1999) defined turnover as the proportion of the quantity of workers that had to be replaced in a given period of time to the average number or laborers. In less difficult terms, employee turnover is the arrangement of moves that it takes for the laborer leaving an organization to his or her being replaced. Employee turnover has been and will keep on being a striking administrative issue for all firms of all sizes (Lee & Mitchell, 1994). Because turnover is an imperative component which impacts worker profitability, more than 1500 studies about it are in existence (Shaw et al, 1998). The multifaceted nature of this phenomenon and absence of an all around logical, causal and predictive framework, provide justification for more exploration or study (Lee and Mitchell, 1999). More studies on this topic will adequately comprehend existing knowledge and help management to effectively handle turnover.

A high turnover can be costly for any firm and can have far reaching impacts on its performance (Hancock et al, 2013). Subsequently it remains a significant sympathy towards associations and a significant point for researchers (Poon, 2012). It is no embellishment to exert that studies identified with turnover started vigorously after March and Simon (1958) presented the process model of Turnover. As indicated, turnover is an element of perceived simplicity of

abandoning ones employment. Before advancing further, it is imperative to shed some light on the two different types of turnover. Wright and Bonett (2007) and their outcomes demonstrated that employee turnover could be partitioned into voluntary and involuntary.

Barling and Cooper (2008) contend that it is critical for studies looking to comprehend the part of job attitudes, working conditions to worker turnover to make the qualification or distinction between these sorts of turnover. Voluntary turnover happens when a worker wants to quit and in the end chooses to quit the organization with various causes. It can be that a worker accepted a place, which has a superior treatment physically or profoundly with an alternate organization.

Most studies concentrate on voluntary turnover as opposed to involuntary turnover as it is more controllable and important for organizations (Price, 1997).

“Employees are our greatest valuable resource” may be a buzzword or trite expression for some, yet workers are truly one of a firm’s most important assets. Firms rely on their workforce to perform their arrangements, make esteem and accomplish their monetary objectives. Losing very talented employees bothers the worth creation process which implies that firms bring about significant expenses through recruiting, training and re-skilling (Bohlander & Snell, 2009). Turnover’s negative effect also include losing seniority and disturbance of social life (Mobley & Fisk, 1982). Borlander and Snell (2009) have assessed the expense of turnover as far as enlisting, recruiting and training of new employees to a firm at two to three times the monthly salary of the withdrawing worker. They additionally noted that the evaluation does not include indirect expenses represented in lower moral and profitability and overtime for other workers to occupy the vacant position. As it were, a mind-boggling amount of studies shows that turnover is

expensive (Mobley & Fisk, 1982). However, there is no sign that studies under this theme in the last 24 years will reduce (Trevor, 2001).

Larger percentages (60-70%) of employee turnover are voluntary (Blakely and Bumphus, 2004). Lambert and Hogan (2009) clarifies that voluntary turnover has a tendency to be more unsafe to an organization and happens much more than involuntary turnover. As mentioned, it is the sort of quitting that concerns management more as this will negatively affect the company. Countless numbers of researchers say that the intention to leave or stay is related to voluntary turnover (Wright and Bonett, 2007; Mathieu and Zajac, 1990). Most organizational turnovers are voluntary in nature (Price 1997).

Researchers essentially focus to inquire about turnover intention due to the fact that information about workers who quit voluntarily is hard to gather (Currivan, 2000, Price, 1997). Therefore this research concentrates on voluntary turnover on grounds that it can be anticipated through turnover intention. Likewise, the effect of involuntary turnover may not be completely practical in light of fact that total turnover is pretty much negative as voluntary turnover, which is predictable with Batt and Colvin's, (2011) recent conclusions that the impacts of both are truly comparable (Hancock et al, 2013).

Numerous researchers regard turnover intention as the absolute best indicator of actual turnover and as a key component in the study of employee conduct, and can be the last stride before the worker voluntarily leaves (Abrams et al, 1998, Lee and Bruvold, 2003). Despite the huge volumes of research that underscore the significance of employee turnover and the expenses connected with it, it is still extremely hard to anticipate. Turnover intention is contended to be a strong indicator of actual turnover (Firth, Mellor, Moore & Loquet, 2004)

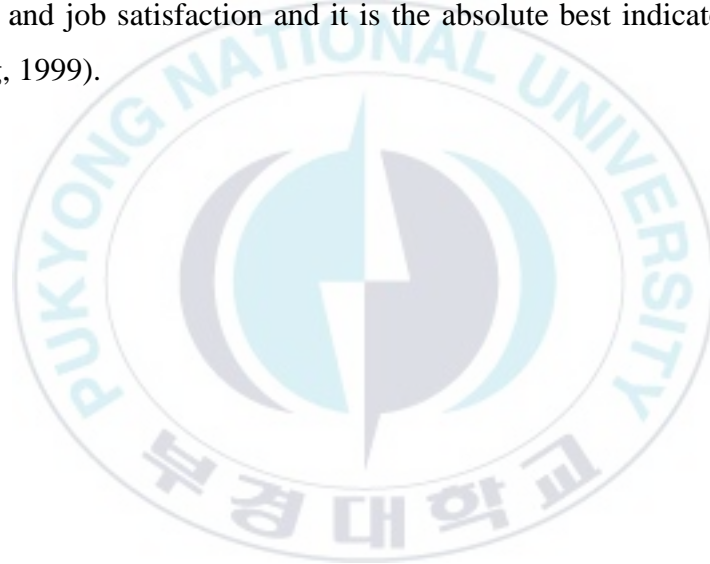
In this way, several definitions of turnover intentions have sprung up. Some researchers noted that turnover intention is like a time consuming procedure from considering stopping work, intention to hunt for another employment and aim to quit or stay (Mobley, 1982; Jacqueline and Milton, 2007).

Turnover intention is characterized as the goal to willfully change organizations or leave the labor market completely (Karin and Birgit, 2007). Furthermore, turnover intention is also defined as a person's own evaluated likelihood (subjective) that they are permanently quitting sooner rather than later (Mathias and Miriam, 2011). It is seen as a cognitive and purposeful will to leave an organization (Meyer, 1993). This paper defines turnover intention as a cognizant and purposeful readiness to quit an organization (Tett & Meyer, 1993). It concentrates on turnover intention as opposed to turnover as it brings certain points of interest. Turnover intention is frequently utilized as a last result variable in studies, since it is less demanding to quantify and has a tendency to be more accurate (Hanock et al, 2013). Moreover it is also hard to gather data from individuals who effectively left an occupation to focus on why they really quit (Firth et al, 2004), and in some cases records (company) are not open to outsiders (researchers) or may be inaccurate if at all accessed. Thus, turnover intention can gauge the psychological condition of a worker who has not changed occupations.

Price and Mueller (1981) contended that the utilization of turnover intention over the actual turnover is better and handier. They also noted that there are numerous outer elements that impact actual turnover conduct. Moore (2002) clarified that albeit actual turnover is still a mainstream construct among researchers, turnover intention represents a string surrogate variable.

In addition, in a few settings, turnover intention can be a superior gauge than actual turnover for administrative practices. For instance in some monetary cycles,

such as high unemployment rates, actual turnover is low in spite of high turnover intention (Khatri, Fern, & Budhwar, 2001). In any case, it is recognized that a few scholars argue against the utilization of turnover intention as it doesn't square with actual turnover conduct and unless this goal to stop is followed up on, it is simply minimal mote than "talk" (Firth et al, 2004). However, Griffeth, Hom and Gaertner (2000) did a meta-analysis on indicators of actual turnover in which turnover intention was a key indicator and this finding is upheld or supported by numerous studies (Hayes et al, 2006, Irvine & Evans, 1995, West and Nash, 2001). Most importantly turnover intention is frequently mentioned with organizational commitment and job satisfaction and it is the absolute best indicator of turnover (Vandenberg, 1999).



1.3.2 Organizational Commitment

Despite the developing intrigue in the idea of organizational commitment, there has been a lack of agreement on its different definition (Martin & Roodt, 2008). Researchers have widely and variably defined, mulled over and measured organizational commitment, which prompted conflicting results and absence of exactness (Fenton-O'Creevy, Winfrow, Lydka, & Morris, 1997). Morrow (1983) argued that developing enthusiasm for looking into the idea of organizational commitment has not been joined with a cautious division of commitment's theoretical domain as far as planned significance of every idea or connections between them. Examination into organizational commitment is portrayed by contamination and concept redundancy (Roodt, 2004). He further stressed that idea contamination happens when a variable contains a substantial extent of another random variable. O'Reilly and Chatman (1986) additionally contends that investigations of organizational commitment have utilized distinctive wordings to portray the same essential idea, for example of feeling or mental connection, connection to ones venture or "side-wagers", faithfulness to the association, and distinguishing proof with the organization's objectives and values.

Lambert (2003) defined organizational commitment, as the psychological or mental connection of a representative of an organization. This makes employees be more loyal, more and ready to relinquish their own feeling and have a more grounded longing to apply exertion for the organization. Likewise, Organizational commitment alludes to the level of connection and devotion felt by individual employees to the organization (Guimares, 1996; Luthans, 2010). It also refers to the degree of mental or devotion towards the entire organization (Sajjad et al, 2011). Goulet and Frank (2002) views organizational commitment as a set of

behavior goals for spurring numerous organizational and behavioral outcomes, which could be imagined as an example of behaviors.

