

## Staff Retention and Organizational Performance in Kasese District in Western Uganda

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### Abstract

### Original Research Article

The pragmatic study evaluated the association between Staff Retention and Organizational performance in Kasese District in Western Uganda. The inquiry study utilized a cross sectional survey research design with quantitative and qualitative mockups. A sample of 148 participants were carefully chosen from 240 individuals using a table developed by Morgan & Krejcie (1970). Information was assembled by means of questionnaires and interview schedules. Data was appraised using frequencies, percentages, Pearson linear correlation coefficient (PLCC) for quantitative measurements and thematic analysis was engaged for organizing qualitative proof. The study verdicts came up with a significant relationship between Staff retention and Organizational Performance in Kasese District in Western Uganda. The project team concluded that Staff Retention is vital for increasing the productivity of an organization especially in local governments because it conventions with issues to do with stability of tenure of office. If the employees are well retained in an organization, they can be a source of motivation for socio-economic development of local governments at large. From the research project results, the academics recommended that Staff Retention in Kasese district sub-national government in Uganda should continuously put in place better conditions of work such as descent accommodation, free medical care, payment of overtime allowances and giving scholarships for those who want go for further studies. This can be done through putting in place operational committees to make sure that government policies on staff retention are well cherished and implemented. The government of Uganda should increase on the budget meant to facilitate staff retention function in Human Resource Department so that a big number of local government employees can be retained for effective service delivery in Kasese District local government.

**Keywords:** Staff Retention, Organizational Performance, Local governments, Uganda.

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## INTRODUCTION

Globally, in the United States of America, employee retention is regarded as a systematic effort that creates and fosters an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs (Hadi & Ahmed, 2018). The physical environment is an intangible asset or a contributor to social capital (employee relations). Physical environment with the corporate culture, image, desirable behaviours, and expected outcomes (Shackleton, 2007). Abu-Jarad, Yusof, & Nikbin (2010) recommended to managers to value harmony within the environment rather than control.

The artefacts, that is, the total social and physically developed environment of an organization

(office space, equipment, rules, systems and procedures) create an environment that supports empowerment and risk taking (Mashal & Saima, 2014). Retaining employees is a critical and ongoing effort. One of the biggest challenges is having managers in the place that understand it is their responsibility to create and sustain an environment that fosters retention. Staff requires reinforcement, direction and recognition to grow and remain satisfied in their positions (Ongori, 2007). In order to enhance a firm's organizational performance, Ho (2008) recommended that executives should focus on promoting a healthy environment learning and skills development.

The working environment should have conditions that promote the employees' right to learn.

In Germany, Olaimat and Awwad (2017) noted that if employees got a sense of achievement and belongingness from a healthy working environment, the company would have satisfied and dependable employees contributing to the growth of the company. Organizations should create an environment in which one would be willing to stay (Suresh & Krishnaraj, 2015). In order to encourage organizational loyalty among employees, the very first step towards effective retention is the acceptance of the reality that movement of employees is governed not only by the organization, but also by the market. A study on retaining employees in the banking sector suggests that though the bank desired to retain information technology professionals, it is not creating an environment conducive to do this, as little attention is paid to the unique demands of this group of employees (Mohlala, Goldman, & Goosen, 2011). This study noted that a lack of an interesting and challenging work environment is one of the likely causes of employee turnover.

It is imperative for an organization to develop an environment within the organization to motivate employees to stay in the organization. Employees come to the organization with certain needs, desires and skills and expect that they would be given an environment where they can utilize and enhance their abilities and satisfy many of their needs (Maqsood *et al.*, 2015). In addition, these organizations should improve work environment and ensure employee work-life balance (Tuwei, 2017).

Munish & Agarwal (2017) asserted that for retaining a good and talented workforce, the organization has to create a positive environment for conducive working. This suggests that good and successful organizations do respect their employees and try to make policies more flexible for betterment of employees so that level of employee engagement can be achieved. Rossi (2018) noted that embeddedness, employee engagement and supportive working environment play a key role in repealing turnover intentions and increasing employee retention. He further observed that a workplace itself may have little influence in motivating employees but working environment is important in order to support and empower employees, where managers play critical role.

