

# **Organizational Politics and Teachers' Turnover Intentions in Secondary Schools in Tororo Municipality Uganda**

**Atyayi Noeline Prossy**


**BU/GS19/EDM/1**

**A Dissertation Submitted to the Directorate of Graduate studies, Research and innovations  
in Partial Fulfillment of the Requirements for the Award of a Master's Degree in  
Educational Leadership and Management of Busitema University**

**May 2023**

**Declaration**

I, Atyayi Noeline Prossy (Reg. No BU/ GS19/EDM /1) do hereby declare that the work in this research dissertation titled "*Organizational Politics and Teachers' Turnover Intentions in Secondary Schools in Tororo Municipality Uganda*", is a result of my effort. This dissertation is my original work, and to the best of my knowledge, has not been presented, published, or submitted for any award in any other university or institution of learning.

Signed: ...  .....


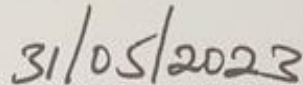

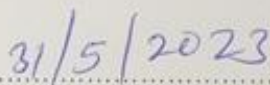
Atyayi Noeline Prossy

(Researcher)

Date... 31<sup>st</sup>/May/2023 .....

### Approval

The research dissertation titled “*Organizational Politics and Teachers’ Turnover Intentions in Secondary Schools in Tororo Municipality Uganda*”, was written under our guidance and supervision and meets the requirements set by Busitema University for the award of Master of Educational Leadership and Management. It has been submitted with our approval as the university supervisors.

Sign:.....		Date:.....	
Dr. Nabaasa Lillian Gimuguni			
Supervisor			
Sign:.....		Date:.....	
Dr. Eryenyu Charles			
Supervisor			

## **Dedication**

I dedicate this work to my dear husband Patrick Onyango, thank you for the support and encouragement. My children Charles Protus Oburu, Prosper Okoth, and Pius Omollo; my Parents Mr. and Mrs. Emmanuel Ssempe Emojong and Bishop Deogratiuous Byabazaire (RIP) laid a good foundation for me.

## **Acknowledgment**

I owe eternal gratitude to God the Almighty for the gift of life and the grace He bestowed upon me in enabling me to pursue this course to its successful end.

Special gratitude goes to my supervisors; Dr. Lillian Gimuguni Nabaasa and Dr. Charles Eryenyu for tirelessly yet patiently guiding me throughout the writing of this research report.

I wish to thank my lecturers; Dr. Lillian Gimuguni Nabaasa, Dr. Charles Eryenyu, Dr. Dennis Zami Atibuni, Dr. Margaret Stella Suubi Ujeyo, Dr. Edward Andama, Mr. Leonard Wamakote, and Mr. Richard Kasirye for having laid the foundation upon which this dissertation was eventually built.

To my colleagues especially Ben Ilungole, thank you for the support you rendered in covering for me during times when I was too busy with studies. To my classmates; Samuel Oriaka, Abdul Gamoiza, Richard Osuban, and Isaac Olumbe thank you for being such wonderful people who made my time in the course enjoyable. To Agnes Nabitula, I am very grateful for all the encouragement and support you gave me during the writing of this dissertation.

Finally, I would like to thank my dear husband, Mr. Patrick Onyango for always understanding, encouraging, and supporting me throughout the period I was engaged in my studies.

May God bless all of you abundantly!