Swales (2002) says the advancement of the general public, numerous sorts of organizational behavior are found, for example new types of worker relations and new mental contracts. Other studies suggest that a high level of organizational commitment positively impacts on work-related practices and mentalities of a worker, and improved outcomes (Meyer et al 1989). Ford et al (2003) points out that organizational commitment is a significant element affecting organizational antecedent and outcomes as it arises from job satisfaction, alluring remuneration and trust in the organization. Organizational commitment shows a certain level of employee productivity, which means that a worker who has a high level of commitment makes more individual contribution to the organization (Chiu et al, 2005). However, when an worker has a low level of commitment to the company, work related behaviors and attitudes for example unproductiveness, absenteeism and turnover intentions happens (Lin and Chang, 2005)

Catherine (2011) suggests that organizational commitment is a mental connection between a worker and his company, which guarantees a more prominent reduction in voluntary turnover rate. At that point, numerous managers wish to diminish the worker turnover intention by for example pay advancement, promotion, monetary bonuses (Kaplan and Ferris, 2001). Similarly Janet and Christopher (2008) demonstrates that organizational commitment would have a negative direct relationship with employee turnover intention by analyzing over 124 studies that had been published and found out that workers that had a high level of commitment were more inclined to stay at their occupations in contrast with those who had a lower level of commitment.

Mayer and Allen (1984) identified commitment levels in three particular types. The three commitments include; affective, continuance and normative commitment.

Affective Commitment

Affective commitment is defined as the emotional attachment, identification and inclusion or involvement that a worker has with his organization and its objectives (Meyer and Allen 1990). It is the most widely studied and often examined in employee related attitudes since its associated with extra-role behaviors (Moorman et al, 1993), absenteeism (Gellatly, 1995) and turnover (Mathieu and Zajac, 1990). Employees who progress with a firm for the most part acquire more organizational commitment than those who join later. It has reliably been viewed as the most precise indicator of positive organizational behavior (Chiu and Frenseco, 2003)

The point when workers feel the organization gives them reasonable fair and material prize, they get organizational care and backing, embark on the organization's objectives and in this way improve work fulfillment or the general job satisfaction (Mathew et al, 2012). In addition, workers will exhibit larger amounts of affective commitment when they get the desired reward (Haar and Spell, 2006).

Continuance Commitment

The vast majority of workers think that the more time they stay with a firm the more vitality they put in, for example relationships with different work-mates, retirement arrangements and other rewards as time goes. In this way, the workers do not quit the firm on the grounds that they are not eager to surrender numerous years of accumulated gains, and also need some time to search for a new organization (Pennsylvania State University, 2011). Continuance commitment is “the extent to which employees feel committed to their organizations when they consider the cost of leaving the organization” (Meyer and Allen, 1984). Continuance commitment might likewise happen in light of the fact that employees would prefer not to lose organization social ties or Kinship (Pastorino et al, 2010). Continuance commitment therefore mirrors the level of intent to stay with a firm. This can for instance be seen from Newman and Sheik’s (2012) study about government and sectorial employees which found out that employees prefer to be employed by government rather than any other sector since government workers have more steady pensions as compared to the other sectors.

Normative Commitment

Normative commitment is the minimum examined of the three commitment types. It is defined as the worker’s perceived obligation to keep on in the firm (Sajjad et al, 2011). It shows that employees remain in a firm simply because it’s the right thing to do taking into account of their personal norms. Hence normative commitment can also be defined as the moral obligation to stay with an organization rather than standing the risk of quitting an organization and losing

co-workers (The Pennsylvanian State University). It's argued that normative commitment varies from the other two as it reflects an ethical commitment as opposed to emotional connection (Slack, Orife, Anderson, 2012). The three elements of commitment can be wound up; Workers with solid full commitment since they like the organization, those with solid continuance commitment considering that they cant quit, and those with firm solid commitment, as they have to stay with the company.

1.3.3 Job Satisfaction

Scholars have presented various definitions of job satisfaction. Robert Hoppock (1935) defined job satisfaction as any combination of psychological and ecological circumstances that causes an individual to deem his or her occupation satisfied. Porter and Lawler (1968) defined job satisfaction as “the extent to which rewards actually received meet or exceed the received equitable level of rewards. The greater the failure of actual rewards to meet or exceed perceived equable reward, the more dissatisfied a person is considered to be in a given situation”. The conclusion on job satisfaction from various scholars is not the same. However, the most widely and generally accepted clarification of job satisfaction is the positive mental state coming about because of the evaluation of one's occupation or job experience (Droussiotis and Austin, 2007). Notwithstanding the past theme in defining job satisfaction, there is another introduction. This introduction concentrates on the positive feelings or sentiments that are identified with one's employment. Reliable with this thought, Vecchio (1995) states that job satisfaction is the passionate response to work experience. Smith, Kendal and Hulin (1969) refer to job satisfaction as the sentiments an employee has about his work, which are connected with perceived distinction between what is fair and

reasonable return and what is experienced in connection to the options accessible in a given circumstance.

Besides, Lim (2008) recommended that job satisfaction has noteworthy impact on a person or firm. Contrary, when workers are not satisfied, they have a tendency to move and search for job satisfaction elsewhere. It may result in a workers' several reactions be it psychological or physical (Joo and Park, 2010) and most obvious turnover intention (Beecham et al, 2008)



2 Definition of key Concepts

The operationally defined terms in this study include the following:

2.1 Job Satisfaction

Job satisfaction in broad terms refers to the level to which employees like their current employment. It's the pleasurable or positive emotional state resulting from the appraisal of one's job. This paper however doesn't assess job satisfaction in general. Job satisfaction will be defined in terms of job satisfaction facets of pay, supervisory support, nature of work and co-worker.

- i) Pay Satisfaction: the satisfaction occurs from the salary which base on the organization salary scale.
- ii) Supervisory Satisfaction: the satisfaction occurs from supervisor's support on job
- iii) Co-worker Satisfaction: the satisfaction occurs from the degree of professional cooperation as well as the sense of social belonging with workmates.
- iv) Nature of work Satisfaction: the satisfaction the workers gain from the kind of employment they are under.

2.2 Organizational Commitment

This paper defines organizational commitment as the psychological desire or need or obligation to stay in their organizations.

The paper also defines three components of organizational commitment and they include the following:

- i) Affective commitment; is the employees emotional attachment, identification and involvement in the organization.
- ii) Continuance commitment; is an awareness of costs associated with quitting the organization.
- iii) Normative commitment; is a feeling of obligation to continue at a given organization basing on the employees norms. They feel it's the right thing to do to stay at a particular organization.

2.3 Turnover Intention

This study defines turnover intention as an element of the apparent simplicity of movement and the allure of abandoning ones occupation. It further views the turnover intention as the best indicator of a cognizant and conscious ability to leave the organization. Turnover includes two types:

- i) Voluntary turnover; is when an employee voluntarily choses to leave or resign from his or her current occupation. It could be as a result of appealing job offers, staff conflict, lack of advancement or some other reasons from the employee.

- ii) Involuntary turnover; is when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position.[1] Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause or some other reasons.

This paper however only focuses on the former and thus all contents of this research will only be as a result of voluntary turnover intention.



3. Hypotheses and Conceptual Framework

3.1 Organizational Commitment and Turnover

Various empirical results have found organizational commitment to be negatively related to turnover intention (Lambert & Hogan, 2009). Organizational commitment has an inverse impact on turnover intention (Jeramillo et al, 2005) and this is bolstered in numerous studies that analyzed the impact of organizational commitment on turnover intention (Porporino, Simourd, 1992, Stohr, Self, & Lovrich, 1992, Camp, 1994).

Mathieu and Zajac (1990) found out from more than 200 dedicated studies, that organizational commitment was negatively related to turnover intention. The outcomes suggest that workers are less likely to leave their organizations if they have a high level of commitment. Using a longitudinal design by Johnston et al (1990), Tett and Meyer (1993) assessed 155 studies on turnover intention and deducted that organizational commitment was an indicator of turnover intention.

Amin and Zaman (2011) assessed the antecedents of turnover among directors of childcare in New York. The outcomes attested the negative relationship between organizational commitment and turnover intention. Alomari et al's (2008) study in Jordan among certain employees also found a positive relationship to stay. Research suggests that low levels of organizational commitment may be dysfunctional to both the organization and individual, while high levels may have positive effects that is higher performance, greater satisfaction, lower turnover (Mathieu and Zajac, 1990 cited from Charles H. Schwepker Jr).

In a nutshell, most studies have demonstrated that a negative correlation exists between organizational commitment and turnover intention. Thus from the review of this literature, the researcher came up with the first hypothesis which is to look at the relationship between Organizational commitment and turnover intention.

H1: There is a negative relationship between Organizational commitment and turnover intention.

3.2 Job Satisfaction and Turnover Intention

Job satisfaction can be divided into two types;

The general job satisfaction, which concentrates on the overall sentimental feeling about an employee's occupation. This in other words is the general assessment and evaluation of job satisfaction. The last type is the job facet satisfaction. This focuses on particular or specified job aspect under job satisfaction; facets such as supervision support, co-worker relationship, and pay have been examined in previous research (Mueller and Kim, 2008).

3.2.1 Pay Satisfaction

Pay has been identified as one of the most influential facets of job satisfaction (Vernom L.Harpert, 2012 cited from Arnold and Feldman 1996). It is the primary concern of both the employer and the employee especially the latter since it satisfies their economic needs (Loncar, 2010). In this research, pay stands for all financial returns a worker receives from the employer. Empirical research on pay satisfaction and turnover intention indicates a negative relationship (Williams,

McDaniel and Nguyen, 2006 for a meta-analysis) that is; turnover intention increases with a decrease in pay and vice versa (Dailey and Kirk, 1992)

According to Herzberg's theory, a low pay will render employees dissatisfied. Moreover the pay without equity or fairness can lead to dissatisfaction from employees who experience the inequality. Furthermore, employees dissatisfied with pay can decrease commitment to the job, increase stealing, and catalyze turnover (Currall et al., 2005; Greenberg, 1990; Miceli and Mulvey, 2000)

In addition pay can be a function of recognition or esteem. According to Maslow's (1954) hierarchy of needs theory, pay is also a means to satisfy basic physical and security needs. On that basis, if employees feel an unequal pay treatment, a range of negative behavior such as absenteeism and desirability to quit may easily arise. In Uganda, pay can be deemed as one of the most important factors influencing employee turnover. This can be attributed to the recent high inflation that has characterized the nation coupled with high dollar exchange rate, which has in one way or another had adverse effects on the living costs of many. A lot of monetary support is expected from an average worker in Uganda for both personal crave as well as one's immediate extended family. Therefore, in this study, the researchers presented the second hypothesis, which is to look at the relationship between job pay and turnover intention.