Studying the relationship between work culture and employee retention, Abu-Jarad, Yusof, and Nikbin (2010) observed that an organization's cultural norms strongly affect all who are involved in the organization. Those norms are almost invisible, but if we would like to improve performance and profitability, norms are one of the first things to look at. He further established that knowing these attitudes and norms will make it possible to understand the corporate culture and its relationship to employee retention. He further explains that the successful manager cannot leave the

development of a high-performance work culture to chance if the business is not to risk its very future.

In Asia, studying the impact of fairness in working conditions on organizational performance, Arshad, Rabiya, & Mushtaq (2012) observed that improving working environment and providing proper office infrastructure to employees increases employee productivity, which ultimately leads to organizational performance. The research suggested that companies undergoing similar problems can go for the same strategy.

Taking a sorting perspective to explore the relationship among pay dispersion, good- and poor-performer rates and organizational performance Shaw (2015) found that under high pay-for- performance, pay dispersion has a significant positive relationship with poor-performer quit rates. The study found that indirect effects of pay dispersion on organizational performance via poor-performer quit rates are stronger when pay-for-performance is high. The relationship between pay dispersion and good-performer quit rates was found to be negative when pay-for- performance was low. Examining the factors determining employee retention at Eldoret University, Jepkemboi & Kimutai (2017) found that compensation has a significant relationship with employee retention. The study recommended that compensation should be improved to enhance employee retention and ensure a comprehensive range of training, skill and career development which are a key factor of employee attraction and retaining. In a related study on the link between job satisfaction and organizational performance, Danica (2016) showed a connection between job satisfaction and organizational performance. It was determined that job satisfaction determines organizational performance rather than organizational performance determining job satisfaction.

In Uganda, exploring the impact of talent management on organizational performance, Saloni (2017) revealed a positive relationship between talent management and organizational performance. The study provided both theoretical and practical implications of enhancing talent management in the banking sector. Investigating the effect of human capital investment on organizational performance of pharmaceutical companies in Uganda, Odhong & Omolo (2015) found that human capital investment exerted a positive significant relationship on organizational performance. This study recommended that provision of quality education, relevant training on employability and transferability skills can take the organization beyond traditional apprenticeship. Nyanjom (2013) found that employee training and career development highly influenced employee retention. Giving educational subsidies was seen to influence employee retention and the level of adoption at the state corporations was great.

## METHODS AND MATERIALS

### Data Capturing

Actual facts used for the research arrangement were got by means of both primary and secondary essentials of data. Primary data was reached at by usage of questionnaires and interviews to vivacious persons related to the study. Secondary data was reached by the use of documentary chronicles. The study engaged a survey cross sectional inquiry design including qualitative and quantitative skills. The scholars picked a total of 148 participants (sample size) by means of the table developed by Morgan & Kreijcie (1970) to participate in the survey project.

### Sampling methods

The social experts engaged stratified random sampling and purposive sampling methods in the study. The study general population used the target population including groups like District Technical workforce, Local council political leaders, local council employees and Ministry of local government officials.

### Questionnaire and interviews

The questionnaire is a research instrument consisting of inter-related interrogations organized by the researcher about the research predicament under study grounded on the purposes of the survey study. Items were set and recorded for the contributors to answer with selections as reflected on the likert scale type questions.

This technique was venerated because it covers a varied physical space in data audience; it accumulates a lot of proof within a short period of time, and offers greater guarantee regarding discretion.

Yet, the questionnaire involved some constraints of abrasion. There were limited copies that were not reverted, although this was resolved by issuing a lot of replicas than the mandatory number of the sample size for the research project.

Interview plan is an instrument of facts congregation which has something to do with face to face communication with participants. The intellectuals posed probes which the respondents replied orally. It

was important in getting the story behind the participants' contribution even through facial engagements. This instrument was chosen because the proof and data got was relevant to the research study. The target of a qualitative conversation programme was to grasp the respondents personal view of their universe; unfolding the sense of their ecosphere, revealing their lived practices prior to logical clarifications (Kvale & Brinkmann, 2009).