## Table of Contents

Declaration.....	Error! Bookmark not defined.
Approval .....	iii
Dedication .....	iv
Acknowledgment.....	v
Table of Contents .....	vi
List of Tables .....	x
List of Figures.....	xi
List of Abbreviations and Acronyms .....	xii
Abstract.....	xiii
Chapter One .....	1
Introduction.....	1
1.0 Background to the Study .....	1
1.1 Theoretical framework.....	5
1.2 Statement of the problem .....	7
1.3 Purpose of the study.....	8
1.4 Objectives of the study.....	8
1.5 Research questions.....	8
1.6 Scope of the study.....	9
1.6.1 Geographical scope .....	9
1.6.2 Content scope .....	9
1.6.3 Time scope .....	10

1.7 Significance of the study .....	10
1.8 Justification of the study .....	11
1.9 Conceptual framework .....	11
Chapter Two.....	14
Literature Review .....	14
2.1 Introduction.....	14
2.2 Theoretical review.....	14
2.3 Conceptual Review.....	17
2.3.1 <i>Organizational Politics</i> .....	17
2.3.2 <i>Staff Groupings</i> .....	18
2.3.3 <i>Self- Serving Manner</i> .....	19
2.3.4 <i>Cohesiveness</i> .....	19
2.3.5 <i>Turnover Intentions</i> .....	20
2.3.6 <i>Job Search</i> .....	21
2.3.7 <i>Absenteeism</i> .....	21
2.3.8 <i>Commitment</i> .....	22
2.4 Objective by objective review .....	23
2.4.1 <i>The extent to which organizational politics manifest</i> .....	23
2.4.2 <i>The extent teachers' turnover intentions manifest</i> .....	25
2.4.3 <i>Influence of organizational politics on turnover intentions</i> .....	27
2.4.4 <i>Other factors causing teachers' turnover intentions</i> .....	29
2.5 Literature gaps.....	30
Methodology .....	32
3.1 Introduction.....	32
3.2 Research Design .....	32
3.3 Population of the study .....	32
3.4 Sample Size .....	33
3.5 Data collection methods.....	34
3.6 Data Collection Instruments .....	34
3.6.1 <i>Questionnaires</i> .....	34
3.6.2 <i>Interview Guide</i> .....	35

<b>3.7 Quality control of data collection instruments</b> .....	35
<b>3.7.1 Validity</b> .....	35
<b>3.7.2 Reliability</b> .....	36
<b>3.8 Data collection procedure</b> .....	36
<b>3.9 Data Management</b> .....	37
<b>3.10 Data Analysis</b> .....	41
<b>3.11 Ethical Considerations</b> .....	42
<b>Chapter Four</b> .....	43
<b>Data Presentation, Interpretation, Analysis, and Discussion of Findings</b> .....	43
<b>4.1 Demographic Features of the Respondents</b> .....	43
<b>4.2 Objective one: To examine the extent to which organizational politics manifest in secondary schools in Tororo Municipality</b> .....	45
<b>4.3 Objective Two: To examine the extent of manifestations of teachers’ turnover intentions in secondary schools in Tororo Municipality</b> .....	50
<b>4.4 Objective 3: The influence of organizational politics on teachers’ turnover intentions in secondary schools in Tororo municipality</b> .....	54
<b>4.5 Objective 4: Other factors that cause teachers’ turnover intentions in secondary schools in Tororo Municipality</b> .....	57
<b>Chapter Five</b> .....	61
<b>Discussion of Results, Conclusions, and Recommendations</b> .....	61
<b>5.1 Introduction</b> .....	61
<b>5.2 Discussion of results</b> .....	61
<b>5.3 The extent to which organizational politics manifest in secondary schools in Tororo Municipality</b> .....	61
<b>5.4 The extent of manifestations of teachers’ turnover intentions in secondary schools in Tororo Municipality</b> .....	63
<b>5.5 The influence of organizational politics on teachers’ turnover intentions in secondary schools in Tororo Municipality</b> .....	64
<b>5.6 Other factors that cause teachers’ turnover intentions in secondary schools in Tororo Municipality</b> .....	65
<b>5.7 Conclusion</b> .....	67
<b>5.7.1 The Extent to which Organizational Politics Manifest in Secondary Schools in Tororo Municipality</b> .....	67



