

**PERCEIVED ORGANISATION PRESTIGE, EMPLOYEE ENGAGEMENT AND HIGH
TURNOVER INTENTIONS AMONG MAKERERE UNIVERSITY STAFF**

BY

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19/U/4837/EVE

**A RESEARCH DESSERTATION SUBMITTED TO THE SCHOOL OF PSYCHOLOGY
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
BACHELOR OF ARTS IN SOCIAL SCIENCES**

NOVEMBER 2022

Declaration

I **NAKILANDA MARIA** hereby declare that the work presented in this book is my original work and it has never been submitted to any University or higher institution of learning for any kind of academic award.

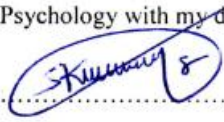
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NAKILANDA MARIA

Approval

I certify that this research dissertation of **NAKILANDA MARIA** will be carried out under the title of “Perceived Organisation prestige, employee engagement and high turnover intentions among Makerere university staff” has been under my supervision and is now ready for submission to the School of Psychology with my due approval

Signature:.....



Date:.....

11/11/2022

DR. VINCENT MUWONGE

(UNIVERSITY SUPERVISOR)

Dedication

This dissertation is dedicated to my family members; Dad, Mum and my siblings who have installed in me a passion to learn and provided continuous encouragement along the way.

Acknowledgement

I would like to thank the Almighty God who has been my provider, protector and has seen me through my life and school.

I also like to take this opportunity to deliver my sincere appreciation to my University Supervisor; Dr. Vincent Muwonge for his commitment and guidance during my research dissertarion writing.

I also thank my friends; Nalubega Anita, Nassimbwa Lillian Tendo, and Auma Maureen who have contributed greatly towards my dissertation being a success.

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Abstract

The purpose of this study was to establish the relationship between Perceived Organisation prestige, employee engagement and high turnover intentions among Makerere university staff. The study was intending to achieve the following objectives; to examine the relationship between perceived organizational prestige and employee engagement among Makerere university staff, to examine the relationship between perceived organizational prestige and employee turnover intentions among Makerere university staff, and too investigate whether employee engagement and employee turnover intentions are related among Makerere university staff. A case study design and Survey questionnaire technique were used to collect the data from 205 employees of Makerere University. A pearson rank Correlation in Special Package for Social Scientists (SPSS) analyses were applied to analyze the quantitative data to find the relationships' strength. The study found that Perceived Organisation prestige influences Employee Engagement, Employee Engagement does not influence Turnover Intentions and Perceived Organisation prestige does not influence Turnover Intentions. The study of Perceived Organizational Prestige is considered to be one of the most influential factors for employees to engage into organizational work, since members feel proud to belong to an organization that is believed to be reputable in public. When members construe the external image as attractive meaning that they believe this image has elements that others are likely to value - then organizational affiliation creates a positive social identity which can attraction of employees, relates to experiences of employee engagement and intentions to stay of employees. Therefore, Makerere should pay attention to other factors that bring about turnover intentions because it was not related with Employee Leadership and Employee Engagement.

Chapter one

Background

In most cases the Perceived organizational prestige let's say of the institutions of the higher learning function as a fertile ground where the majority of the company's prestige or institutions prestige is based on the judgment of its personnel by those outside its own environment (Men, 2015). When a person views organizational prestige inform of culture to be strong, the result is a more fulfilling employment and the obligation where he or she is attached to. Furthermore, organizational prestige is recognized to be strongly tied to an employee's degree of self-esteem and originates from the employee's membership in the organization (Mishra, Boynton & Mishra, 2014). Workers tend to live in accordance with organizational ideals, which translates into good outcomes of improved organizational management.

Employee engagement, on the other hand, is defined as an employee's cognitive, emotional, and behavioral energy directed toward beneficial organizational goals. Willard & Shuck (2010). Employee engagement and turnover intentions have a direct relationship, according to the Society of Human Resource Management, one of the most widely recognized societies for human resource professionals found out that a decrease in employee engagement increases turnover intentions, while an increase in employee engagement decreases turnover intentions (Society for Human Resource Management, 2015).

This is more linked to the employee engagement of the various organizations with the institutions like Makerere inclusive. As the Employee engagement benefits the institutions and workplaces because it drives and influences organizational performance. This is due to the fact that engaged employees are more optimistic, healthier, and more likely to stay on the work (Devi, 2017). Employee engagement is defined as an individual's involvement, satisfaction, and excitement for work, and it involves an individual's cognitive, emotional, and behavioral state aimed toward organizational outcomes (Shuck & Wollard, 2013).

As a result, turnover intentions are defined as the degree of mobility across an organization's membership division price (2012). Because it is an employee's attitude toward the institutions, the impact of perceived organisation prestige on turnover intentions is a well-studied relationship. Dees and Shaw (2014) are two authors that have written books on the subject. For example, a study including four independent samples discovered that perceived organizational prestige is linked to employee engagement and the likelihood of turnover (Schaufeli and Banker 2015). As a result better institutional or organizational prestige, employees are more motivated and morale is higher, resulting in lower turnover intentions (Komives & Wagner) (2019).

This study therefore, it will implore or assume a large positive link exists between perceived organizational prestige and employee engagement. When employees believe that outsiders have a poor perception of the organization or the institution that they are working for, they experience despair and stress, perhaps leading to disengagement from their work duties or the organization, and this eventually leads to their level of engagement being low (Okten & Erben, 2014). This must be investigated and carefully studied.

