

**ORGANISATIONAL FACTORS INFLUENCING EMPLOYEE
RETENTION IN RAKAI AREA DEVELOPMENT PROGRAMME OF THE
WORLD VISION, UGANDA**

BY

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12/MIML/2/004

**A DISSERTATION SUBMITTED TO SCHOOL OF MANAGEMENT SCIENCE IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A
MASTERS DEGREE IN INSTITUTIONAL MANAGEMENT AND LEADERSHIP OF
UGANDA MANAGEMENT INSTITUTE**

JANUARY 2015

DECLARATION

I *Charity Namara Baguma* hereby declare that, to the best of my knowledge and belief, am the sole author of this dissertation. The work presented in this dissertation has never been submitted to Uganda Management Institute before for the award of a Master's Degree in Institutional Management and Leadership or its equivalent, or to any other University / Institution for any academic award. Thus, the work is original, a result of my own research, and where other people's research was used, the authors have been duly acknowledged.

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APPROVAL

This is to certify that this thesis was submitted with our approval as the authorized and nominated supervisor.

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Date.....

DEDICATION

This research work is dedicated to my dear husband, children and parents who sacrificed their time, hard earned money to see me through and whose foundation I will continue to build.

ACKNOWLEDGEMENT

I would like to express my gratitude to Dr. Stella Kyohairwe and Dr. Edgar Kateshumbwa Mwesigye ,who saw me through this book; to all those who provided support, talked things over, read, wrote, offered comments, allowed me to quote their remarks and assisted in the editing, proofreading and design.

Above all I want to thank my family, my sons and husband who gave me the support, and to the rest of my family, who supported and encouraged me in spite of all the time it took me away from them. It was a long and difficult journey for us.

I would like to thank my classmates for who contributed too much to my passing through the continuous group discussions we held.

Thanks all my friends at Uganda Management Institute. Last and not least I beg forgiveness of all those who have been with me over the course of the years and whose names I have not mentioned.

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LIST OF ACRONYMS

CVI	Content Validity Index
HRM	Human Resource Management
HR	Human Resource
IMF	International Monetary Fund
JCM	Job Characteristic Model
MoFPED	Ministry of Finance, Planning and Economic Development
MPRSP	Malawi Poverty, Rural and Society Development Programme
NLC	National League of Cities
OAG	Office of the Auditor General
PFM	Public Finance Management
PAC	Public Accounts Committee
SAIs	Supreme Audit Institutions
SP	Strategic Planning
SPSS	Statistical Package for Social Scientist
WVU	World Vision Uganda
USAID	United States Agency for International Development

ABSTRACT

The study examined organizational factors influencing employee retention at Rakai Area Development Programme of the World Vision Uganda. The study was premised on the following research objectives: to examine the influence of work place policies on employee, to establish the influence of work place culture on employee retention, to assess the relationship between work place leadership style and employee retention and to establish the influence of job design on employee retention at Rakai Area Development Programme of the World Vision Uganda. The study employed a cross sectional survey design and both quantitative and qualitative approaches. In total, a sample of 33 respondents was chosen who included staff and support staff of Rakai Area Development Programme of the World Vision Uganda. In collecting the data, the researcher used questionnaires and interviews and data was analyzed using Pearson correlation coefficient and regressions analysis.