H2: There is a negative relationship between satisfaction by pay and turnover intention.

3.2.2 Supervisory support

The physical or psychological encouragement given to employees by their supervisors or employers can have a general impact on their overall satisfaction. According to Herzberg 1960, Mausner and Snyderman (1959) supervision is an extrinsic element that does not enhance job satisfaction unlike intrinsic factors such as achievement, recognition, advancement, autonomy, personal growth etc. Supervision can be a “demotivator or dissatisfier” as used in Herzberg’s terminology and do not encourage job satisfaction. Employees who are given a voice, open communication, recognition, and support by their respective supervisors, and cared for their well being, tend to remain in the organization for a long period of time (Gentry et al, 2006). However if employees perceive their supervisor as unfair and incompetent, they can become dissatisfied (Spector, 1985) Therefore, the researchers presented the third hypothesis, which is to look at the relationship between supervisory support and turnover intention

H3: There is a negative relationship between supervisory support and turnover intention.

3.2.3 Co-worker relationship

The facet co-worker generally looks at the human relations employees in a given organization develop among themselves at work. The friendliness, care and support given to one another in a work place can lead to high job satisfaction. The competence, friendliness and supportiveness that colleagues perceive in each other’s interactions can mainly enhance their work relationship, teamwork and group cohesion and subsequently increase their job satisfaction (Spector, 1985).

Therefore, the researchers presented the third hypothesis, which is to look at the relationship between co-worker and turnover intention.

H4: There is negative relationship between co-worker satisfaction and turnover intention.

3.2.4 Nature of work

The work one does daily should be appealing and interesting (Spector, 1985). Solomon Oyetola (2013) notes that work can be dull, dangerous, or interesting. He further notes that hours spent at work can play a big part in influencing an employee's general satisfaction. Furthermore, according to Vernon L. Harpert (2012), work variety; learning opportunities, challenges, and autonomy over one's own work are some of the factors which can enhance the appeal and attractiveness of work. Acknowledging the efforts put in by employees in a work place is important and can create a sense of recognition, self-actualization and achievement. This thought is related to Maslow's (1954) pyramid of needs. It is for the above reason that I come up with the fourth hypothesis, which is to look at the relationship between nature of work and turnover intention.

H5: There is a negative relationship between nature of work and turnover intention

3.2.5 Demographic factors

The significance of demographic attributes in understanding and clarifying contrasts in business related states of mind are well recognized in literature

(Cianni & Romberger, 1995; Cherin & Berkman, 1998). Employee demography can be defined as “the study of the composition of social entity in terms of its member’s attributes” (Pfeffer, 1983). Marchard et al, 2009 and Liou, 1998 for example found age, education and gender to significantly predict turnover intentions. Iverson and Erwin 1997 too found for instance women to have more accidents and injuries than men due to the fact that women generally have more non-work responsibilities, which cause extra high levels of stress. Probst (2005) argues that older employees seem to have lower turnover intentions but tend to be more frequently engaged in work as compared to young employees. Mylene Perez, 2008 argues basing on the matching theory that younger workers rarely stay at one work place since they are at an experimental stage in the beginning of their professional life. Similarly, numerous studies have incorporated tenure in demographic indicators of turnover intention. (Yunsoo Lee, 2013, Xianping Wu, 2012, Hom and Griffeth, 1991). These studies clarify that increased tenure is greatly associated with the affinity to stay in a given occupation (Perez, 2008). Similarly, education is an essential variable in human capital theory, which declares that education is an investment in human capital (Becker, 1993). It is regularly accepted that the level of education has a constructive outcome on the likelihood of employment portability since a high education is frequently connected with better work market choices (Royalty, 1998).

Research has utilized a wide range of demographic attributes relying on their research purposes. In this research, demographic attributes will be utilized as control variables as they are broadly cited in employee conduct. The demographic attributes used in this research include age, gender, tenure, marital status, job position, and income. Various studies have used race and nationality but for this research it is not considered as it only considers a sample in Uganda.

3.3 Conceptual Framework

Basing on the literature examined by the researcher, the following conceptual framework was developed. The conceptual framework was developed inline with the research questions. The conceptual framework below is a graphical representation of the conceptual model on which this study is based. The model outlines job satisfaction (Pay, Supervision, Coworkers and Nature of work), organizational commitment as the independent variable, and demographic factors as the control variables and turnover intention as the dependent variable.

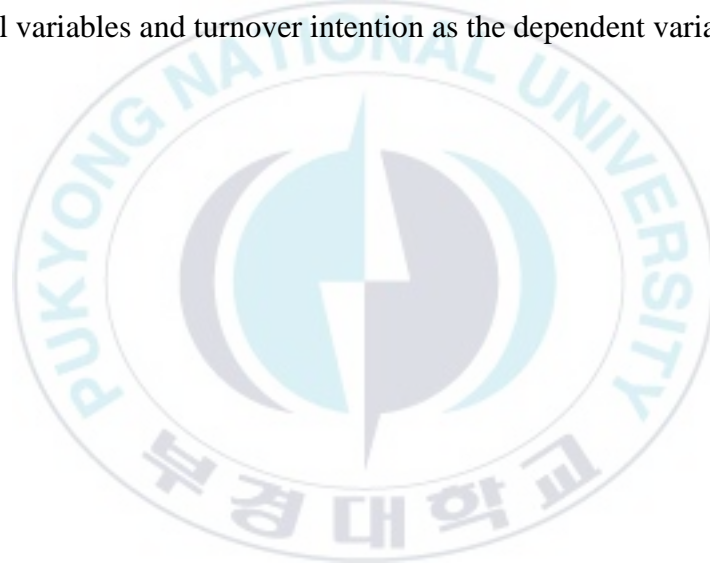


Figure 1: Conceptual Framework

Independent Variable

Dependent Variable

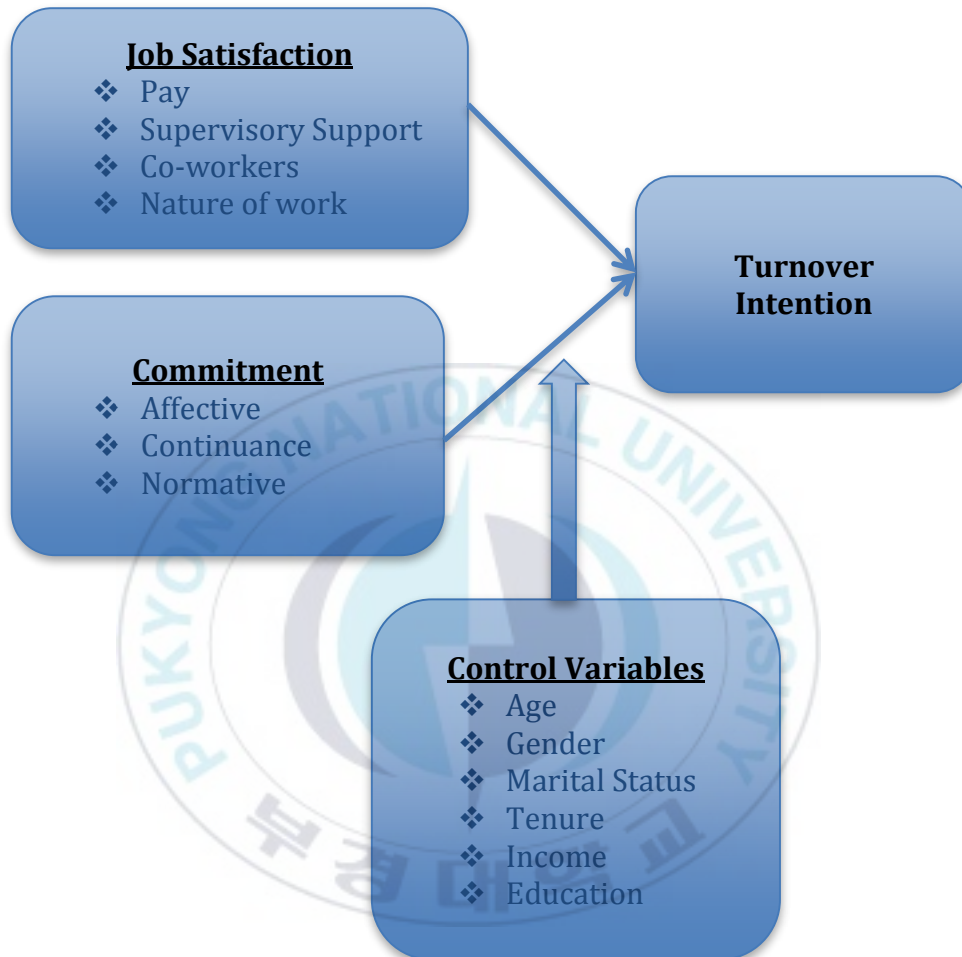


Figure 1: Theoretical framework. Source: by the author

4. Methodology

4.1 Research Design

This study investigates how four job satisfaction facets and organizational commitment influence employee turnover intention in Ugandan SMEs. A survey technic was used where questionnaires were distributed to employees of various SMEs around Kampala district as these places harbor most SME businesses in Uganda. Questionnaires were sent on June 23rd/ 20015 and by August 17th/ 2015 they had been fully answered. The study used a quantitative research design of SPSS version 21 to tabulate the data.