According to Johnson and Johnson (2016), a substantial proportion of Uganda Management Institute employees voluntarily departed the institute between 2006 and 2012, totaling 38 employees out of 175 in 2012. The main reason for this was that workers were no longer engaged to work at the institute. Despite the fact that academic scholars and practitioners in developed countries have paid close attention to research on perceived organizational prestige and their impact on employee engagement and turnover intentions, very few studies have looked at the relationship between perceived organisation prestige, employee engagement, and turnover intentions in developing countries like Uganda, necessitating the need for this study to determine whether perceived organizational prestige and employee engagement are directly related to high turnover intentions (Lutwama, 2014).

Statement of the Problem

The lower levels of employee engagement among workers was due to poor perceived organisation or institutional prestige such as poor commitment and lack of employee identification in decision making which eventually forced employees to leave the organization or institutions and if nothing is done, there would be a continuous turnover rates among employees. The organization or institution should promote mechanisms that foster employee's engagement as well as perceived organizational prestige in order to reduce turnover intentions. Lack of attention by organisation such as Makerere University on perceived organizational prestige may affect the employee's engagement and high turnover intentions. As a result of clients' and sometimes workers' lack of trust in their managers, employees become less engaged, and increases rate of high turnover. Thus this study will explore how the perceived prestige of the Makerere University is associated with the employee engagement and high rate of turnover.

Purpose of the Study

The study aims at examinie the relationship between perceived organizational prestige, employee engagement and the employee higher turnover intentions among employees of among Makerere university staff

Objectives

The study will be guided by the following objectives;

1. To examine the relationship between perceived organizational prestige and employee engagement among Makerere university staff
2. To examine the relationship between perceived organizational prestige and employee turnover intentions among Makerere university staff

3. To investigate whether employee engagement and employee turnover intentions are related among Makerere university staff

Scope of the Study

The study explored the relationship between perceived organizational prestige, Employee Engagement and high turnover intentions. perceived organizational prestige is conceptualized with the following facets: influence, individual beliefs, intellectual stimulation, and individualized consideration (Base and Avolio, 2019). Employee's engagement consists of the following: vigour, dedication, absorption. Employee engagement consists of co-worker relationships, supervisor relations, and the nature of the work itself, working conditions, and pay and promotion opportunities. The study was conducted from Makerere University Main campus.

Significance

The research findings may be of importance to the researchers, lecturers, and students like at the college of Humanities and Social Sciences in form of referential purposes such as when citing authors of literature on possible relationships between transformational leadership and employee engagement, job satisfaction.

The administrators of Makerere University may learn to engage their employees by allocating to them more tasks as this improves their performance and also alert them mechanism of improving Universities prestige branch once done properly can help improve the status of the organisation.

Consultants, Non-government organizations and interested parties may use the findings for capacity building purposes which may be in form of workshops and courses aimed at enhancing employees 'engagement and satisfaction

The findings of this research may assist employers in leadership to develop better coping mechanisms to handle employees engage to the job and enhance their stay in the organization.

Conceptual Framework

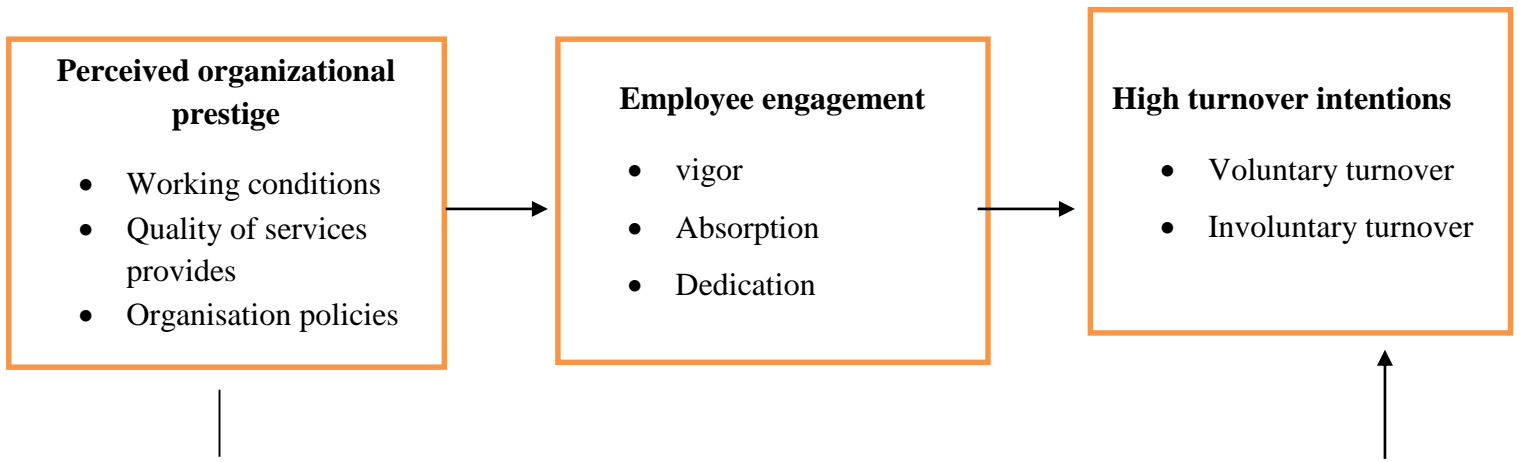


Figure 1: Conceptual framework showing the relations between the variables

When employees perceive the organization to be working together thoroughly in Perceived organizational prestige, employees would become more engaged which in turn reduces turnover intentions.