<i>5.7.2 The Extent of Manifestations of Teachers' Turnover Intentions in Secondary Schools in Tororo Municipality</i> .....	68
<i>5.7.3 The influence of organizational politics on teachers' turnover intentions in secondary schools in Tororo Municipality</i> .....	68
<i>5.7.4 Other Factors that Cause Teachers' Turnover Intentions in Secondary Schools in Tororo Municipality.</i> .....	68
<b>5.8 Recommendations</b> .....	69
<i>5.8.1 The extent to which organizational politics manifest in secondary schools in Tororo Municipality.</i> .....	69
<i>5.8.2 The extent of manifestations of teachers' turnover intentions in secondary schools in Tororo Municipality</i> .....	69
<i>5.8.3 The influence of organizational politics on teachers' turnover intentions in secondary schools in Tororo Municipality</i> .....	70
<i>5.8.4 Other factors that cause teachers' turnover intentions in secondary schools in Tororo Municipality.</i> .....	70
<b>5.9 Areas of further study</b> .....	70
<b>5.10 Limitations of the study</b> .....	71
<b>References</b> .....	72
<b>Appendices</b> .....	83
<b>Appendix A: Letter of Permission to collect Data</b> .....	83
<b>Appendix B: Consent Form</b> .....	84
<b>Appendix C: Questionnaire to teachers.</b> .....	85
<b>Appendix D</b> .....	89

## List of Tables

Table 1: Teacher’s turnover in Secondary Schools in Tororo Municipality during 2019-2022.....	6
Table 2: school population and category in the two divisions of the study .....	33
Table 3: Sampling technique .....	33
Table 4: Descriptive statics Score Levels per item .....	37
Table 5: Descriptive statistics score levels for Sub-scale .....	38
Table 6: Descriptive statistics score levels .....	40
Table 7: Demographic information of the Participants (n = 159).....	44
Table 8: The extent of Manifestation of OP item per item analysis in secondary schools in Tororo Municipality .....	46
Table 9: Moderate manifestation of OP in secondary schools in Tororo Municipality.....	47
Table 10: The extent staff grouping manifests in secondary schools in Tororo Municipality .....	47
Table 11: The extent self-serving manners manifest in Secondary Schools in Tororo Municipality .....	48
Table 12: The extent cohesiveness manifests in secondary schools in Tororo Municipality .....	49
Table 13: The extent teachers' turnover intentions manifest in secondary schools in Tororo Municipality .....	50
Table 14: Moderate manifestation of Turnover intentions in Secondary schools in Tororo Municipality .....	51
Table 15: Job search manifestation in secondary schools in Tororo Municipality.....	52
Table 16: The extent of absenteeism manifest in secondary schools in Tororo Municipality .....	52
Table 17: Manifestation of commitment in secondary schools in Tororo Municipality .....	53
Table 18: Pearson Product moment correlation between OP and turnover intentions .....	54
Table 19: Summary of the simple linear regression between OP and Turnover intentions .....	55
Table 20: ANOVA of the simple Linear Regression of OP and turnover intentions .....	55
Table 21: Simple Linear Regression Coefficient of OP and turnover Intentions .....	55
Table 22: Other factors that affect turnover intentions grouped thematically .....	57