The study findings revealed that that there is a positive significant relationship between work place policies and employee retention, further more findings revealed that there is a positive significant relationship between work place culture and employee retention, further more findings revealed that there is a positive significant relationship between work place leadership style and employee retention and lastly job design and employee retention are positively significantly related. It was observed that the policy of being sent to an area where somebody cannot easily get acclimatized to the existing conditions presses the employees so hard. It was observed that it is a policy that each staff should reside in her parish of work. Vehicles should be parked at 6pm. The most notable cultural practice was religious devotion and decent dressing. It was observed that leadership style is not democratic but authoritarian. Under this style, some employees desire to be pushed. Whenever they are not pushed there is delay in delivery of results. Findings further revealed sometimes the employees are given unclear roles and responsibilities. It was further revealed that some tasks are allocated on the basis of friendship at Rakai Area Development Programme. It was recommended that: there is need to design policies that are employee friendly or socialization policies. Policies that limit employ accessibility to company property like vehicles should be discarded. The organization should strengthen the culture of training. Providing ample training and development opportunities can discourage turnover by keeping employees satisfied and well-positioned for future growth opportunities. Managers need to reinforce employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to prepare managers and supervisors to lead and develop effective relationships with their subordinates. World Vision can hire third party specialists to pinpoint the root causes of their workforce challenges. By identifying the root causes, customized action plans can be tailored to fit your organization's need to and create a retention program customized to your organization.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study examined the organizational factors influencing employee retention in Rakai Area development program of the World Vision, Uganda. Organizational factors were the independent variable and employee retention was the dependent variable. Employee retention was important for the long-term well-being of any organization. No organization can survive for long if it is unable to establish a talent base of workers who know its protocol and can be relied upon. Strong employee retention is a sign of a strong organization. Often time organizations in Uganda have failed to retain their competent employees hence losing them to competing organization. The departure of employees has created performance gaps within the organization (Allen, Robbins, Casillas, 2006). This chapter presents the background of the study, the statement of the problem, the purpose of the study, the objectives of the study, the research questions and scope of the study and the significance of the study.

1.1 Background to the study

This sub section presents the background divided into four perspectives, the historical, theoretical, conceptual and contextual.

1.1.1 Historical background

In the post-colonial period, having a formal employment was considered desirable and sufficient candidates could be found to fill them in the past. Moreover, once employed, workers would

often spend their entire careers in those jobs. In areas where there was high turnover, new employees could be recruited easily. Similarly, workers were loyal to their organizations and stayed often on the job until their retirement. As a result of this, employers were loyal to their employees by taking care of them in a more paternalistic way. Interestingly, while today's organizations are indeed different, the challenge of retention is growing (Amooti, 2009).

It is quite sad that businesses today are not adopting some of the strategies used in the past to ensure that more employees are retained. Moreover, most organizations in Africa are not being creative in devising strategies to keep their employees. Today, organizations are not creating an environment which encourages their employees to remain loyal to the organization.

Braxton (2000) suggests that there may be several factors involved in why employees leave their job in Sub Saharan Africa. It could be voluntary, where the employee chooses to leave. It could also be for reasons that may include better career opportunities, increased compensation and broadening of current tasks and responsibilities and boredom with current task. Involuntary turnover occurs when employees are asked to leave for reasons including poor performance or inappropriate behavior. Organizational benefits, employee attitude and job performance are all factors which play an important role in employee retention. When an organization replaces a worker, the organization incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resources fee and new hiring cost. Most organizations will react to employee turnover if it is found that its effect is felt companywide. By offering employees benefit such as reasonable flexibility with work and family balance, performance reviews and performance based salary upgrade along with traditional benefits such as paid holidays and sick days companies are better able to manage their employee retention rates. When a business loses employees, it loses skills, experience and “corporate memory”. The magnitude

and nature of these losses is a critical management issue, affecting productivity, profitability, and product and service quality.

In Uganda employee turnover is not a new phenomenon, many organization big or small experience this scenario. A high turnover can negatively affect employment relationships, morale and workplace safety. The cost of replacing workers can be high, the problems associated with finding and training new employees can be considerable, and the specific workplace acquired skills and knowledge people walk away with can take years to replace. The problem is that, retention policies or strategies are not focused on elimination of unwanted turnover. It is also believed that the costs to the employer as a result of management's inability to retain its employees include separation benefits to the employee, lost productivity, recruitment costs, training costs, and diminished services as new employees get up to speed (Amooti, 2009).

According to Dixon and Chung (2008) employee retention is a significant concern and expense for every organization, with the expense of recruiting and retaining a new worker costing anywhere from half to 200% of the departing employees annual salary. Depending on the employment level, the many costs associated with employee turnover are co-worker burden, recruitment and training costs, lost productivity, loss of clients and loss of intellectual capital.