Furthermore, once employees do not work together in teams it is likely that employees would be disengaged and consequently increasing the level of turnover intentions.

Chapter Two: Literature Review

Introduction

This section presents the various views and opinions of other researchers' findings relating on the variables of perceived organisation prestige, employee engagement and high turnover intentions. .

Perceived Organizational Prestige

Successful organisation managers consistently search for ways to enhance factors that attract their employees to their organization in order to retain quality employees and attract potential human resources (Andrew, 2016). One variable that has received little attention in the sport management literature is perceived organizational prestige, or construed external image. Mishra (2014) first explored the concept of perceived external prestige (or construed external image) in a study that investigated how the negative public perception of the New York Port Authority affected organizational members. Albrecht (2015) concluded that an organization's image is very important to employees, because it represents employees' estimations of the attributes that outsiders are likely to ascribe to them as well. Clearly, members' views of an occupation or organization to which they are affiliated are sensitive to how they think outsiders perceive it. In the case where there is a very positive public regard of a particular profession or firm, an employee's psychological state may be positively impacted (Marcus & Schuler, 2014)

According to Albrecht (2013) Employee Performance is the relative strength of an individual's identification and involvement in a particular organisation, characterized by a strong belief in the organization's goals and acceptance of its values, a willingness to exert maximum effort in the interest of the organisation and a strong desire to maintain membership of the organisation. Employee commitment has implications for organizational outcomes, such as turnover intention, absenteeism, counter-productive behavior, job satisfaction, motivation and organizational citizenship behaviors.

According to Andrew (2016), PEP concerns individuals' interpretations and assessments of companies' prestige, based on their own exposure to information about the organisation. It should be noted that PEP is not the same as organizational image or organizational reputation. PEP is a socio-emotional resource that employees derive from interpreting the feedback gained from interactions with organizational outsiders. Organizational image or reputation, on the other hand, is the image that outsiders and stakeholders have formed and hold about an organisation (Andrew, 2006). Thus, PEP is dependent on employees' interpretation of information on how outsiders positively or negatively evaluate the organisation in terms of its attributes and actions.

Researchers examine the relationship between PEP and employee attitudes. Mishra (2014) explains that when employees are of the opinion that their organisation is perceived in a positive light by outsiders, they may bask in its reflected glory. Albrecht, (2016) found that PEP indirectly gives employees an attractive social standing that satisfies their self-esteem needs. Smidts *et al.* (2011) are of the view that since PEP connotes identification with the organisation's positive attributes, it is likely to influence employee performance. Albrecht (2016) support the idea that PEP has a positive impact not only on employee commitment, but also on other pleasant affective states in the workplace. According to Mishra (2014), when employees perceive the external prestige of their organisation negatively, they may dis-identify with the organisation and engage in actions that are not beneficial to the organisation. PEP initiates a comparison between the self-esteem derivable from the present organisation to those of a 'comparison other' or 'referent'. When employees perceive that they experience higher self-esteem from the present organisation compared to those of a 'comparison other' or 'referent', they will be motivated to increase their levels of job performance to derive more self-esteem from the organisation (Andrew, 2006).

Perceived organizational prestige is an important variable to study because it is also a proposed antecedent to organizational identification, a specific form of social identification where the individual defines one's self in terms of his or her membership in a particular organization (Anitha, 2014). Indeed,

Albrecht (2016) noted that when employees believe that outsiders see the organization in a positive light, they ‘bask in the reflected glory’ of the organization. Successful sport teams have shown the ability to attract highly identified sport fans who bask in reflected glory, so it would not be surprising to find organizational department employees develop a similar psychological bond to their organization. Furthermore, perceived organizational prestige is also an important predictor of positive employee outcomes such as job satisfaction, affective organizational commitment, and affective well-being at work.

Employee engagement in an organisation

Employee engagement predicts employee outcomes, organizational success, and financial performance (Albrecht (2016). At the same time, it has been reported that employee engagement is on the decline and there is a deepening disengagement among employees today (Richman, 2016). It has even been reported that the majority of workers today, roughly half of all Americans in the workforce, are not fully engaged or they are disengaged leading to what has been referred to as an engagement gap” that is costing US businesses \$300 billion a year in lost productivity (Kowalski, 2013). Also, engaged employees tend to be more productive, more profitable, less stressed (Albrecht, 2016) and provide competitive advantages (Vaijayanthi et al., 2013). EE is a motivational process, which ensures the real investment of employee’s energies which influences an employee’s work role performance. It has been observed that Indian origin men showed high motivation as compared to their counterparts from other countries (Albrecht, 2016).

Employee engagement is seen as a higher-order construct that comprises several dimensions including vigor, dedication, and absorption in one’s work (Markos & Sridevi, 2015). Vigor involves high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties, dedication is characterized by being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge, whereas absorption refers to “being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work (Mishra , 2014).

Employees should have the feeling that they possess the right kind of physical, cognitive and emotional resources to perform their job at optimum level (Khadilkar, 2017). An organization should also know how to project and communicate the success stories of the organization to the employees. Thus employees are able to relate their individual performances with the success and also understand how their performance has a direct impact on the performance of the organization as a whole. This contributes towards enhanced employee engagement. High engagement leads to higher financial performance, higher productivity, higher customer satisfaction and lower manpower turnover (Fernandez, 2017)

Employee's knowledge of how well an organization's assets are being managed has a positive impact on engagement. There is a strong link between productivity and engagement. Employees' knowledge of an organization's productivity levels also has positive impact on engagement. Employee Engagement depends on four major conditions in the workplace such as organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance (Khadilkar, 2017)

Bhuvanaiah(2015) opined that the condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour". It is thus the level of commitment and involvement an employee has towards their organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee (Albrecht, 2011). Thus, employee engagement is a barometer that determines the association of a person with the organization.

