



AN EXAMINATION OF EMPLOYEE MOTIVATION AND TURNOVER INTENTIONS A CASE OF SAVE THE CHILDREN UGANDA

ABSTRACT

The study examined the effect of motivation on turnover intentions of employees in Save the Children Uganda. The Study focused on the internal and external factors leading to motivation and the comparative score of the individual factors of motivation towards employee retention in Save the Children Uganda. The study further investigated the factors leading to turnover intentions at Save the Children Uganda and their comparative effects and, as well, the mechanisms that could be applied to reduce turnover intentions at Save the Children Uganda. The research respondents involved employees of Save the Children Uganda, at the head office and in the field offices considering the unique regional differing employment structures contributing to the general research findings. The study considered both primary and secondary empirical data for which primary data was collected using a structured self-administered standardized research instrument. The study sample was selected using a simple random sampling method and it adopted a cross sectional research design, using quantitative data analysis techniques with the support of SPSS computing tool for data analysis. Descriptive statistical tools of mean and standard deviation were applied to determine the significance of the effect of the individual factors leading to motivation, factors leading to turnover intentions and to determine selected mechanisms to reduce turnover intentions. The study findings indicated that the external factors such as work relationship, nature of work and work environment, highly motivate employees, and internal factors such as recognition at work, appreciation from superiors, fair treatment at work and training opportunities motivate employees at Save the

Children Uganda. The research findings further revealed that good remuneration, work life balance, favorable working conditions and employee training are possible mechanisms that reduced turnover intentions at Save the Children Uganda. The general implication of the study showed that intrinsic motivators determined the low the low employee turnover intentions compared to the extrinsic motivators at Save the Children Uganda, recommending that managers at Save the Children should put more attention on implementing intrinsic motivation strategies in order to reduce on employee turnover intentions. Considering Maslow's hierarchy of needs theory, the Study recommended further research on other human resource practicing contexts and institutions, given the different levels of human resource hierarchical needs in different institutions.