## List of Figures

<b>Figure 1: Conceptual Framework.....</b>	<b>11</b>
--	-----------

## List of Abbreviations and Acronyms

**CVI** – Content Validity Index

**OP** – Organizational Politics

**SPSS** – Statistical Package for Social Sciences

**UNEB** – Uganda National Examination Board

**USA** – United States of America

**SD** – Standard deviation

**M** - Mean

**Min** - Minimum

**Max** - Maximum

## Abstract

This study investigated the extent Organizational Politics (OP) influences teachers' turnover intentions in secondary schools in Tororo Municipality Uganda. The study was based on Vrooms' expectancy theory (1964). The following specific objectives guided the study: (1) To examine the extent to which OP manifests in secondary schools in Tororo Municipality; (2) To examine the extent of manifestations of teachers' turnover intentions in secondary schools in Tororo Municipality; (3) To assess the influence of OP on teachers' turnover intentions in secondary schools in Tororo Municipality; (4) To assess other factors that cause teachers' turnover intentions in secondary schools in Tororo Municipality. Cross-sectional survey design was used where both quantitative and qualitative methods of data collection were employed. Validity which was above .78 the recommended validity was attained using a formula  $CVI = \text{Number of questions considered relevant} / \text{Total Number of questions}$ . Cronbach alpha was used to measure the reliability of the questionnaire. The values for subscales were .74 and .76 for OP and turnover intentions respectively which was above recommended .70. In this study five (05) administrators were sampled using purposive sampling and one hundred fifty-nine (159), teachers were sampled using stratified sampling. A structured questionnaire was used for collecting data from the teachers while administrators were interviewed. Descriptive statistics were used to analyze objective 1 and 2 while regression analysis was used for objective 3. The factors that cause turnover intentions were analyzed using thematic content analysis. The results revealed a moderate ( $M = 32.0377$ ,  $SD = 6.79993$ ,  $Min = 10$ ,  $Max = 50$ ) level of manifestation of OP and a moderate ( $M = 28.1258$ ,  $SD = 5.17019$ ,  $Min = 10$ ,  $Max = 50$ ) level of teachers' turnover intentions in Tororo Municipal secondary schools. The results also indicated a low positive correlation between OP and turnover intentions ( $r = .299$ ,  $p < 0.005$ ). The study concluded that OP exists in schools moderately, also teachers have intentions to leave but have no alternative jobs. In addition, there was a low, positive, correlation between OP and teachers' turnover intentions in secondary schools in Tororo Municipality. The study recommended that administrators should be trained through workshops and seminars to make decisions through consensus to avoid promotion of self-interest and conflicts which lead to OP and also provide adequate remunerations to avoid turnover intentions.

Keywords: organizational politics, turnover intentions.

## **Chapter One**

### **Introduction**

#### **1.0 Background to the Study**

Teachers' retention is a key aspect for any institution to achieve its goals, objectives, and continued progress (Gbadamosi & Chinaka, 2011). Therefore, teachers need to be retained to improve the competitiveness of the institution. Employees harbor the intention to move but fear getting a less satisfactory job (Ahmed 2018) and this feeling of discontent can be lowered if they are comfortable at their current workplace. For this reason, employee turnover intention is a remarkable cause of deteriorating efficiency and decreasing effort in almost every organization (Menezes, et.al., 2018). Therefore, retention of treasured personnel may be a key matter that managers in today's administrations need to be troubled about. Just like turnover, turnover intentions can be either voluntary or involuntary (Santoni & Harahap, 2018) and it is the greatest influential predictor of actual turnover (Emerson, 2013). It is a matter of concern for all organizations as they have to incur direct expenses associated with selecting, recruiting, and training the replacement as well as indirect expenses such as decreased morale, and increased burden on retaining employees.

The query of whether the turnover intention is affected by organizational politics, which is the underlying assumption of many studies is only recently getting attention in leadership management research (Moon, 2017). Danish, Humayon, Aslam, Usman, and Tariq,(2014) opines that Organizational politics (OP) exists in organizations, it originates from those with influence or top administrators. He further adds that it is about how people apply their supremacy and impact the activities of the organizations. Studies carried out by Ahmed (2018) indicated that