Engaged employees have high levels of energy and mental resilience, are willing to invest effort, have persistence, are involved in their work, experience enthusiasm and pride, and identify strongly with their work. This three-factor model of work engagement and its relationship with work-related outcomes such as job satisfaction and absenteeism have received strong empirical support (Bagyo, 2013). Although Markos & Sridevi (2010) have argued that an overall score of work engagement may be equally useful

in empirical research, in order to fully understand how organizational prestige affects engagement, it is important to understand its relationships with the three specific dimension

However, much of what has been written about employee engagement comes from the practitioner literature and consulting firms. There is a surprising hypotheses research on employee engagement in the academic literature (Andrew, 2016). The purpose of this study is to investigate the relationship between perceived organizational prestige, employee engagement and high turnover intentions. Previous research has focused primarily on engagement in one's job. However, there is evidence that one's degree of engagement depends on the role in question (Fernandez, 2017). Thus, it is possible that the antecedents and consequences of engagement depend on the type of engagement.

High turnover intentions

Turnover intention, or the desire of a person working in an organization to leave his or her job within a short time (2016), may be considered the precept of carrying out one's intention to quit the job voluntarily. There are two factors that drive individuals to quit their jobs (Felps et al., 2019): (1) lower levels of job satisfaction and organizational commitment; and (2) the emergence of better job opportunities for the employee. The employee's decision to quit a job is a rational decision – or a wrong one – and is based on whether he or she is content with the present job after evaluating the factors (Shore, 2016). It is crucial for the intention of an employee to quit his or her job to be noticed by the organization and that necessary precautions are taken, and solutions found, in order to eliminate the problem(s) (Tett, 2019).

The social exchange theory expresses the mutual obligations associated with the expectations based on the relationship between the employee and the organization (Cropanzano & Mitchell, 2015). The more the employees believe that the organizational activities are beneficial for them, the more they identify with the organization (Reio, & Rocco, 2014) and the more their intentions to leave their work decrease (Parasuraman, 2016).

According to the social change theory, if organizations invest in the happiness of their employees, the social exchange process will continue as long as the situation is clearly understood by the employees (Cook & Rice, 2013). Thus, the employees initiate a change in their relationship with the organization and want to increase their awards and decrease their costs; therefore, they work with more enthusiasm and reverse their intention to leave their job.

The perception of the employees regarding the organization as being a prestigious institution prevents them from developing turnover intentions (Carmeli & Freund, 2014). Moreover, the emotional commitment of the employee who is empowered psychologically by his or her organization will increase (Liu, Chiu, & Fellows, 2017). Thus, a give-and-take relationship similar to that in the social exchange theory emerges, the employee's performance improves, which demonstrates that he or she wants to stay in the organization (Shore, Lynch, Tetrick, & Barksdale, 2016).

A frequently used distinction of employee turnover from an organization was between voluntary and involuntary; voluntary employees-initiated decision was to leave the organization on their own; while instinctive organization-initiated choice was an employer's decision to terminate the employee, plus death or mandatory retirement (Dess, 2013), Similarly Xiancheng, (2015) argued that voluntary turnover began by employees wanting to leave for specific reasons, while involuntary turnover was an employee going the organization because the organization was downsizing or cost saving, or due to employee's poor performance.

Relationship between employee engagement and turnover Intentions

Employee engagement over the past 20 years indicated growing interest by Human Resource and other business professionals due to the outcomes it claimed to deliver. Employee engagement was well presented in the literature in the context of its importance to organizations being healthy, safe and motivated and having productive employees who were less likely to be absent or leave the organization, as well as to improved customer satisfaction ratings and increased work outcomes or revenue (Shuck &

Wollard, (2013) Employee engagement was a positive attitude held by the employee towards the organization and its value. Engagement focused on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work. An engaged individual was one who approached the task associated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role and extra-role performance. It was the condition where individuals are emotionally and intellectually committed to the organization, indicated by three main behaviors.

Employee engagement was regarded as a potential predictor in several OCB (organizational citizenship behaviors) studies. This could be explained by social exchange theory and the principle of reciprocity. Employees would perform OCB because it included an emotional component. This possibility was in line with models asserting that extra role behavior was the direct consequence of employee emotion.

According to Shuck et al., Employee engagement had been found to be negatively related to turnover intentions (Harter et al., (2014); Wagner & Harter, 2017). In a study using four independent samples, Schaufeli and Bakker (2015) found only moderate and negative relationship to turnover. This finding was attested by the meta-analysis of Halbesleben (2010) that showed that work engagement mediated the relationship between job resources and turnover intention.

Relationship between perceived organisational prestige and employee engagement

Perceived Organizational prestige is particularly important for the development of the organization, for it has a certain degree of causality with the work engagement (Marcus & Schuler, 2004). Employees with high perceived organizational prestige will be actively involved into the work with actively attitude and behaviour, for instance, the consistency of personal goals and organizational goals, to take initiative to remove the personal behaviour that does not conform to the values of the organization, etc. (Dajani, 2015). Specifically, employees with high organizational identification will be more concerned with the

organization's norms and values when they making decisions and be able to work diligently in accordance with the objectives and requirements of the organization without the supervision of others.