This paper's research approach can be depicted as a hypothetical deductive. Hypothetical deductive approaches can in brief be portrayed in four fundamental steps; first a research question with testable hypotheses is set up, two forecasts from the hypotheses are defined. Third in order to test the forecasts, experiments or empirical analysis are employed. Fourth, if the tests demonstrate that the forecasts are right, then the hypotheses are affirmed, if not then the hypotheses are rejected.

4.3 Data Analysis

Survey Instrument

Questionnaires were sent to over 320 employees employed by either small or medium enterprises around Kampala district. The questionnaires stated the purpose and objective of the research. The respondents willing to participate in the study were handed the questionnaires that were later picked at a date specified

by the respondents. The respondents were also provided with contact details for any questions they might have regarding the survey. The respondents were assured of confidentiality of their responses since some information regarded matters concerning personal relationships such as supervisory support and co-workers that can tarnish relationships if the other colleagues got in contact with the answered questionnaires. After the approval of the questionnaire by my supervising professors, they were sent on June 23rd/ 2015 and by August 17th/ 2015 they had been fully answered.

Components of the Questionnaire

The questionnaire of this study is divided into four parts with 31 questions.

Part one: Personal information

There are 9 questions about the personal information from respondents in this part. The nominal scale was used to measure age, gender, education level, marital status, length of service, SME industry type, Position, salary and number of jobs changed before.

Part two: Job Satisfaction facets.

Job satisfaction is simply the degree to which individuals like their work. In this study. Satisfaction was measured in four dimensions of pay, supervisory support, co-worker and nature of work. These dimensions are measured by 16 questions adapted from Michigan Organizational Assessment Questionnaire (MOAQ).

Table 1: Job satisfaction questionnaire

	Facet	Questions
a)	Pay	
1		I feel I am being paid a fair amount for the work I do
2		Raises are too few and far between. (r)
3		I feel unappreciated by the organization when I think about what they pay me. (r)
4		I feel satisfied with my chances for salary increases
b)	Nature of work	
5		I sometimes feel my job is meaningless. (r)
6		I like doing the things I do at work.
7		I feel a sense of pride in doing my job.
8		My job is enjoyable.
c)	Coworker	
9		I like the people I work with.
10		I find I have to work harder at my job because of the incompetence of people I work with. (r)
11		I enjoy my co-workers.
12		There is too much bickering and fighting at work. (r)
d)	Supervisory support	
13		My supervisor is quite competent in doing his/her job.
14		My supervisor is unfair to me. (r)
15		My supervisor shows too little interest in the feelings of subordinates. (r)
16		I am satisfied with my chances for promotion.

Source: MOAQ (1979) **Note (r) = reversed coded items**

Part three: Organizational commitment

Commitment is divided into three parts of affective, continuance and normative commitment. In this part, the three dimensions were measure by 11 questions adapted from Albrecht and Andreetta (2011), Gunlu et al.,(2010). Commitment was however measured as a one.



Table 2:Organizational commitment questionnaire

	Category	Item
e)	Affective commitment	
17		I am quite proud to be able to tell people the company for whom I work.
18		I feel a sense of “ownership” for this organization rather than being just an employee.
19		This organization has a great deal of personal meaning to me
20		I feel that I am making some contribution, not for myself but for the organization as well.
f)	Continuance commitment	
21		I think leaving from this organization would require considerable personal sacrifice
22		Too much in life would be disrupted if I decide to leave the organization now.
23		It's too costly to leave the organization now
24		I stay in this organization because other organization can't give me more than here.
g)	Normative commitment	
25		I've instilled values to keep loyal to my organization
26		I don't want to lead to the loss of the organization because of my leaving
27		I feel I have the obligation to continue to contribute organization

Source: Albrecht and Andreetta (2011), Gunlu et al.,(2010

Part four: Turnover Intention

Lastly turnover intention had 4 questions adapted from Joo and Park (2010), Lee and Liu (2007).

Table 3: Turnover intention

h)	Turnover Intention	
28		I always imagine working at a different workplace
29		I will probably be looking for another job soon
30		I often think of giving up the present job.
31		I will quit this job sometime in the near future.

Source: Joo and Park (2010), Lee and Liu (2007)

Measurement

The above items were measured on a five point Likert scale as shown in the table below. In order to answer an item, employees were requested to select a choice which best matched their opinion, thus confirming their level of agreement with the statement. Each choice is given a score from one (1=strongly disagree) to five (5=total agree). In case of reverse coded items the computation of the scoring was also in reversed order.

Table 4: Measurement 5-point likert scale

Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

Source: by the author

Information on Data collection

From the 350 questionnaires that were distributed, only 301 questionnaires were returned. 288 of those were valid accounting for a whopping 82% response rate.

Table 5: information on data collection

Total Questionnaires	Total Questionnaires received	Total valid Questionnaires	Total invalid Questionnaires	Response rate.
350	301	288	13	82%

Source: by the author

Whereas some scientists interpret “large” as a minimum of 30 samples, Tabachnick & Fidell (2007) indicate a minimum of 200 samples. In either case this research sample (n=288) complies with these criteria and therefore qualifies for statistical analysis.

Variables used

Dependent variable

A dependent variable is a variable that is under investigation by the researcher. It is the variable that reflects the influence of the independent variable. In this study, the dependent variable is employee turnover intention.

Independent variables

An independent variable is a variable whose variation does not depend on that of another. The independent variables are hypothesized to influence the dependent variable. This study had two independent variables (Job satisfaction and Organizational commitment). Satisfaction in this study is not measured as one; it is divided into four facets of pay, nature of work, supervisory support and coworker. Organizational commitment in this study is measured as one and is divided into three (affective, continuance and normative).

Data Analysis Methods

In order to arrive at a conclusive finding of the study, the researcher had to analyze the observed data with several statistical methods. The Statistical Package for Social Science (SPSS) version 21 was utilized to conduct the methods.

Based on the study objectives, the researcher considered the following tests:

- Data reliability and validity statistics: reliability test & factor analysis

- Descriptive statistics: Frequencies and percentages to describe research sample
- One-way analysis of variance (ANOVA) to determine if there were any significant differences between the control variables.
- Correlation tests to calculate the strength and direction of the relationships between the research variables.
- Regression tests to identify the cause-effect relationships between the research variables
- Summary of findings and Hypotheses testing



5. Empirical Results

5.1 Descriptive statistics of the demographic variables

As part of the descriptive statistics, a frequency distribution analysis was performed on the demographic variables. These variables relate to the nominal data or demographical characteristics obtained from the research sample.

In this survey, there are 288 valid answers from respondents. The demographic characteristics were analyzed by descriptive statistics by computing the number of respondents and percentage of each group. From the table below, 9 items were considered in the statistic, which are gender, age, education level, marital status, length of service, SME industry type, position, salary and the number of jobs changed. The numbers of respondents in each category are shown in the table.

From the results, the gender category includes male and female. Male respondents were 127 accounting for 44.1%. On the other hand females respondents were 161 accounting for a whopping 55.9% of the total number. Therefore there were more female respondents than male ones.

In the age groups, majority of the respondents were from the group 30-39 with 150 responses, which accounted for 52.1%, age group 20-29 had 56 responses and 40 and over had 82 responses accounting for percentages of 19.4% and 28.5% respectively.

In the education category, the majority of respondents were from high school level. They registered a response rate of 50.0%, followed by 42.7% undergraduates, and lastly 5% were from graduates (masters) category. The number of respondents were 150, 123 and 15 respectively. There were no respondents who had an education level higher than masters.

In the survey, 112 respondents reported to be single whereas a whopping 176 reported to be married. This accounted for 38.9% and 61.1% of respectively.

From the length of service or tenure category, 77 respondents came from those who had served in their organizations for less than a year, 94 between 1-3 years, 86 between 3-5 years and 31 for 5 and more years. This accounted for 26%, 32%, 29% and 10.8% respectively.

The questionnaires also required the respondent to indicate the SME industry type that they served. Microfinance/Banking had 84 responses, materials/carpentry/metal works had 38 responses, wholesale/ retail trade had 36, foods and beverages had 76 and others had 54 responses. This had a response rate of 29.2%, 13.2%, 12.5%, 26.4% and 18.8%.

From the position category, staff/employee category had the most responses which was 152 followed by assistant manager 83 and manager 53. This had a response rate of 52%, 28% and 18.4% respectively.

The respondents were also asked about their salary scale. Those paid Uganda shillings 500,000 and below were 146, Uganda shillings 500,000-1million 95 and lastly those who were paid 1million and over were 47. The response rate was 50.7%, 33.0% and 16.3% respectively.

The last demographic characteristic question was for the number of jobs changed. Majority of the respondents had changed 1-3 jobs and that had a figure of 149 responses. Next had changed over 4 times and lastly those that had not changed before were 56. That accounted for 51.7%, 28%, and 19.4% respectively.