Igbaria & Barouchi(2005) argues that finding and keeping great employees has never been so critical, but the way to get the job done has also changed dramatically. This is because employees view their work differently than they used to previously, a fact that has given rise to an increased demand on organizations to invest in employee retention programs. Organizations need approaches to acquire, motivate, and retain valuable employees.

In world Vision- Uganda, employee turnover seems to be increasing year in year out. World Vision Uganda started in 1986 to offer relief and resettlement packages and to help reconstruct districts in central Uganda ravaged by the 1981-1986 war. Since it started work it has been known for offering attractive pay to its employees and many get surprised when its work force keeps on leaving. Mubiri (2007) asserts that culture may have a significant effect on employee retention. Any large organization that has existed for some period of time will develop a culture of its own. There will be a certain attitude that is taken toward the tasks that need to be done and a certain way of getting things accomplished. Organizational culture can encourage employee retention or discourage it. A culture that is too conservative sometimes discourages retention by limiting the perceived opportunity within an organization. A diversity of organizations factors may be responsible for the increasing turnover in World Vision Uganda. It is against this background that the researcher sought to establish the organizational factors influencing employee retention at Rakai Area Development Program of the World Vision Uganda.

1.1.2 Theoretical Background

The study was underpinned by the Job Characteristic Model by Richard Hackman and Greg Oldham (2001) and Herzberg two factor theories. Robbins (2001), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Their research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. As stated by Gordon (1999), goals are set jointly with management and workers, and workers are liable for attaining these goals. Furthermore this would add enhancement and fortification to their jobs. According to Robbins (2001), the JCM can be depicted in terms of five

core dimensions, which will be distinguished as follows: The theory further assumes that work should be designed to have five core job characteristics, which engender three critical psychological states in individuals experiencing meaning, feeling responsible for outcomes, and understanding the results of their efforts. In turn, these psychological states were proposed to enhance employees' intrinsic motivation, job satisfaction, quality of work and performance, while reducing turnover.

The core job dimensions according to the theory are skill variety which refers to the range of skills and activities necessary to complete the job. The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be. The theory assumes task identity which measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied. Task significance looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. Autonomy which describes the amount of individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do. Feedback considered in terms of measuring the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The more people are told about their performance, the more interested they will be in doing a good job. So, sharing production figures, customer satisfaction scores etc. can increase the feedback levels. Richard Hackman and Greg Oldham assumed having experienced meaningfulness of the work: The extent to which people believe that their job is meaningful, and that their work is valued and appreciated, the more they would love to stay on their job. Richard

Hackman and Greg Oldham also assumed experienced responsibility for the outcomes of work: The extent to which people feel accountable for the results of their work, and for the outcomes they have produced. Richard Hackman and Greg Oldham also assumed knowledge of the actual results of the work activity: The extent to which people know how well they are doing.

In relation to the study, the more people are told about their performance, the more interested they will be in doing a good job. People need to know what the goals of the organization are and they should work towards those goals. The extent to which people believe that their job is meaningful, and that their work is valued and appreciated, the more they would love to stay on their job.

The second theory that underpinned the study was Herzberg two factor theories. The research conducted by Herzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into positive or negative responses. The characteristics related to job satisfaction and job dissatisfaction were identified. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as Hygiene factors (Robbins, 2001). According to Mullins (2002), Herzberg's two- factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003), states that Herzberg's Two Factor Theory also known as the Motivator – Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job

satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case. He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources (Baron & Greenberg, 2003). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not actually contribute to work satisfaction and therefore have a negligible motivational value (Baron & Greenberg, 2003).

Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured.

In relation to this study, the employees in an attempt to retain their employees should offer attractive opportunities to their employees for example training and study leave etc. There is broad agreement in the Human Resource literature about the general features of any potential Human Resource program that contributes to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention. In conclusion the above two theories underpinned the study.

1.1.3 Conceptual background

This sub section presents the conceptual background of the study. The key concepts under this section were organizational factors and employee retention.