Related organizational behaviour research confirmed that perceived organizational prestige is significantly positive correlation with those indicators that help to achieve organizational goals such as employee satisfaction, organizational citizenship behaviour, employee performance and so forth. Mishra (2014) believe that the level of perceived organizational prestige plays a decisive role in the employees' engagement (Fernandez, 2007). The employees with high organizational prestige tend to show a high level of support and a higher level of commitment to the organization, and their decision making is more consistent with the goals of the organization.

Hypotheses

The researcher adopted the following hypothesis for testing.

1. Perceived organizational prestige is significantly and positively related to Employee engagement.
2. Employee engagements is significantly negatively related to employee turnover intentions.
3. Perceived organisation prestige is significantly and negatively related to turnover intentions.

Chapter Three:

Methodology

Introduction

This chapter focused on the methods and procedures that were used in the collection of data. These include research design, population, and sample size, research measuring instruments, procedures, quality control, data management, and data analysis and anticipated problems.

Research Design

A correlation research design was applied in the study to establish the relationship that existed between perceived organisation prestige, employee engagement and high turnover intentions among employees of Makerere University. Correlation was used to determine whether the independent and outcome variables will be statistically independent of each other and if not determine the magnitude of the relationship Yung and Huang, (2008). Correlation was used because it will be evidence of causation and it will allow one to make cause and effect statement, gave basis of a coefficient of determination for it told the proportion of variance the variables had in common. However, it will give a strong relationship but with low correlations

Population of the study

The population research included a total enrollment of 1571 Makerere University staff from all departments comprising of both male and female staff according to the Makerere University fact book 2018-2-19.

Sample Size

The study targeted 1571 employees from various departments of the Makerere university. A convenience non-random sampling technique was deployed to select respondents because it appropriately enabled the researcher to collect data from the respondents who were available at that particular time, subjects were selected because of their convenient accessibility and proximity to the researcher. The selection was based on Krejcie and Morgan table presented at the end of this dissertation. However the researcher used 205 respondents out of 1571 Makerere University staff who answered questions that were considered for analysis.

Measuring Instruments

Design self-administered questionnaires were from the constructs defined above. The questionnaire measured how perceived organizational Prestige influence the engagement and intentions to leave the organisation among employees. These variables were measured among a five – point Likert scale where 1=strongly agree, 2= Agree, 3 = Not sure, 4= Disagree and 5 = strongly disagree. The questionnaire was divided into four sections, which required the respondents to indicate the degree of agreement with each statement by via ticking one of the five alternatives. Section A required the respondents to fill in information about themselves. Section B required respondents to answer questions on perceived organizational Prestige, Section C included parameters on employment engagement and finally section D included parameters on high turnover intentions.

Procedure

The researcher sought for assistance from the supervisor by getting an introductory letter to the head of department (school of Psychology) which the researcher used to distribute the questionnaires to the respondents. The researcher introduced herself to the respondents as she clearly explained the importance of the study given. Ethical considerations such as privacy and confidentiality of information were assured.

Quality Control

The researcher ensured validity and reliability of the measuring instruments. The reliability of the questionnaire was established by carrying out a pilot study. The pilot study was carried out at Makerere University Main campus comprising 205 respondents, this was done to test the questioners and ensure that they answer the target respondents and collect the right information. This enabled the researcher to ensure that the questions are prompting the type of responses she expects. Validity was established by bringing in experts in the area of study in order to check or provide guidance on the data collection tools.

Data management

The researcher used variables of age, marital status, and level of education, sex and time spent at Makerere University this explained demographic data of respondents. Data from the questionnaires was coded and fed into the computer using Statistical Package for Social Scientists (SPSS).

Data Analysis

The researcher coded data and transformed it to generate tables of frequencies and percentages showing the respondents personal data and a table showing Pearson Product Moment Correlation Coefficient that was used to test the relationship between perceived organizational Prestige, employee engagement and turnover intentions. The tested relationship of the above variables was interpreted and discussed in relation to literature review of other researchers.

Anticipated problems

Some respondents failed to cooperate via being negative towards the questionnaires provided by the researcher.

Some respondents did not provide genuine answers to items provided in the questionnaire.

Some respondents delayed returning the questionnaires which lead to time consumption.

Some respondents misplaced their questionnaires hence lead to reprinting them thus made the study so costly.

Some we're suspicious as to why the researcher wanted information related to perceived organization prestige, employee engagement and high turnover intentions.

Chapter Four

Results, presentation and discussion

Introduction

This chapter consists of results and interpretations of findings in line with the objectives of the study and hypothesis generated after review of relevant literature. The data presented includes both descriptive and inferential statistics of Pearson's correlation for the three hypotheses generated in chapter two.

Descriptive Statistics

The researcher drafted a questionnaire and included respondent's bio data due to the fact that they directly impact one's understanding and influence his/her decision in accordance to Rand (2008), who asserted that there are strong reasons to think that age, education level and marital status in particular, influence people's emotions and behaviors in a society. Respondents were asked to indicate their gender, age, religious affiliation and years of service in organisation. The results were obtained and computed into frequencies and percentages as shown in the tables below;

Gender of the Respondents

Table 1: Showing respondent's distribution by gender

<i>Gender</i>	<i>Frequency (N)</i>	<i>Percent (%)</i>
Male	110	54
Female	95	46
Total	205	100.0

The findings also revealed that majority of the respondents 54% were males where as 46% were females. This clearly means that Makerere University considers gender when it comes to employing staff.