## References

- Abid, G., & Hassan Butt, T. (2017). Expressed turnover intention: alternate method for knowing turnover intention and eradicating common method bias. *International Letters of Social and Humanistic Sciences*, 78, 18-26. <https://doi.org/10.18052/www.scipress.com/ILSHS.78.18>
- Adekoya, D. O. (2018). A study of the effect of organizational politics on employee turnover in private institutions in nigeria.
- Agina, M.F.A.R. & Abdelhakim, H.A. (2021). The impact of organizational politics on employee turnover intentions in hotels and travel agencies in Egypt. *Journal of Association of Arab Universities for Tourism and Hospitality*, 20(2): 178-197
- Ahmed, I. (2018). Organizational politics and turnover intention: a study from private colleges of Pakistan. *International Journal of Business and Management Review*, 6(4):14-28
- Ahmed, J., Hashmi, M.S., & Akhtar, H.M.W. (2016). Effect of organizational politics on job performance: The mediating role of emotional intelligence, *Journal of Social Sciences*, 10(1):96-107
- Ali, A., Zhang, Z., & Aman, N. (2021). Game of organizational politics leading to turnover intention. *Journal of Advanced Research in Economics and Administrative Sciences* 2(3): 35-49.
- Allotey, M. A. (2019). *Organizational Commitment, Job Satisfaction and Turnover Intentions of Informal Work Groups: A Study among Organizations in Accra* (Doctoral dissertation, University of Ghana).

- Amin, M. E. (2005). *Social science research: Conception, methodology and analysis*. Makerere University Press Kampala.
- Arnoux-Nicholas, C., Sovet, L., Lhotellier, L., Fabio, A.D. & Bernaud, J. (2016). Perceived work conditions and turnover intentions: The mediating role of meaning of work. *Organizational Psychology*, 2(7): 221-224
- Arshad, H. & Puteh, F. (2015). Determinants of Turnover Intention among employees. *Journal of Administrative Science*, 12(2): 1-15
- Attiah, N. G. E. H., & Abou-Dahab, A. (2017). Investigating the factors affecting employee's turnover intentions in the educational sector. *The Business and Management Review*, 8(5), 1-9
- Ayalew, Z.E.R.I.H.U.N. (2015). The impact of job satisfaction on employee turnover intention. Doctoral Dissertation, Addis Ababa University, Addis Ababa. Unpublished
- Azam, S., Rafique, A. & Butt, P. (2017) investigating the role of coworkers' relationship on job turnover intention with mediating effect of job satisfaction for city traffic police. *Sci. Int. (Lahore)*, 29(1), 303-306
- Bandhanpreet, K., Mohindru, P., & Pankaj, M. (2013). Antecedents of turnover intentions: A literature review. *Global Journal of Management and Business Studies*, 3(10), 1219-1230.
- Belete, A. (2018). Turnover intention, influencing factors of employees: An empirical work review. *Journal of Entrepreneurship and Organization Management*, 7(3): 1-7
- Bothma, C.F.C. & Roodt, G. (2013). The validation of the turnover intention scale. *South African Journal of Human Resource Management*, 11(1):507-519



- Bouer T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology, 91*(2), 298.
- Cacciattolo, K. (2014). Defining organizational politics. *European Scientific Journal 237-246* retrieved from <https://www.researchgate.net/publication/265560859>
- Celik, D. A., & Oz, E. U. (2011). The effects of emotional dissonance and quality of work life perceptions on absenteeism and turnover intentions among Turkish call center employees. *Procedia-Social and Behavioral Sciences, 30*, 2515-2519.
- Chaubey, D.S., Maithel, N. & Gupta,V. (2013). Measuring employee's turnover intentions: An empirical study. *Zenith International Journal of Business Economics and Management Research Zibmer, 3*(7):12-22
- Chinomona, E. & Mofokeng, T. M. (2016). Impact of organizational politics on job dissatisfaction and turnover intention: An application of social exchange theory on employees working in Zimbabwean small and medium enterprises. *The Journal of Applied Business Research, 32*(3): 857-870
- Coetzer, A., Inma, C., Poisat, P., Redmond, J., & Standing, C. (2019). Does job embeddedness predict turnover intentions in SMEs?. *International Journal of Productivity and Performance Management.*
- Cucchiella, F., Gastaldi, M., & Ranieri, L. (2014). Managing absenteeism in the workplace: the case of an Italian multiutility company. *Procedia-Social and Behavioral Sciences, 150*, 1157-1166.
- Creswell, J. W. (2014). *Qualitative, quantitative and mixed methods approaches*. Sage.