Table 6: Respondents' characteristics

Characteristics		Frequency (n=288)	Percentage
Gender	Male	127	44.1%
	Female	161	55.9%
Age	20-29	56	19.4%
	30-39	150	52.1%
	40 and over	82	28.5%
Education Level	High school and below	150	50.0%
	Undergraduate degree	123	42.7%
	Graduate (masters)	15	7.3%
	Doctorate	0	0%
Marital Status	Single	112	38.9%
	Married	176	61.1%
Length of service	Below 1 year	77	26.7%
	1-3 years	94	32.6%
	3-5 years	86	29.9%
	Above 5years	31	10.8%
SME industry type	Microfinance/Banking	84	29.2%
	Materials, carpentry, metal works	38	13.2%
	Wholesale/ Retail trade	36	12.5%
	Foods and Beverages	76	26.4%
	Others	54	18.8%
Characteristics		Frequency (n=288)	Percentage

Position	Staff/Employee	152	52.8%
	Assistant Manager	83	28.8%
	Manager	53	18.4%
Salary	≤ UGX 500,000	146	50.7%
	UGX 500,000-1 Million	95	33.0%
	≥UGX I Million	47	16.3%
Number of jobs changed	Never	56	19.4%
	1-3	149	51.7%
	≥4	83	28.8%

Source: by the author

Data Analysis methods

In this study, data analysis included six kinds of statistical analysis: factor analysis, reliability test, ANOVA test, correlation test, regression analysis, and hypothesis testing. In order to facilitate the statistics, abbreviations replaced nouns as shown in the table below. Among them, JS refers to job satisfaction, OC refers to organizational commitment, and TI refers to turnover intention. These variables measure by several dimensions, each dimension including 3 or 4 items.

Table 7:Definition of variables

Independent Variable			Observed variable	
JS	Job Satisfaction	Pay Satisfaction	PS	PS1-PS4
		Nature of Work	NW	NW1-NW4
		Co-worker	CW	CW1-CW4
		Supervisory Support	SS	SS1-SS4
OC	Organizational Commitment	Affective Commitment	AC	AC1-AC4
		Continuance Commitment	CC	CC1-CC4
		Normative Commitment	NC	NC1-NC3
Dependent variable				
TI	Turnover Intention	Turnover Intention	TI	TI1-TI4

Source: by the author

5.2 Factor Analysis

Factor analysis is a correlational method used to find and describe the underlying factors driving data values for large set of variables. Factor analysis identifies correlations between and among variables to bind them into one underlying factor driving their values. Factor analysis is also used in data reduction to identify a small number of factors that explain the most of the variance that is observed in a large number of variables. The reason for data reduction is to eliminate redundant or highly correlated variables from the data. In this analysis, principal component analysis was used for the analysis. Principle component analysis is concerned with establishing what kind of linear components exist in the data and how each variable might contribute to that component. The analysis yielded seven factors based on Kaiser's criterion of retaining eigen values greater than 1.0, thus this leads to the conclusion that seven factors should be retained for further investigation.

Table 8: Summary of factor analysis

Rotated component matrix							
	1	2	3	4	5	6	7
PS1	0.736						
PS2	0.692						
PS3	0.514						
PS4	0.708						
NW1		0.654					
NW2		0.573					
NW3		0.582					
NW4		0.691					
CW1			0.564				
CW2			0.699				
CW3			0.633				
CW4			0.573				
SS1				0.751			
SS2				0.744			
SS3				0.553			
SS4				0.471			
AC1					0.857		
AC2					0.806		
AC3					0.748		
AC4					0.701		
CC1						0.877	
CC2						0.874	
CC3						0.930	
CC4						0.859	
NC1							0.802
NC2							0.780
NC3							0.735
Total (Eigen values)	15.37	13.1	11.44	11.12	10.38	11.25	8.77
Cumulative %	15.37	28.47	39.91	51.03	61.41	72.66	81.43

Source: by the author

Extraction method: Principle component factor.

Rotation method: Varimax

By utilizing factor rotation, one has established that there are seven constructs that consist of more than one variable. Tabachnick and Fidell (2001) cite 0.32 as a good rule of thumb for the minimum loading of an item, 0.5 or more, however, indicate a solid factor and thus desirable. All components are divided into 7 groups or factors; the first factor consists of Pay Satisfaction (PS1-PS4). The factor loadings obtained include 0.736, 0.692, 0.514 and 0.708 respectively. The second factor is Nature of Work (NW1-NW4), whose factor loading yielded 0.654, 0.573, 0.582 and 0.691 respectively. The third factor is Coworker Satisfaction (CW1-CW4), the factor loading of which obtained 0.564, 0.699, 0.633 and 0.573 respectively. The fourth factor is Supervisory Support (SS1-SS4), whose factor loading yielded 0.751, 0.744, 0.553 and 0.471 respectively. The fifth factor is Affective Commitment (AC1-AC4), whose factor loading obtained 0.857, 0.806, 0.748 and 0.701 respectively. The sixth factor is Continuance Commitment (CC1-CC4), whose factor loading obtained 0.877, 0.874, 0.930, and 0.859 respectively. Lastly the seventh factor is Normative Commitment (NC1-NC3), and this factor unlike the rest yielded three loadings 0.802, 0.780 and 0.735 respectively.

Eigenvalues are the variances of the factors. The first factor always accounts for the most variance (and hence have the highest eigenvalue), and the next factor will account for as much of the left over variance as it can, and so on. Hence, each successive factor will account for less and less variance.

5.3 Cronbach's reliability Test

After the extraction of factors, one ought to also measure their reliability. One way of testing the consistency between the items in each factor is through the Cronbach's alpha reliability test. The Cronbach's alpha is based on the average inter-item correlation. A scale within a Cronbach's alpha > 0.6 is required in order to create a reliable construct of multiple variables (Ghozali, 2009).

For the Cronbach's alpha values this study assumes the rules of thumb values as proposed by Gliem & Gliem (2003) and Hair et al. (2006) as shown in the table below.

Table 9: Cronbach's alpha range

<0.6	0.6-0.7	0.7-0.8	0.8-0.9	> 0.9
Poor	Moderate	Good	Very Good	Excellent

Source: Gliem & Gliem (2003)

Table 10: Reliability of factors

Independent Variable	Cronbach's Alpha
PS	0.758
NW	0.783
CW	0.823
SS	0.890
OC (AC, CC, NC)	0.908
TI	0.890

Source: by the author

Pay Satisfaction (PS) has a good reliability score of 0.758, Nature of Work (NW) too has a good reliability score of 0.783, Coworker (CW) has a very good reliability scorer of 0.823, Supervisory support (SS) has a very good reliability of 0.890, Organizational Commitment that constitutes of Affective (AC), Continuous (CC) and Normative (NC) has an excellent reliability score of 0.908, and finally Turnover Intention has a very good reliability score of 0.890.

The results of reliability at the individual construct level showed that all the scale items for the constructs loaded reasonably on their respective factors with their Cronbachs's alpha each being greater than 0.7. All of the reliability coefficients therefore met the generally accepted norm of 0.6 and above to be regarded as reliable measures. It can be concluded thus that the items are well correlated with each other and show high reliability and consistency.

5.4 One-Way ANOVA test

A one-way ANOVA test was carried out to determine the difference between employee turnover intentions for selected demographic variables. The results for ANOVA are as indicated in the table below.

Table 11: Summary of one-way ANOVA

Variable	Section	Turnover Intention Mean \pm sd	t/F (Statistic)	P-value
Gender	Male Female	4.64 \pm 0.32 4.61 \pm 0.43	0.40	0.53
Age	20-29 30-39 40 \geq	4.59 \pm 0.39 4.61 \pm 0.42 4.68 \pm 0.31	1.11	0.33
Education	High sch Undergrad Grad Doctorate	4.66 \pm 0.32 4.64 \pm 0.35 4.54 \pm 0.53 4.7 \pm 0.29	1.44	0.23
Marital status	Married Single	4.56 \pm 0.52 4.67 \pm 0.26	6.52	0.01
Tenure	Below 1 yr 1-3 yrs 3-5 5 \geq	4.64 \pm 0.26 4.63 \pm 0.39 4.63 \pm 0.42 4.58 \pm 0.5	1.10	0.36
Position	Staff/Employee Manager Ass. Manager	4.65 \pm 0.35 4.59 \pm 0.39 4.62 \pm 0.46	0.55	0.58
Salary	\leq UGX500,000 UGX500,000-1M \geq 1M	4.65 \pm 0.27 4.57 \pm 0.51 4.68 \pm 0.37	1.91	0.15

Source: by the author

ANOVA results for gender ($F=0.40$, $P=0.53$) indicate that the p-value is greater than 0.05. This being statistically insignificant shows that there was no difference in turnover intentions based on gender. ANOVA results for age show ($F=1.11$, $p=0.33$) also show p-value higher than 0.05. This also makes us conclude that there is no difference in turnover based on age. Education ANOVA results ($F=1.44$, $p=0.23$) also indicate a higher p-value, hence no difference in turnover based on education. Marital status results ($F=6.52$, $p=0.01$), however, have a significant p-value, and this shows that there is a difference in turnover intentions basing on whether one is single or married. The difference can be seen in the mean and standard deviation column. Married respondents had a mean of 4.56 compared to their single counterparts who registered a higher mean of 4.67. This means that the single respondents are more likely to quit their employment as compared to the married ones. This may be due to the fact that married people are more settled than single people or that they are more established.

The length of service or tenure ANOVA results ($F=10$, $p=0.36$) indicates an insignificant p-value meaning there is no difference in turnover intention based on tenure. Position in organization had a ($F=0.55$, $p=0.58$), this also showing no difference in turnover intentions based on position since the p-value was high. Finally, the ANOVA tests for salary of employees ($F=1.19$, $p=0.15$) shows a higher p-value greater than 0.05, and this means there is no difference in turnover intentions based on income or salary of employees.