An organization or organization is an entity, such as an institution or an association that has a collective goal and is linked to an external environment. The word is derived from the Greek word organon, itself derived from the better-known word "ergon" which means "organ". According to Harris (2007) organizational factors are factors that shape the organization and

contribute to its successes and difficulties. For purposes of this study, organizational factors referred to work place policies, work place culture, and work place leadership style.

According to the New English Oxford Learners Dictionary, employee retention refers to an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff. Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

For purposes of this study, employee retention was measured in terms of change of job, turn over, resignation and transfer. Work place policies referred to principles, protocol to guide decision making statement of intent and rules of order. Work place culture referred to attitude, authority, values, regulations and norms. Work place leadership style referred to autocratic, democratic, dictatorial and laissez-faire. Job design referred to job specification, job rotation, job enlargement and job enrichment

1.1.4 Contextual Background

World Vision Uganda started in 1986 to offer relief and resettlement packages and to help reconstruct districts in central Uganda ravaged by the 1981-1986 war. World Vision serves in 28 districts in Uganda and operates 53 Area Development Programs (ADPs). The organization

implemented 24 grant-funded projects in some of the ADPs and 8 districts without ADPs. Development work was added on with the initiation of Community Development Projects (CDPs) in central, Southern, Western and West Nile regions between 1987 and 1995. World Vision Uganda seeks to address causes and effects of poverty through development, relief and advocacy. Over 128,633 registered children benefit from World Vision Uganda's work. World Vision Uganda is able to provides support in various sectors like health, Education, advocacy, Emergency and relief aid, Food security and community resilience among others, particularly involved in improving the lives of the poor, i.e., construct and equip schools and health centers, train health workers and farmers, participate in advocacy campaigns, distribute improved crop varieties and animal breeds, and provide clean and safe water. However, despite the success of the organization in its humanitarian efforts, employee turnover is becoming a catch word at the Rakai Area Development Program of the World Vision Uganda. The Rakai Macro program is a program that operates in Rakai District with five major development programs for example health, HIV, Education, Food security and sponsorship. The project targets development and addressing the community needs. It is a program made up of 35 staff members headed by the senior program manager, senior program accountant, M&E specialist, program officers, administrative staff and field staff. Under this program the major issue of concern has been the high employee turnover. Turnover among employees has led to interruptions in normal operations, increased replacement and recruitment costs, loss of efficiency, incomplete projects, customer dissatisfaction, scheduling difficulties and the depletion of the organisation's intellectual capital. Employee turnover is becoming an ulcer in at the Rakai Area Development Program of the World Vision Uganda that requires immediate attention. The most critical problem occurs when a valuable and competent employee leaves to join a competitor.

1.2 Problem statement

Employee retention is a significant concern and expense for every organization in Uganda. However, some organizations in Uganda try to offer attractive opportunities, packages and benefits to make their employees stable at work. Despite the attempts by Rakai Area Development Program of the World Vision Uganda to retain its employees, many seem to leave the program to take up opportunities elsewhere. The employee turnover rates at the Rakai Area Development Program of the World Vision Uganda have become a major concern to the management over the years. The high turnovers are attributed to organizational factors which have affected employee turnover in terms of change of job, turn over, resignation and transfer. In 2008, the Rakai Area Development Program of the World Vision Uganda lost half of the staff as most of them left for other opportunities elsewhere and due to the restructuring process. Some of the remaining employees were transferred during the restructuring process. Most of the employees leave under the pretext of change. The management has found it difficult to convince the employees in such a predicament to stay. The most critical problem occurs when a valuable and competent employee leaves to join a competitor. It has become really difficult for the Human Resource Department to find out what exactly is going on in the organization given the increasing turnover rates. Consequently, there is fear that if the turnover rates increase, there will result into interruptions in normal operations, increased replacement and recruitment costs, loss of efficiency and failure to complete projects. It is against this background that the researcher sought to investigate the organizational factors influencing employee retention at Rakai Area Development Programme of the World Vision Uganda.

1.3 Purpose of the Study

The purpose of the study examined organizational factors influencing employee retention at Rakai Area Development Programme of the World Vision Uganda.