- Danish, R. Q., Humayon, A. A., Aslam, N., Usman, A. & Tariq, M. I. (2014). Employee's perceptions of organizational politics and stress at workplace; A comparative study of public and private sector universities. *Research Journal of Recent Sciences*, 3(7): 44–52.
- Ddungu, L. (2014). University lecturers' professional empowerment and turnover in Uganda. *Makerere Journal of Higher Education*, 6(1), 35-54.
- De Clercq, D., & Pereira, R. (2021). Perceived organizational politics and quitting plans: an examination of the buffering roles of relational and organizational resources. *Management Decision*.
- Delle, E. (2013). The influence of perception of organizational politics on employee job involvement and turnover intentions: empirical evidence from Ghanaian organizations, *European Journal of Business and Management* 5(9), 151 – 160
- Eatough, V., & Smith, J. A. (2017). Interpretative phenomenological analysis. *The Sage handbook of qualitative research in psychology*, 193-209.
- Education service commission (2021) Aptitude test for Advert no. 2,3 & 4/2020 retrieved from <https://www.esc.go.ug/aptitude-test-for-advert-nos-02-03-042020/>
- Ekabu, P. K. (2019). The level of remuneration and turnover intention of public secondary school teachers in meru county: A mixed method study. *European Scientific Journal*, *ESJ*, 15(13), 1.
- Emmerson, D. (2013). organizational culture, job satisfaction and turnover intentions: The mediating role of perceived organizational support. Doctor of Philosophy Thesis. Virginia Commonwealth University. Unpublished

- Estes, B., & Polnick, B. (2012). Examining motivation theory in higher education: An expectancy theory analysis of tenured faculty productivity. *International Journal of MBA, 1*, 13-19.
- Fanou, B. G. D. A. (2018). Effects of Employee Turnover on Competitive Advantage of Insurance Companies: A Case of AAR Insurance Company (Doctoral dissertation, United States International University-Africa).
- Gbadamosi, L., & Chinaka, N. J. (2011). Organizational politics, turnover intention and organizational commitment as predictors of employees' efficiency and effectiveness in academia. In *Proceedings of Informing Science & IT Education Conference* (305-314).
- González-Rodríguez, G., Colubi, A., & Gil, M. Á. (2012). Fuzzy data treated as functional data: A one-way ANOVA test approach. *Computational Statistics & Data Analysis, 56*(4), 943-955.
- Greer, L. L. (2012). Group cohesion: Then and now. *Small Group Research, 43*(6), 655-661.
- Guchait, P., Paşamehmetoğlu, A., and Madera, J. (2016). Error management culture: impact on cohesion, stress, and turnover intentions. *The Service Industries Journal, 36*(3-4), 124-141.
- Gutpta, N., Singhal, M., & Chauhan, S. (2021). Impact of organisational politics on employee turnover and employee performance. *International Journal of Business and Management Research, 9*(3), 244-249.
- Gyezaho, M. (2014). Individual, organizational factors and teacher turnover intentions among primary schools in Mbarara district. Doctoral Dissertation, Makerere University. Unpublished