5.5 Correlation Analysis

For a good factor analysis, variables should be correlated to some extent, but they should not be perfectly correlated. The correlation matrix between the variables was therefore scanned in order to see if there was any correlations coefficient above 0.9. None of these were found. Secondly, it's advisable that several correlations should be at least above 0.3. One can also see from the correlation matrix that this requirement was also satisfied. Considering that the variables are to some degree correlated, but not particularly large, one did not have to consider eliminating any of the variables from the analysis at this stage. The results showed that there was a relationship between the variables (Pay, Nature of work, Supervisory Support, Organizational Commitment and Turnover Intention)

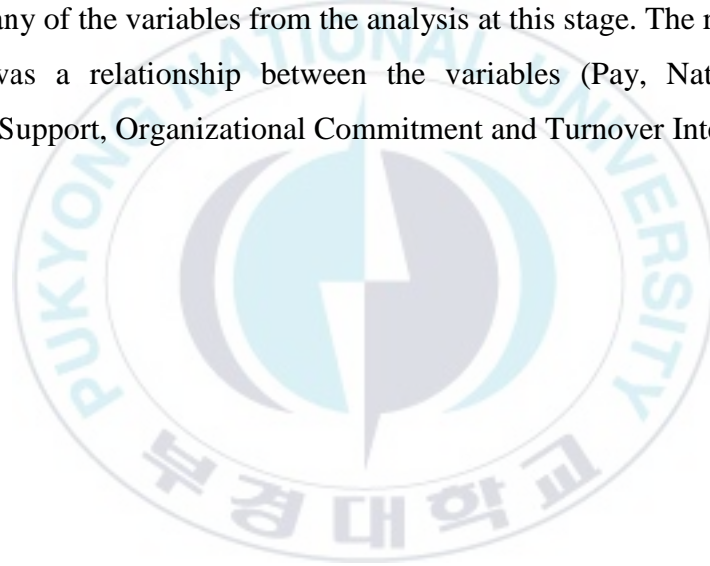


Table 12: Correlation analysis

Variables	PS	NW	CW	SS	OC	TI
PS	1					
NW	-0.021 Sig (0.728)	1				
CW	-0.306** Sig (0.000)	-0.111 Sig (0.059)	1			
SS	0.185** Sig (0.002)	-0.308 Sig (0.516)	0.055 Sig (0.356)	1		
OC	0.567** Sig (0.000)	0.103 Sig (0.082)	-0.300** Sig (0.000)	0.384** Sig (0.000)	1	
TI	-0.572** Sig (0.000)	-0.489** Sig (0.001)	0.039 Sig (0.506)	-0.161** Sig (0.006)	-0.471** Sig (0.000)	1

Source: by the author

****Correlation is significant at 0.01 level (two tailed)**

Based on the correlation matrix above, Pay Satisfaction (PS) has an insignificant correlation with Nature of work (NW) with a correlation value of -0.21 ($p=0.728$), a significant correlation with Coworker with a correlation value of -0.306 ($p=0.000$), a significant correlation with Supervisory Support (SS) with a correlation value of 0.185 ($p=0.002$), a significant correlation with Organizational Commitment with a correlation value of 0.567 ($p=0.000$) and lastly has a significantly negative correlation with Turnover Intention with correlation value of -0.572 ($p=0.000$)

Nature of Work (NW) has an insignificant correlation with Coworker (CW) with a correlation value of -0.111 ($p=0.059$), a insignificant correlation with Supervisory Support (SS) with a correlation value of -0.303 ($p=0.516$), an insignificant correlation with Organizational Commitment with a correlation value of 0.103 ($p=0.082$) and finally Nature of Work had a significant correlation with Turnover Intention with a correlation value of -0.489 ($p=0.001$)

Coworker (CW) has an in insignificant correlation with Supervisory Support (SS) with a correlation value of 0.055 ($p=0.356$), a significant correlation with Organizational Commitment (OC) with a correlation value of -0.300 ($p=0.000$) and finally had an insignificant correlation with Turnover Intention with a correlation value of 0.39 ($p=0.506$)

Supervisory Support (SS) has a significant correlation with Organizational Commitment (OC) with a correlation value of 0.384 ($p=0.000$) and an insignificant correlation with Turnover Intention with a correlation value .039 ($p=0.506$)

Organizational Commitment has a significant negative correlation with Turnover Intention with a correlation value of -0.471 ($p=0.000$)

Finally, basing on the correlation analysis with the dependent variable, we can conclude that PS is strongly correlated with TI (-0.572), NW is moderately correlated with TI (-0.489), CW has no correlation with TI (0.039), SS has a weak correlation with TI and lastly OC has a moderate correlation with TI.

5.6 Regression Analysis

5.6.1 Linear Regression Analysis

A regression depicts and assesses the relationship between a given dependent variable and one or more independent variables. The statistical method used to test the effect of the independent variables on employee turnover intention is a linear regression analysis, where four variables were tested independently with the dependent variable. These included pay satisfaction, Supervisory support, Nature of work, coworker and organizational commitment.

Table 12: Linear regression pay satisfaction and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	2.092	.190		11.007	0.000		
PS	-0.188	0.061	-0.179	-3.083	0.000	1.000	1.000
Model Summary							
Model	R Square		Adjusted R Square		Sig.		
	0.623		0.612		0.000		
Independent	Pay Satisfaction (PS)						
Dependent	Turnover Intention						

Source: by the author

The results of the linear regression from predictor variable Pay Satisfaction (PS) with Turnover Intention are as shown in the table above. This shows how much of variation in Turnover Intention (TI) is explained by variation in Pay Satisfaction (PS). The unstandardized regression coefficient for PS is -0.188. The

understanding is that one unit variation (increase) in PS results in -0.188 units of variation (decrease) in TI. More importantly, looking at the t values and the related significance values ($P= 0.000$), we can conclude that the PS to TI relationship is highly significant. This shows that the relationships is true and not just by chance; and shows good predictive power regarding TI. The model summary provides insight in the overall predictive capacity of the model. R squared reflects the percentage of variance in the dependent variable that is explained by the variation in the independent variable. We can conclude that in this study 62% of the variation of TI is explained by the variation in PS.

Table 13: Linear regression nature of work and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	2.097	0.230		9.124	0.000		
NW	-0.162	0.063	-0.150	-2.564	0.004	1.000	1.000
Model Summary							
Model	R Square		Adjusted R Square		Sig.		
	0.521		0.513		0.004		
Independent	Supervisory Support (SS)						
Dependent	Turnover Intention						

Source: by the author

The results of the linear regression from predictor variable Nature of Work (NW) with Turnover Intention are as shown in the table above. This shows how much of variation in Turnover Intention (TI) is explained by variation in Nature of Work (NW). The Unstandardized regression coefficient for NW is -0.162. The meaning

of this is that one unit variation (increase) in NW results in -0.162 units of variation (decrease) in TI. When we look at the p value (0.011) we can conclude that SS to TI relationship is significant. The overall predictive capacity of the model R² reflects the percentage of variance in the dependent variable (TI) that is explained by the variation in the independent variable (NW). We can conclude that in this study 52% of the variation of TI is explained by the variation in NW.

Table 14: Linear regression coworker and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.281	0.170		7.548	0.000		
CW	0.077	0.055	0.082	1.387	0.166	1.000	1.000
Model Summary							
Model	R Square		Adjusted R Square			Sig.	
	0.007		0.006			0.166	
Independent	Coworker (CW)						
Dependent	Turnover Intention						

Source: by the author

The results of the linear regression from predictor variable Coworker (CW) with Turnover Intention are as shown in the table above. This shows how much of variation in Turnover Intention (TI) is explained by variation in CW Satisfaction. The unstandardized regression coefficient for CW is 0.084. The understanding is that one unit variation (increase) in CW results in 0.077 units of variation (increase) in TI. That does not make much sense from what we had hypothesized since we hypothesized a negative correlation. P-value being insignificant at 0.166

with a relatively low R squared (0.007) makes us conclude that CW Satisfaction has no influence on Turnover.

Table 15: Linear regression supervisory support and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.259	0.168		7.504	0.000		
SS	-0.084	0.055	-0.091	1.540	0.025	1.000	1.000
Model Summary							
Model	R Square		Adjusted R Square			Sig.	
	0.202		0.200			0.025	
Independent	Nature of Work (NW)						
Dependent	Turnover Intention						

Source: by the author

The results of the linear regression from predictor variable Supervisory Support (SS) with Turnover Intention are as shown in the table above. This shows how much of variation in Turnover Intention (TI) is explained by variation in Supervisory Support (SS). The unstandardized regression coefficient for SS is .084. The understanding is that one unit increase in SS results in -0.084 increase in TI. The understanding is that an increase in SS by one unit leads to a decrease in TI by -0.084. The model being significant at 0.025 makes us deem the relationship significant. The explanation power of this model is low at 20%.

Table 16: Linear regression organizational commitment and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	2.533	0.227		9.169	0.000		
OC	-.0148	0.055	-0.139	-2.137	0.011	1.000	1.000
Model Summary							
Model	R Square		Adjusted R Square			Sig.	
	0.477		0.463			0.011	
Independent	Organizational Commitment (OC)						
Dependent	Turnover Intention						

Source: by the author

The results of the linear regression from predictor variable Organizational Commitment (OC) with Turnover Intention are as shown in the table above. This shows how much of variation in Turnover Intention (TI) is explained by variation in Organizational Commitment (OC). The Unstandardized regression coefficient for OC is -0.148. The understanding is that one unit variation (increase) in OC results in -.148 units of variation (decrease) in TI. The p-value is significant at (P= 0.011) thus we can conclude that OC to TI relationship is significant. The predictive power of OC to TI is 47%.

5.6.2 Multiple Regression Analysis

Statistical results of linear regression may not be so accurate when more than one independent variables are used. This is because independent variables affect each other. A multiple regression without the control variables was carried out to assess the relationship between the independent and dependent variables.