1.4 Objectives of the Study

The study was premised on the following research objectives:

- i. To examine the influence of work place policies on employee retention at Rakai Area Development Programme of the World Vision Uganda.
- ii. To establish the influence of work place culture on employee retention at Rakai Area Development Programme of the World Vision Uganda.
- iii. To assess the relationship between work place leadership style and employee retention at Rakai Area Development Programme of the World Vision Uganda.
- iv. To establish the influence of job design on employee retention at Rakai Area Development Programme of the World Vision Uganda.

1.5 Research Questions

The study attempted to answer the following research questions:

- i. How do work place policies influence employee retention at Rakai Area Development Programme of the World Vision Uganda?
- ii. How does work place culture influence employee retention at Rakai Area Development Programme of the World Vision Uganda?
- iii. What is the relationship between work place leadership style and employee retention at Rakai Area Development Programme of the World Vision Uganda?

- iv. How do job designs influence employee retention at Rakai Area Development Program of World Vision Uganda?
- v. How does job design influence employee retention at Rakai Area Development Programme of the World Vision Uganda?

1.6 Research Hypotheses

The study was based on the following research hypotheses

- i. Work place policies influence employee retention at Rakai Area Development Programme of the World Vision Uganda.
- ii. Work place culture influences employee retention at Rakai Area Development Programme of the World Vision Uganda.
- iii. There is a positive significant relationship between work place leadership style and employee retention at Rakai Area Development Programme of the World Vision Uganda.

1.7 Conceptual framework

The study was conceptualized through the diagram below which provided a framework relating the variables in the study. Figure 1.1 below shows the conceptual framework adopted for the study. This is the scheme of concept that was operationalized in order to achieve the set objectives. It was the hypothesized model identifying the concepts under the study and their relationships (Katebire, 2007).