- Huang, W. and Su, C. (2016). The mediating role of job satisfaction in the relationship between job training, satisfaction and turnover intentions. *Industrial and Commercial Training Journal*, 48(1):42-52
- Husain, S. W. (2015). Causes of employee turnover intention: A study on Banking industry of Pakistan.
- Jarrett, M. (2017). The 4 types of organizational politics. *Harvard Business Review. Recuperado em*, 13.
- Jingdong, Y., Najjuko, C., and Ochwo, G. (2017). Remuneration level on teachers' turnover in secondary schools in Uganda. *European Journal of Business and Management* 9(20): 57-61
- Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. *Journal of management*, 23(5), 627-658.
- Kapoutsis, I and Thanos, I. C. (2018). Politics in organizations: Lessons, challenges and future directions. *European Management Journal*, DOI: 10.1016/j.emj.2018.10.001
- Karamperidou, D., Brossan. M., Peirollo, S., and Richardson, D. (2020) Time to teach, teacher attendance and time on task in Eastern and Southern Africa. UNICEF Report.
- Khalid, S. A., Rahman, N. A., Noor, A. N. M., and Shaharudin, M. R. (2021). A Conceptual Paper on the Role of Cohesion as a Moderator on the Relationship Between Citizenship Behavior and Withdrawal Behaviour. *International Journal of Academic Research in Business and Social Sciences*, 11(9), 380 – 391.
- Kothari, C.R. (2007). Quantitative techniques. UBS Publishers Ltd, New Delhi
- Krejcie, R.V. and Morgan, D.W. (1970). Educational and Psychological Measurement,

- Kruzich, J. M., Mienko, J. A., & Courtney, M. E. (2014). Individual and work group influences on turnover intention among public child welfare workers: The effects of work group psychological safety. *Children and Youth Services Review*, 42, 20-27.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*, 9(6), 877-886.
- Kwon, H.W. (2017). A social embeddedness perspective on turnover intentions: The role of informal networks and social identity from South Korea. *Sage Journals*, 46(3):263-287
- Kyeyune, J. N. (2018). *Factors affecting staff turnover At Ksmo-Kateera And Kagumire Advocates In Uganda* (Doctoral dissertation, Uganda Management Institute).
- Kyomuhendo, I.B. (2012). Assessing employee satisfaction strategies on staff retention: The case of Uganda Revenue Authority. Uganda Management Institute (Unpublished MBA dissertation)
- Lencioni, P. M. (2006). *Silos, politics and turf wars: A leadership fable about destroying the barriers that turn colleagues into competitors*. New York: Jossey-Bass.
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, 14(1), 28-43.
- Martinelli, K. (2017). Causes of employee turnover and strategies to reduce it. Causes of employee turnover and strategies to reduce it. Retrieved from [highspeedtraining.co.uk/hub/causes-of-employee-turnover](https://highspeedtraining.co.uk/hub/causes-of-employee-turnover) on 4<sup>th</sup> April, 2021 at 5:12 pm
- Masenyana, J. J. M., Ngoepe, M., & Jiyane, V. (2020). Determinants of turnover intentions of librarians at the city of Johannesburg libraries in Gauteng province, South Africa. *South African Journal of Libraries and Information Science*, 86(1):73-83.

- Menezes, I.G., Lozado, J.A., Cristina, A., Menezes, P.G., Moraes, E.R., Sandbrand, D. Muszynski, P. and Ruggeri, K., (2018). Development and validation of the multidimensional turnover intentions scale. BAM Conference proceedings, British Academy of Management Conference. At: Bristol. ResearchGate
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), 237.
- Moon, K. (2017). Voluntary turnover rates and organizational performance in the US Federal Government: The moderating role of high- commitment human resource practices. *Public Management Review Journal*, 19(10):1480-1499, doi: 10.1080/14719037.2017.1287940.
- Mwangangi, F. W. (2014). Factors affecting employees' turnover in the pharmaceutical industry: A Case of Phillips Group of Companies Kenya. Doctoral Dissertation, The Management University of Africa. Unpublished
- Namagulu, J. (2013). *Organizational Politics and Employee Retention in Selected Disabled People's Organizations in Uganda* (Doctoral dissertation, Uganda Management Institute).
- Novitasari, D. (2020). Job Stress and Turnover Intention: Understanding the Role of Leadership and Organizational Commitment.
- Nwobia, I. E., & Aljohani, M. S. (2017). The effect of job dissatisfaction and workplace bullying on turnover intention: Organization climate and group cohesion as moderators. *International Journal of Marketing Studies*, 9(3), 136-143.
- Olufayo, B., & Akinbo, T. M. (2022). Determinant of Turnover Intention and Organizational Politics in selected Engineering Firms in Niger Delta Region, Nigeria. *Applied Journal of Economics, Management, and Social Sciences*, 1–8