### Validity and reliability of research instruments

Validity of the well-thought-out review was assured by using content validity Index. Arising from the analysis of the validity of the tools, the academics got content validity index (CVI) of 0.78 which was well directly past 0.75 signifying that the tool was valid to convey together statistics for the scrutiny study (Amin, 2005). On the contrary, the validity of the interviews was got by talking to key participants to verify the answered elements (Gibbs, 2007).

Reliability of the Organized Questionnaire was considered by means of Cronbach's alpha coefficient formula though observing the variables that had an alpha coefficient of figure bigger than 0.70. Since the reliability candidness got by the researcher produced 0.78 alpha value, it resolved that the research tool was dependable to yield data crucial for the logical study. However, the reliability of the interviews was got by resorting on peer review tactics (Gibbs, 2007).

### Data analysis

Investigation Statistical tools which were involved to examine data for this research study included; descriptive scopes such as tables, frequencies, percentages, and inferential statistics like Pearson Linear Correlation Coefficient for measuring quantitative information. In general, Qualitative evidences were evaluated by precisely unifying data into sensible themes or sub themes for easy Clarification in a storyline method (Gibbs, 2007).

## RESULTS

### Contribution of Staff Retention on Organisational Performance in Kasese District in Western Uganda

Staff Retention was studied using 8 items. The results on the same were as presented in Table 1 below;

**Table 1: Descriptive statistics on staff retention**

	F/%	SA	A	N	D	SD	Mean
My organization respects employees	F	16	7	-	68	57	1.69
	%	10.8	4.6	-	46.2	38.5	
My organization makes policies more flexible for betterment of employees	F	59	47	6	25	9	3.87
	%	49.2	33.8	3.1	6.2	7.7	
There is a disciplinary committee that handles conflicts.	F	39	12	6	56	35	2.23
	%	23.3	10	3.1	44.6	37.5	
Managers encourage teamwork to achieve the set objectives.	F	58	43	8	9	30	3.45
	%	47.7	29.2	4.6	7.7	10.8	
Reconciliation is a priority in my organization	F	27	13	-	64	44	2.15

	F/%	SA	A	N	D	SD	Mean
	%	9.2	7.7	-	55.4	27.7	
The organization creates an environment in which one would be willing to stay	F	61	44	6	9	28	3.59
	%	50.8	27.7	3.1	7.7	10.8	
The organization always strives to retain employees	F	25	9	6	64	44	1.68
	%	7.7	6.2	3.1	55.4	23.1	
There is collaboration among the workers	F	62	40	6	11	29	3.83
	%	52.3	24.6	3.1	9.2	10.8	

Source: Primary data, 2023

The results in Table 1 above with respect to whether Kasese district organization respects employees, the majority percentage (84.7%) of disagreed with the statement while 15.3% agreed and this was supported with the low mean equal to 1.69 suggesting that Managers are not empathetic, a scenario that is likely to bring chaos in the management of Kasese district.

The findings also revealed that Kasese district managers make policies more flexible for the betterment of employees because the majority percentage (83%) of the respondents agreed with the statement, 13.9% of them disagreed and only 3.1% of them were neutral. The results were confirmed by the high mean equal to 3.87 and this implied that local government officials can always achieve their objectives for the development of the region

Also, with the majority percentage (82.1%) of the respondents disagreeing with a statement of having a disciplinary committee in place that handles conflict, while (33.3%) agreed to the statement and (3.1 %) were neutral. This was supported by the low mean equal to 1.83 suggesting that the Kasese district management does not cherish the principles of natural justice at work, a scenario that can fuel conflicts in Kasese district leading to underdevelopment.

The findings further indicated that Managers encourage teamwork to achieve the set objectives of Kasese district because the majority percentage (76.9%) agreed with the statement, while (18.5) disagreed to the statement and (4.6%) were undecided. This was supported by the high mean equal to 3.45 suggesting that there is proactive cooperation that can easily lead to the improvement of lives of the population in the study area.