Marital status of the respondents

Table 2: Showing respondent`s distribution by marital status

<i>Marital status</i>	<i>Frequency</i> (<i>N</i>)	<i>Percent (%)</i>
Married	134	65.
Single	60	29
Divorced	11	6
Complicated	0	0.0
Total	205	100

Results in table 2 also show that majority of the respondents were married (65%), followed by those that are single (29%).and only 6% of the respondents had divorced and none of the respondents reported complicated marriage or relationship as indicated in the table above. This means that majority of the Makerere staff are happily married.

Age of the Respondents

Table 3: Showing respondents distribution by age

Age of respondents	Frequency(N)	Percent (%)
20-30 years	95	46
31-40 years	79	39
41-50 years	31	15
Total	205	100

Results in Table 3 shows that the majority of respondents were between 20-30 years (46%) followed by the respondents between 31-40 years (339%), and the minority being those between 41-50 years (15%). This implies that majority of the respondents employed at Makerere University were still young and energetic.

Level of Education of the respondents

Table 4. Showing respondent`s distribution by level of education.

Level of education	Frequency (N)	Percent (%)
Master`s Degree	55	27.0
Bachelor`s Degree	120	58.0
Certificate	30	15.0
Total	205	100.0

In addition, results in table 4 also show that the majority of the respondents were Bachelor`s degree holders and master`s degree holders (58%), followed by Maters degree holders (27%) while Certificate holders (15%) were the minority. This means that most of the Makerere university staff were degree and masters holders and therefore could understand better insights of the questionnaires.

Years of service in the organisation

Table 5: .Showing the years of service of the respondents.

	Frequency	Percent
Less than 6 years	112	55.0
7 - 10 years	60	29.0
Above 10 years	33	16.0
Total	205	100.0

The respondents' highest length of service was less than six years with the percentage of 55.0%, this was because most of the respondents were youth ranging from the age of 20-30. Followed by 7-10 with the percentage of 29.0%, lastly with those of 16.0% that were 10and above. This implies that the workers had enough experience and therefore could respond and give answers rightly and correctly.

Correlation statistics

Table 6: Organizational Prestige, Employees Engagement and Turnover intentions

		Organizational Prestige	Employee engagement	Turnover intensions
	Pearson Correlation	1	.596 **	.235
Organizational Prestige	Sig. (2- tailed)		.000	.100
	N	205	205	205
	Pearson Correlation	.596**	1	.235
Employee engagement	Sig. (2- tailed)	.000		.100
	N	205	205	205
	Pearson Correlation	.235	.235	1
Turnover intensions	Sig. (2- tailed)	.100	.100	
	N	205	205	205

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

Organizational Prestige and Employee engagement

Hypothesis 1 states that Organizational Prestige is significantly and positively related to employee engagement among workers at Makerere University. Findings in the above (Table.6) show that there is a positive significant relationship between perceived organisation and employee engagement ($r=.006$, $p =0.01$). The alternative hypothesis is retained and the null hypothesis rejected.

Employee Engagement and Turnover Intentions

Hypothesis 2 states that employee engagement is significantly negatively related to turnover intentions among employees at Makerere University. Results in the table above show that

there is no significant relationship between employee engagement and turnover intentions. The alternative hypothesis is rejected and the null hypothesis was accepted that there is no significant relationship between the two variables hence employee engagement does not influence employee turnover intentions.

Organizational prestige and Turnover intentions

Hypothesis 3 states that perceived organisation is significantly negatively related to turnover intentions. Findings in the above table show that there is no significant relationship between perceived organisation and turnover intentions ($r=.233$, $p=.104$) therefore $p>0.05$. Basing on the results, the null hypothesis has been accepted which states that there is no significant relationship between ethical leadership and turnover intentions among employees of Makerere University and the alternative hypothesis has been accepted.

Chapter Five

Discussion, Conclusion and Recommendations

Introduction

This chapter comprises of the research discussions based on the three objectives and hypotheses of the study, furthermore the discussions are also done in relation basing to the literature review in chapter two. The chapter also consists of, conclusion, recommendation and limitations.

Discussion on the relationship between Perceived Organisation and employee engagement

The hypothesis stated that there is a positive and a significant relationship between perceived organizational prestige and employee engagement among employees of Makerere University.

Results showed that *“There is a significant relationship between Perceived Organisational Prestige and employee engagement. .* These results suggest the implication that the prestige of the organisation enables employees get more involved in the work of the and continue to engage themselves in the work of the organizational to keep the high reputations of the company by outsiders.

The study therefore retains the alternative hypothesis which states that there was a positive and a significant relationship between perceived organizational prestige and employee engagement among employees of Makerere university.

Through regression analysis, Den Hartog and Belshack, (2012) confirmed that Perceived Organizational Prestige has a positive relation with employee engagement. They found out that followers tend to report higher engagement in their work when they perceive their leaders as acting

ethically. Perceived Organizational Prestige take their followers into consideration and through open communication (Brown& Treviño, 2006) make it clear what the organizations goals are and what is expected from subordinates, which leads to employee engagement in their work (Macey et al., 2009). Brown et al., (2005) found a positive correlation between ethical leadership and job dedication, which is a major element of work engagement.

The findings agreed well with various studies (Isher and Wakefield, 2008), who independently agreed in their various studies that through employee engagement, the managers unknowingly increase on the Perceived Organizational Prestige of their firms. Thus the results provided by analysis lead to the rejection of the first null hypothesis that there is no relationship between Perceived organizational prestige and employee engagement .The findings are consistent with the study found by Smidts et al.,(2011).Numerous studies (e.g., Elsbach& Glynn, 2016) have demonstrated that organizational prestige and reputation is positively linked to how individual employees view an organization and this in turn lead to their involvement.