- Omollo, J. (2019, March, 5), Education challenges. The Daily Monitor, 23 retrieved from <https://www.monitor.co.ug/uganda/news/national/education-challenges-1809854?view=htmlamp>
- Owen, L. (2004). History of labor turnover in the US. *EH. Net Encyclopedia*, edited by Robert Whaples. April, 29, 1880-1970.
- Parvaiz, L. Batool, S. Khalid, A. and Aftab-Farooqi, Y. (2015) Impact of stressors (role conflict, role overload, leadership support and organizational politics) on Job Stress and its subsequent impact on Turnover Intention. *International Journal of Business and Management Invention* 4(10): 52-63
- Perryer, C., Jordan, C., Firms, I., and Travaglione, A. (2010). Predicting turnover intentions: The interactive effects of organizational commitment and perceived organizational support. *Management Research Review*, 33(9): 911-923
- Pidada, I. A. I. (2019). Determinant indicators of turnover intentions, work productivity, work safety, health and human relations. *Jurnal Manajemen Bisnis*, 16(2), 128-143. <https://doi.org/10.38043/jmb.v16i2.2045>
- Pillemer, J., and Rothbard, N. P. (2018). Friends without benefits: Understanding the dark sides of workplace friendship. *Academy of Management Review*, 43(4), 635-660.
- Raes, A., Bruch, H. and De Jong, S. B. (2016). Top team cohesion, transformational leadership, and employee turnover intentions. In *Academy of Management Proceedings* (Vol. 2015, No. 1, p. 16206). Briarcliff Manor, NY 10510: Academy of Management.
- Ramadhani, S. (2014). *Factors influencing job satisfaction and turnover intentions in commercial Banks* (Doctoral dissertation, The Open University of Tanzania).

- Santoni, A. and Harahap, M.N. (2018). The model of turnover intents of workers. *International Review of Management and Marketing*, 8(6):93-100
- Sutanto, E. M., & Kurniawan, M. (2016). The impact of recruitment, employee retention and labor relations to employee performance on batik industry in Solo City, Indonesia. *International Journal of Business and Society*, 17(2), 375-390.
- Swider, B. W., Boswell, W. R., & Zimmerman, R. D. (2011). Examining the job search–turnover relationship: The role of embeddedness, job satisfaction, and available alternatives. *Journal of applied psychology*, 96(2), 432.
- Tumwesigye, G. (2010). The relationship between perceived organizational support and turnover intentions in a developing country: The mediating role of organizational commitment. *African Journal of Business Management* 4(6), 942-952
- Tycoliz, K. A. (2020). *The Impact of Emotional Intelligence, Group Cohesion, and Turnover Intention in Resort Area Restaurant Employees* (Doctoral dissertation, Keiser University).
- Uganda bureau of statistics (2017) The National Population and Housing Census.
- Varshney, D. (2014) Impact of Self -Concept on Turnover Intention: An Empirical Study, *American International Journal of Contemporary Research*, 4(10); 86-96
- Vredenburg, D., & Shea-VanFossen, R. (2010). Human nature, organizational politics, and human resource development. *Human resource development review*, 9(1), 26-47.
- Vroom, V. (1964). *Work and motivation*. New York, NY: Wiley.



Wambede, I. & Bisaso, S.M (2020) Remuneration and Staff Retention in Private Secondary Schools in Mbale Municipality, Uganda. *Interdisciplinary Journal of Education* 3(1); 78-93

Zikanga, D. K., Anumaka, B. I., Tamale, M. B. & Mugizi, W. (2021) Remuneration and Job Performance of Teachers in Government Aided Secondary Schools in Western Uganda. *Interdisciplinary Journal of Education Research* : 3(2), 10-22.  
<https://doi.org/10.51986/ijer-2021>