Furthermore, with respect to whether reconciliation is a priority in the conflict management procedures of Kasese district, the majority percentage (83.1%) of the respondents disagreed that there is reconciliation while 16.9% agreed with the statement and with the low mean equal to 2.15 suggested that there is no reconciliation in managing conflicts in Kasese district.

The results in Table 4.5 with respect to whether creation of an environment in which one would be willing to stay working in Kasese district, showed that cumulatively, the majority percentage (78.5%) of them agreed with the statement while 18.4% disagreed, 3.1% were neutral and with the high mean equal to 3.59 suggesting that Managers of Kasese district have put in place better working conditions for workers for a healthy cooperation to prevail for development.

The findings also revealed that managers of Kasese district do not strive to retain employees because the majority percentage (78.5%) of the respondents disagreed with the statement, 18.4% of them disagreed and only 3.1% of them were neutral. The results were confirmed by the high mean equal to 1.69 implying that managers of Kasese district are indifferent on the welfare of local government officials, a scenario that encourages high rates of turnover in the district.

Also, the majority percentage (3.83%) of the respondents agreed to the fact that workers of Kasese district do collaborate together through benchmarking of activities from other neighboring districts. while 20.0% disagreed to the statement and 3.1 were not decided. This was supported by the high mean equal to 3.83 suggesting that benchmarking and collaboration among employees can help improve quality of services among the population for development.

### Results from Qualitative data on Staff Retention.

In line with Staff retention, the Chairman Local Council five (5) from Kasese District noted:

*“As political leaders in the district, we have always discussed in our council meetings that it is important to retain staff members for long periods of time for better and experienced management of district issues. We have always put in place better working conditions that do encourage workers to remain working with our district. Such conditions of work include offering staff accommodation, paying overtime allowances, giving them scholarships and food rations. “*

This implied that Kasese district local government officials do normally value experienced staff who can contribute enormously to the



development of the district. At the same time, it also means that district officials do value teamwork and

cooperation of employees for excellent performance.

**Table 2: The correlation between Staff Retention and Organisational Performance in Kasese district**

		Staff Retention	Organizational Performance
Staff Retention	Pearson Correlation	1	.488**
	Sig. (2-tailed)		.000
	N	148	148
Organizational Performance	Pearson Correlation	.488**	1
	Sig. (2-tailed)	.000	
	N	148	148
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data (2023)

The study established that staff retention significantly ( $p=0.000<0.05$ ) influenced organizational performance in Kasese district in Western Uganda. Also, there was a moderate positive relationship ( $r=0.488$ ) between staff retention and organisational performance in Kasese district. In this context, staff retention improved organizational performance in Kasese district; because it brought unity among the workers in Kasese district. This implied that the set null hypothesis was rejected: “*Staff Retention has no strong bearing on organizational performance in Kasese district in western Uganda*”.

## DISCUSSION

The discoveries of the study indicated that the effect of staff retention on organisational in Kasese district was momentous. This result is contrary to the findings of previous scholars such as Anwar, Shah & Hasnu (2016) who conducted a study on Business strategy in Mauritania and found out that Staff Retention is full of conspiracy, a scenario that does not lead to efficacy in local government manoeuvres. Nonetheless, the finding was in covenant with the study directed by Abeysekera (2007) on HRM Management Practices who found out that staff retention has helped to increase productivity and thus achieving the objectives of government. This was because the retained employees tend to cooperate together in the process of implementing government programmes for progress.

## CONCLUSION

The research project team concluded that Staff Retention is vital for increasing the productivity of an organization especially in local governments because it conventions with issues to do with stability of tenure of office. If the employees are well retained in an organization, they can be a source of motivation for socio-economic development of local governments at large

## RECOMMENDATIONS

Staff Retention in Kasese District sub-national government in Uganda should continuously put in place better conditions of work such as descent

accommodation, free medical care, payment of overtime allowances and giving scholarships for those who want go for further studies. This can be done through putting in place operational committees to make sure that government policies on staff retention are well cherished and implemented. The government of Uganda should increase on the budget meant to facilitate Staff Retention function in Human Resource Department so that a big number of local government employees can be retained for effective service delivery in Kasese District local government.

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