Table 17: Multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	2.540	.344		7.391	0.00		
PS	-.167	.062	-.174	-2.049	.007	.557	1.795
NW	-.108	.069	-.100	-.1179	.020	.871	1.148
CW	.081	.056	.086	1.432	.153	.768	1.301
SS	-.067	.057	-.072	-1.560	.039	.798	1.253
OC	-.129	.063	-.123	-2.711	.041	.542	1.845
Model Summary							
Model	R^2		Adjusted R^2			Sig.	
	.661		.653			.004	
Independent	PS, NW, CW, SS, and OC						
Dependent	TI						

Source: by the author

A multiple regression was carried out to find out how much variation in the dependent variable (TI) is explained by the independent variables (PS, NW, CW, SS and OC).

The regression equation in this case can algebraically be formulated as

$$TI = \beta_0 + \beta_1 PS + \beta_2 NW + \beta_3 CW + \beta_4 SS + \beta_5 OC + \varepsilon$$

Where:

TI= Turnover Intention

β_0 = Constant

$\beta_1 PS$ = Coefficients of Pay

$\beta_2 NW$ = Coefficients of Nature of work

$\beta_3 CW$ = Coefficients of Coworker

$\beta_4 SS$ = Coefficients of Supervisory Support

$\beta_5 OC$ = Coefficients of Organizational Commitment

ε = Error term

$$TI = 2.540 + (-0.167 * PS) + (-0.108 * NW) + (-0.067 * SS) + (-0.129 * OC)$$

The unstandardized coefficients (β values) for PS, NW, SS and OC are as seen in the above equation (-.167, -.108, -.067 and -.129) respectively. The statistical understanding of this is that one unit variation (increase) in PS results in -.167 variation (decrease) in TI holding NW, SS and OC constant. Likewise, a one-unit variation (increase) in NW results in a -.108 variation (decrease) in TI holding PS, SS and OC constant. Similarly, a one-unit variation (increase) in SS results in a -.067 variation (decrease) in TI holding PS, NW and OC constant. Finally, a one-unit variation (increase) in OC results in a -.129 variation (decrease) in TI holding PS, NW, and SS constant.

The standardized coefficients (Beta) of PS, NW, SS and OC are -.174, -.100, -.072 and -.123 respectively. A higher Beta (positive) indicates a greater impact of an independent variable on the dependent variable. A lower Beta (if negative) illustrates a greater impact, thus from the above values, we can conclude that PS has more impact on TI, followed by OC, NW and SS.

Looking at the respective p-values, four independent variables have p-values less than 0.05 and thus are statistically significant (PS=.007, NW=.020, SS=.039 and OC=.041). The adjusted R^2 is .653, thus we can conclude that 65% variation in TI is as a result of PS, NW, SS and OC.



5.7 Summary of findings and hypothesis tests

This section presents the statistical results and findings related to the observed data. The data was computed and analyzed in SPSS version 21. The findings were analyzed through factor analysis, Cronchbach's reliability test, ANOVA, Pearson correlation tests, simple and linear regressions,

The main findings from linear regression models can be summarized as follows:

- There is a moderate negative relationship between Organizational commitment and turnover intention. The p-value ($p=0.011$) is less than 0.05 and value of R^2 is 0.477. This means that 47% variance in employee turnover intention is due to organizational commitment.
- There is a significant negative relationship between satisfaction by pay and turnover intention. The p-value ($p=0.000$). The variance in turnover intention as a result of pay satisfaction is 62%.
- There is a weak negative relationship between supervisory Support and turnover intention. The p-value (0.025) is statistically significant. The variation in Turnover as a result of Supervisory Support is 20%.
- A p-value greater than 0.05 was found for the facet coworker. It is insignificant at (p-value 1.66). We can therefore conclude that coworker has no influence on turnover intention.
- A moderate negative relationship was found between nature of work and Turnover Intention. Nature of Work facet has a p-value of 0.004 that is lower than the standard 0.05. R^2 is 0.521 meaning 52% variation in turnover Intention is as a result of nature of work.

However, statistical results of linear regression may not be so accurate when more than one independent variables are used. This is because independent variables affect each other. A multiple regression without the control variables was carried out to assess the relationship between the independent variables and the dependent variable, and the results can be summarized below:

- Organizational commitment has a significant p-value of .041 confirming the existent relationship between organizational commitment and turnover Intention. The model's adjusted R^2 is .653 meaning it has a 65% explanation power. We therefore accept our first hypothesis.
- Pay satisfaction has a significant p-value of .007 meaning there is a relation between pay and turnover intention. The adjusted R^2 is .653 meaning our model has a 65% explanation power. Our second hypothesis is accepted.
- Supervisory support has a significant p-value of .039. The relation with turnover intention is therefore confirmed with a 65% explanation power. Our third hypothesis is accepted.
- Coworker however has an insignificant p-value of .153 meaning that it has no effect on turnover intention. The fourth hypothesis is rejected.
- Nature of work has a significant p-value of .020, confirming the existent relationship between nature of work and turnover intention. Moreover the model has an explanation power of 65% as seen from the adjusted R^2 . The fifth hypothesis is accepted.

Other findings related to the dependent variable were concluded from the control variables.

- From all the control variables used in this study (Age, Gender, Marital status, Education, income and tenure), only marital status was found to have an effect on turnover intention. This is because it has a significant p-value of 0.001. This means that there is a difference in turnover intentions basing on whether one is single or married. The difference can be seen in the mean and standard deviation column. Married respondents have a mean of 4.56 compared to their single counterparts who registered a higher mean of 4.67. This means that the single respondents are more likely to quit their employment as compared to the married ones. This could be because married people tend to be older than single ones and thus more settled down with families as compared to young single people who are trying to develop their careers.

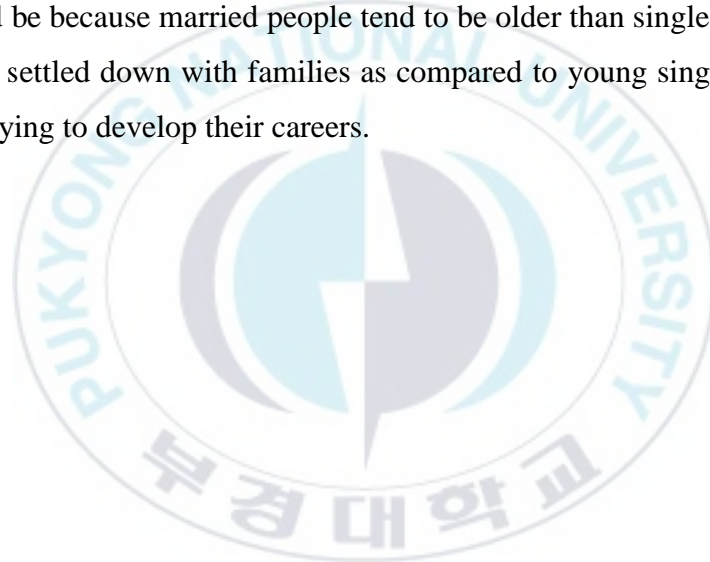


Table 18: Summary of hypothesis test results

Hypothesis		Test
H1	There is a negative relationship between Organizational commitment and turnover intention.	Accepted
H2	There is a negative relationship between satisfaction by pay and turnover intention.	Accepted
H3	There is a negative relationship between supervisory support and turnover intention.	Accepted
H4	There is negative relationship between Coworker and turnover intention.	Rejected
H5	There is a negative relationship between nature of work and turnover intention	Accepted

Source: by the author

6. Conclusion

This section expounds and concludes up on the findings of this study of turnover intentions. The study started with the formulation of research questions based on the presumed problem statement. After conducting a detailed literature review, a theoretical framework was distinguished and set as a basis for this study.

After the operationalization of the research variables, the researcher came up with some suitable instruments for the measurement of the identified variables. The SME businesses around Kampala were requested to participate in this study by filling out questionnaires that were developed from related literature researches. The 288 valid questionnaires were processed and analyzed using SPSS version 21. The results and findings were used to test the hypotheses and also answer the questions that this paper sought to answer.

Major findings as reported in the previous chapter can be summarized as below:

Majority of the respondents were female who registered a 55.9% as compared to their male counter parts who only accounted for 44.1% of the responses. In the education category, majority of the respondents were from high school level who had 50% of the total number, followed by undergraduates with a 42.7%. Only 5% were reported to have a master's degree and there was no one with a doctorate degree. Married respondents were 61.1% compared to single ones who only managed a 38.9% rate. Thus we can make a conclusion that there are slightly more females employed by SMEs, majority of who are high school and undergraduates in that order, and most are married. Further more when we analyze the salary that the respondents claimed to be paid, we notice that majority are paid 500,000 Uganda shillings (50.7% of responses), 33.0% of the respondents are paid between 500,000 Uganda shillings and 1 million, and lastly

16.3% of the respondents are paid more than 1 million Uganda shillings. The persistent increase in the dollar rate coupled with a high rising cost of living means that majority are paid below the odds. The dollar rate, which is currently at \$1= 3560 UGX (average during the study period June 23rd/ 20015-August 17th/ 2015), means that the average SME employee in Uganda receives \$140 per month. Furthermore 51.7% reported to have changed jobs between 1-3 times, 28% changed jobs over 4 times and only 19.4% did not change jobs before. From these figures, we can conclude that an average employee in Ugandan SMEs has at least changed a job.

Finally on whether the above factors influenced employee's decision to quit their jobs, we can conclude that from the analysis of variance (ANOVA) results that found only marital status to have influenced turnover intentions based on the significant p-value (0.01). Single people had a larger mean value than the marrieds meaning that a single average SME employee is likely to consider quitting his or her employment as compared to a married person.