Smidts et al., (2011) urged that a possible explanation to Perceived Organisational Prestige being correlated to Employee engagement positively is that most studies don't evaluate employee perceptions of an actual employer. Most surveys are structured so that participants on the basis of their answers on a hypothetical Perceived Organizational Prestige. This require participants to envision whether or not they would experience pride if actually working for a specified organization (Smidts et al., 2011). Undoubtedly, the relationship between engagement and Perceived Organizational Prestige at Uganda Red Society from the study may vary when a hypothetical scenario is compared to an actual employment scenario. The reputation may have a bigger impact on pride perceptions when the reputation of the organization actual matters to an individual and Employees eagerly identify with an organization that is believed to be positively evaluated by outsiders. This finding confirms the results of other studies (Mael&Ashforth, 2012; Bhattacharya et al., 2011).

The Social identity theory posits that people tend to internalise their experience at work. If that is so, then the perception of Employee Engagement can exert an influence on their self-image. When individuals perceive high Employee Engagement, their Perceived Organisational Prestige may be increased because favourable perception of their whole work experience can serve as a means of establishing and communicating social status as members of a good organisation and this, in turn, impacts self-esteem. Following this logic, employee engagement will influence Perceived Organizational Prestige (sung & yang, 2008). Hence all the discussion concludes that at Uganda Red cross Society Kampala West Branch the level of perceived organizational prestige is directly proportional to the Employee engagement assuming that it will produce positive results in the overall performance of the employees.

Discussion on the relationship between perceived Organisation prestige and Employee Turnover Intentions

The second objective was to find out whether Perceived Organizational Prestige and Turnover intentions are significantly related among employees of Makerere University. The hypotheses states that perceived Organizational Prestige and turnover are not significantly related. The finding indicated that ethical leadership does not relate with turnover intentions.

Given the findings, the study retains the null hypotheses therefor both employee engagement and turn over intentions are independent variables.

The finding of the research is also in line with (Gadji and Dalvi 2014) and (Palansiki, Avey, and Jiraporn 2014) conducted studies to analyze the effects of perceived organizational prestige and turn over intentions the results showed that there is a negative correlation between perceived Organisation Prestige and turn over intentions.

The findings agree with the findings of Satardien (2014) and (Ghazali, Nashuki, &

Othman, 2018) which indicated that there was no significant relationship between perceived organizational prestige and turn over intentions. Satardien (2010) stated that even though employees do not experience socio-emotional resources and tangible benefits such as respect, caring, fair wages and benefits, this does not have an effect on their intentions to leave the organization. In a study conducted by Ghazali, Nashuki, & Othman (2018), perceived organizational prestige was found to have no significant relationship with intention to stay.

However, the findings contradict Eisenberger et al.'s (1986) POS theory, as well as various other theorists who found a strong inverse relationship between the two variables (Tuzun & Kalemci, 2012; Allen, Shore, & Griffeth, 2003; Jawahar & Hemmasi, 2006). They stated that as perceived organizational prestige increases, intention to leave decreases because perceived organizational prestige creates feeling of obligation toward the organization.

In contrast, employees with low perceived organizational prestige are likely to leave the organization (Jawahar & Hemmasi, 2006). Foong-ming (2008) in his study with 357 Malaysian knowledge workers, found POS to be related to turnover intentions suggesting that perceived organizational support could be closely linked to turnover intentions rather than job satisfaction and affective organizational commitment. Cho et al. (2009) (cited in Ghazali, Nashuki, & Othman, 2018) found that the increase of P perceived organizational prestige also increases the employees' intention to stay. In fact, they discovered that the effect of perceived organizational prestige on intention to stay is twice as much as the effect of perceived organizational prestige on intention to leave.

Therefore, since most research suggests that perceived organizational prestige and turnover intentions are related, it could be concluded that the employees of Makerere University staff might be having a poor evaluation of their organization which ends up affecting their perception of the organizational support hence it has no effect on their turnover intention.

Discussion on the relationship between Engagement and Turn over Intentions

The third objective was to find out whether employee engagement influences employee Turnover Intentions among employee of Makerere University.

The hypotheses stated that there was significant negative relationship between Employee Engagement and Turn over Intentions among employees under Makerere university. Therefore, the alternative null hypothesis was accepted. The study remains that employee engagement does not influence turn over intentions Research has shown that the outcomes of employee engagement increase retention and productivity, customer satisfaction, profitability, and job satisfaction (Harter, Schmidt, & Hayes, 2002), outcomes that are very positive for the organization. Another variable of interest commonly found in work-life balance and engagement literature is turnover intentions (e.g. Jacob 2008 and Richman 2008).

According to Frank (2014) employee retention and employee engagement are joined at the hip, evidence has indicated that a higher level of employee engagement reduces employee turnover (Saks, 2006; Schaufeli & Bakker, 2004).

Employee engagement was a positive attitude held by the employee towards the organization and its value (Shuck & Wollard, 2013). Engagement focused on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work .an engaged individual was one who approached the task associated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role and extra-role performance. It was the condition where individuals are emotionally and intellectually committed to the organization, indicated by three main behaviors.

Employee engagement was regarded as a potential predictor in several (organizational citizenship behaviors) studies. This could be explained by social exchange theory and the principle of reciprocity. Employees would percolate because it included an emotional component. This possibility was in line with models asserting that extra role behavior was the direct consequence of employee emotion.

According to Shuck et al., Employee engagement had been found to be negatively related to turnover intentions (Harter et al., (2014); Wagner & Harter, 2017). In a study using four independent samples, Schaufeli and Bakker (2015) found only moderate and negative relationship to turnover. This finding was attested by the meta-analysis of Halbesleben (2010) that showed that work engagement mediated the relationship between job resources and turnover intention.

Conclusion

In the study, Perceived Organizational Prestige was shown to be positively and significantly related to employee engagement. Employee engagement was significantly related to turnover intentions. Perceived Organizational Prestige does not significantly relate to turnover intentions.

Recommendation

This study has contributed to both theory and practice by answering the three objectives and hypothesis proposed in chapter 2 and there it makes the following recommendations,

The management of Makerere university should be trained to force and adopt Perceived Organizational Prestige as a behavior in order to promote employee engagement among employees. The training should be based on the inspirational and motivation components of ethical leadership because results showed that it is related to employee engagement.

To retain high engagement among employees, it is important to get an insight into the workers engagement skills so as to help their employees improve their performance and also to deal with organizational culture and image to be able to increase the prestige of the organisation.

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Appendices

Appendix 1: Questionnaire

Dear respondent,

I am Nakilanda Maria a student of Makerere University from School of Psychology carrying out a research on “**Perceived Organisation prestige, employee engagement and high turnover intentions among Makerere university staff**”. You have been requested to participate in the study, there is no wrong or right answer, and the information given will be purely for academic purpose and will be treated with utmost confidentiality

Section A:

BACKGROUND INFORMATION.

Kindly tick the most appropriate answer about yourself.

1. Sex:

a) Male b) Female

2. Religious Affiliation:

a) Catholic b) Anglican c) Pentecostal

d) Muslim

3. Marital Status:

a) Married b) Single

c) Divorced d) Complicated

4. **Age:**

- a) 20-30yrs b) 30-40yrs, c) 40-50yrs
- d) 50-60yrs
- e) 60 and above

5. **Years of service in the organization.**

- a) 12months and below b) 1-10yrs
- c) 10- 20yrs d) 20- 30 yrs.

SECTION B; PERCEIVED ORGANISATIONAL PRESTIGE

Using the scale given below, please circle/ tick the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there is no right or wrong answer, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

Rate yourself by ticking how you feel about the statements below using a scale 1-5.

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

SN	ITEMS	RESPONSES				
		1	2	3	4	5
1	People in my community think highly of my employer.	1	2	3	4	5
2	It is considered prestigious in the religious community to be a former employee of my company	1	2	3	4	5
3	My employer is considered one of the best.	1	2	3	4	5
4	People look down at my employer.	1	2	3	4	5
5	Former employees of my company would be proud to have their children work here.	1	2	3	4	5
6	My employer does not have a good reputation in my community.	1	2	3	4	5
7	A person seeking to advance his or her career in this area of employment should downplay his or her association with my employer.	1	2	3	4	5
8	When other employers are recruiting, they would not want employees from my company.	1	2	3	4	5
9	When someone praises this employer, it feels like a personal compliment.	1	2	3	4	5

SECTION B; EMPLOYEE ENGAGEMENT

Using the scale given below, please circle/ tick the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there is no right or wrong answer, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

Rate yourself by ticking how you feel about the statements below using a scale 1-5.

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

SN	ITEMS	RESPONSES				
		1	2	3	4	5
1	I strive as hard as I can to complete my work	1	2	3	4	5
2	I avoid taking an extra duties and responsibilities in my work.	1	2	3	4	5
3	I am ambitious about my work	1	2	3	4	5
4	I am very much involved personally in my work.	1	2	3	4	5
5	Sometimes I lie awake at night thinking ahead to the next day's work.	1	2	3	4	5
6	The major satisfaction in my life comes from my work	1	2	3	4	5

7	I exert my full effort to my work	1	2	3	4	5
8	Most things in life are more important than work.	1	2	3	4	5
9	I feel depressed when I fail at something connected with my job.	1	2	3	4	5
10	Sometimes I would like to kick myself for the mistakes I make in my work.	1	2	3	4	5
11	I am really a perfectionist about my work.	1	2	3	4	5
12	I have other activities more important than my work.	1	2	3	4	5

SECTION D: EMPLOYEE TURNOVER INTENTIONS.

Rate yourself by ticking how you feel about the statements below using a scale 1-5. Please use the scale to rate yourself using items below by using the most appropriate or. / Tick the

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

SN	ITEMS	RESPONSES				
1	As soon as I find as better job, I will leave this job.	1	2	3	4	5
2	I am actively looking for a job elsewhere	1	2	3	4	5
3	I am seriously thinking of quitting my job	1	2	3	4	5
4	I scan newspapers in search of alternative job opportunities.	1	2	3	4	5
5	I scan the internet in search of alternative job opportunities.	1	2	3	4	5
6	I dream about getting another job that will better suit my personal needs	1	2	3	4	5

THANKS FOR YOUR TIME AND PARTICIPATION

Appendix II: Work Plan

ACTVITIES	TIME (MONTHS) 2022					
	May	June	July	August	September	October
Topic selection						
Information gathering						
Literature compilation						
Chapter three						
Proposal compilations						
Final Proposal Submission						

Appendix III: Budget

Items	Unit cost	Quantity	Amount
Transport	40,000	6	240,000
Feeding	20,000	5	100,000
Communication	20,000	1	20,000
Data analysis	60,000	1	60,000
TOTAL			420,000

Appendix IV: Krejcie and Morgan Table

Table 3.1

Table for Determining Sample Size of a Known Population

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

Note: N is Population Size; S is Sample Size

Source: Krejcie & Morgan, 1970