The findings further demonstrate that job satisfaction can impact an employee's intention to quit. However this study is only confined to Kampala and cant be generalized on behalf of the other districts in Uganda. Nevertheless, over 80% of the SMEs in Uganda are concentrated in the capital city (Kampala) making this research study representative enough.

Findings show that the more job satisfaction, the less the turnover intention, along these lines affirming past research that an individual with a high level of job satisfaction holds an uplifting mentality towards his or her occupation. Likewise, an individual who feels dissatisfied with his or her occupation holds a negative mentality about the job. This implies that workers who are satisfied will not harbor any intentions to quit. Therefore one can assert that an increase in job

satisfaction will decrease in employee turnover intention. All the job satisfaction facets used in this study turned out to influence turnover intention except coworker. Pay, nature of work, and supervisory support all had significant p-values (0.007, 0.020, 0.039) and thus confirming the relationship with turnover intention at a respectable explanation power of 65%.

Research findings demonstrate that the lower the job satisfaction, the higher the intentions to quit. This finding refutes studies of (Herzberg, Mausner and Sayderman, 1959 and Herzberg, 1966). Their studies found the determinants of job satisfaction being factors intrinsic to work that is done, that is recognition, achievement, responsibility, advancement and personal growth on the occupation. The studies went a head to assert that the above components are “motivators”, which guarantee employees satisfaction. Furthermore job satisfaction facets such as pay, supervisory support, and nature of work among others according to Herzberg (1966) are extrinsic factors, which do not give satisfaction. They argued that employees get more satisfaction when they are involved in more challenging tasks and assignments than when their satisfaction is based on for example pay. The finding from this study however are in accordance with past studies that found pay to be negatively related to turnover, uncertainly and have unobtrusive impact on turnover (Price, 1997, Mobley et al, 1979 and Porter and Steers, 1974 and Griffeth 2000).

Findings also found organizational commitment to be negatively related to turnover intention. In this study, affective, continuance, and normative commitment were measured as one and had a significant p-value (0.041) confirming the negative relationship with turnover intention that we predicted. Employees may be satisfied with their respective occupations but if they are not committed, then it would be difficult from stopping them from seeking other jobs.

These studies are consistent with previous research that organizational commitment is negatively associated with turnover intention for example (Meyer et al., 2002). Less committed employees seem to take their commitment to other places (Meyer & Allen, 1997).

Implications of the Study

Results reported in the present study have several practical implications to SME owners or managers in Uganda and other developing countries heavily relying on SME sector. Having already noted its importance to the development of the economy, Ugandan government should strive to improve on the sector. Various strategies and human resource practices to reduce on turnover intentions should be adapted to reduce on the exit of high performers. Business incur losses when they hire, train employees only for them to quit their jobs after short periods of time. Managers can reduce employee turnover intention by applying these aspects below;

1. Improving satisfaction of its employees. Findings from this research have demonstrated that satisfaction facets of pay and nature of work immensely measure job satisfaction. This means that such factors are meaningful to workers as far as their motivation is concerned. Managers can for example increase the pay of high performers. Pay alone cannot fully satisfy employees. If employees deem their pay package in relation to work they do not sufficient, then the ultimate intention will be to quit for better paying jobs. Therefore managers should give amounts in relation to tasks employees engage in.
2. Managers should also improve on the commitment of employees. Studies such as Poter et al. (1974), Bateman, T. S., & Strasser, S. (1984) and

Bluedon (1982) found a positive relationship between job satisfaction and organizational commitment. Meaning that if employees are not satisfied, they will be less committed and this will eventually lead them to take their commitment elsewhere. Therefore on this basis, managers can should try to improve on commitment of their employees by for example instilling positive values and having a good corporate image. Good deeds from the organization can make employees more attached believing that the organization will give them a bright future.

Limitations of the Study

The study only identified four satisfaction facets of Pay, Supervisory support, nature of work and Co-workers. Voluntary turnover intention may come as a result of different other facets such as role stress, tenure, promotional opportunity, workload, feedback, autonomy or many others.

Secondly, analysis of the findings took a quantitative approach, which a qualitative approach might have rather found different factors behind turnover intention in Ugandan SMEs. Qualitative designs offer room for open-ended questions and unstructured interviews that would give a rather different outcome.

The third limitation of this study revolves around the characteristics of the sample. This study sample is comprised of employees around Kampala city, which might restrict the generalizability of findings obtained to SMEs operating across Uganda.

Suggestions for further research

We acknowledge limitations of the current research study as this can help other scholars in undertaking future research. First, researchers interested in further examining the predictors of turnover intention may want to consider looking at satisfaction independently or include satisfaction facets that were not researched in this paper. Researchers may consider including role stress, tenure, promotional opportunity, workload, feedback, autonomy or many other possible ones.

Secondly future researchers may also want to consider using qualitative methods to obtain a better understanding of factors influencing turnover intention in Ugandan SMEs. Focus groups could allow a researcher to identify new factors for study and greater depth of understanding about the factors examined so far.

Thirdly future researchers may also want to try a different sample to test turnover intention. This study comprised of SME employees in the capital city Kampala. Findings from this research may restrict the generalizability of findings obtained to SMEs operating across Uganda.

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An Empirical Study on Employee Turnover Intention in Ugandan SMEs

QUESTIONNAIRE

Dear respondents,

My name is Kissa Samson and I am a graduate student at Pukyong National University (South Korea). For my masters Thesis, I am examining the relationship between job satisfaction and organizational commitment to employee turnover intentions of employees in Ugandan SMEs. I am more than happy to invite you to participate in this research study by completing the attached questionnaire.

The questionnaire is very brief and will take about 5 minutes or less to fill. I appreciate if you would fill it and return it as a soon as possible.

Please be assured that your responses will be kept confidential and will not be used in anything other than academic research purpose.

Do not hesitate to contact me or my Professor incase of any concerns about the questionnaire or any aspect of the study (See the contacts bellow). Additionally, incase you want to know the results of the study, I will be more than willing to share them.

Thank you!

Sincerely

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Part 1: Demographic Information

For the following questions, please tick (✓) where applicable.

1	Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
2	Age	20-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40 and over <input type="checkbox"/>
3	Education level	High school and below <input type="checkbox"/> Undergraduate degree <input type="checkbox"/> Graduate (Masters) <input type="checkbox"/> Doctorate <input type="checkbox"/>
4	Marital Status	Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/>
5	Length of service (Tenure)	Below 1 year <input type="checkbox"/> 1-3 years <input type="checkbox"/> 3-5 years <input type="checkbox"/> Above 5 years <input type="checkbox"/>
6	SME industry type	Microfinance/Banking <input type="checkbox"/> Materials, Carpentry, metal works <input type="checkbox"/> Wholesale/Retail trade <input type="checkbox"/> Others <input type="checkbox"/>
7	Position	Staff/Employee <input type="checkbox"/> Manager <input type="checkbox"/> Ass manager <input type="checkbox"/> Director <input type="checkbox"/>
8	Salary	≤ UGX 500,000 <input type="checkbox"/> UGX 500,000-1Million <input type="checkbox"/> ≥UGX 1Million <input type="checkbox"/>
9	Number of jobs changed	Never <input type="checkbox"/> 1-3 <input type="checkbox"/> ≥4 <input type="checkbox"/>

Part 2

The following questions relate to the level of organizational satisfaction.
Please indicate the degree to which you perceive the following statements by
ticking (✓) in the appropriate space.

SA= Strongly Agree

A= Agree

N =Neutral

D=Disagree

SD= Strongly Disagree



No.	Satisfaction by pay	SA	A	N	D	SD
1	I feel I am being paid a fair amount for the work I do.					
2	Raises are too few and far between.					
3	I feel unappreciated by the organization when I think about what they pay me.					
4	I feel satisfied with my chances for salary increases.					
Nature of work		SA	A	N	D	SD
5	I sometimes feel my job is meaningless.					
6	I like doing the things I do at work.					
7	I feel a sense of pride in doing my job					
8	My job is enjoyable					
Co-workers		SA	A	N	D	SD
9	I like the people I work with.					
10	I find I have to work harder at my job because of the incompetence of people I work with					
11	I enjoy my co-workers.					
12	There is too much bickering and fighting at work.					
Supervisor support		SA	A	N	D	SD
13	My supervisor is quite competent in doing his/ her work					
14	My supervisor is unfair to me					
15	My supervisor shows to little interest in the feelings of subordinates					
16	I like my supervisor.					

Part 3:

The following questions relate to the level of commitment to the organization

Affective Commitment		S A	A	N	D	SD
17	I am quite proud to be able to tell people the company for whom I work.					
18	I feel a sense of “ownership” for this organization rather than being just an employee.					
19	This organization has a great deal of personal meaning to me					
20	I feel that I am making some contribution, not for myself but for the organization as well.					
Continuance Commitment		S A	A	N	D	SD
21	I think leaving from this organization would require considerable personal sacrifice.					
22	Too much in life would be disrupted if I decide to leave the organization now.					
23	It's too costly to leave the organization now					
24	I stay in this organization because other organization can't give me more than here.					
Normative Commitment		S A	A	N	D	SD
25	I've instilled values to keep loyal to my organization					
26	I don't want to lead to the loss of the organization because of my leaving					
27	I feel I have the obligation to continue to contribute organization.					

Part 4

The following questions relate to the level of intentions to quit

No.	Employee Turnover Intention	SA	A	N	D	SD
28	I always imagine working at a different workplace.					
29	I will probably be looking for another job soon.					
30	I often think of giving up the present job.					
31	I will quit this job sometime in the near future.					
Thank you so much for your participation						



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