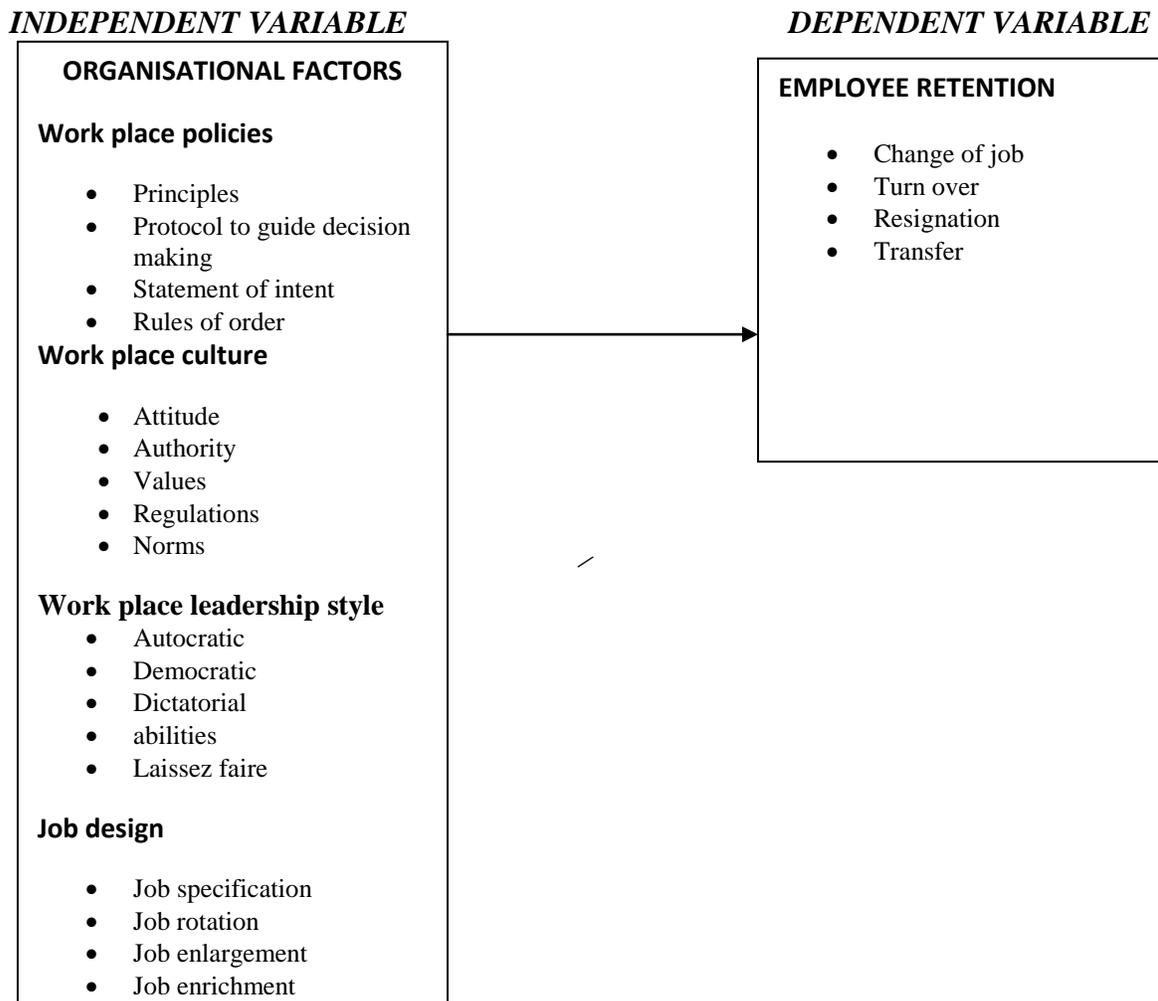


Figure 1.2: A conceptual framework illustrating the relationship between the study variables

Source: Adopted from Source: Adopted from Marvin, C. (2009). Organizational behavior (modified by the researcher)

This conceptual framework in figure 1.1 explains the relationship between the independent variable (Organizational factors) and the dependent variable (employee retention). Organizational factors referred to work place policies, work place culture, and work place leadership style and job design. Work place policies referred to principles, protocol to guide decision making statement of intent and rules of order. Work place culture referred to attitude, authority, values, regulations and norms. Work place leadership style referred to autocratic, democratic, dictatorial and laissez-faire. Job design referred to job specification, job rotation, job enlargement and job enrichment. Employee retention which was the dependent variable measured in terms of change of job, turn over, resignation and transfer.

1.8 Significance of the Study

The research findings may be of importance to a number of stakeholders. It is hoped that:

The research findings may contribute to the current debate on employee's retention in the private and public sector in Uganda

Furthermore, the study may generate interest from the wider perspective of employee retention and is of particular interest to those concerned with employee retention in NGOs in Uganda. The findings of this study may help to provide a foundational basis for the work in the area of developing competitive pay and benefits package for the employees in NGOs (developing retention strategies that may have positive effect on job performance)

The study may help employers to implement programmes such as flexible working arrangements and manager training initiatives to reduce turnover.

The study may give the researcher a more practical analytical insight relating theory to practice. In this regard, the study may broaden the researcher's knowledge on organizational factors and employee retention in World Vision- Uganda.

The study may act as a reference point for researchers who will pursue further research on employee retention in NGOs.

The study may add value to the body of existing knowledge and perhaps lead to ventures in further research thus it may contribute to the existing literature.

Through the resultant interaction between the researcher and the respondents, the researcher's knowledge, skills and understanding of research may improve.

1.9 Justification of the Study

The rate at which employees leave the Rakai Area Development Programme offices of the World Vision Uganda has continued to be an issue of concern. In 2008, the Rakai Area Development Program of the World Vision Uganda lost half of the staff as most of them left for other opportunities elsewhere and due to the restructuring process. Some of the remaining employees were transferred during the restructuring process. Most of the employees leave under the pretext of change. The management has found it difficult to convince the employees in such a predicament to stay. There was an urgent need to find out the way organization factors are influencing employee retention. It is against this background that the researcher sought to investigate the organizational factors influencing employee retention at Rakai Area Development Programme of the World Vision Uganda.

1.10 Scope of the study

1.10.1 Geographical Scope: The study was carried out in Rakai at Rakai Area Development Programme offices of the World Vision Uganda. Rakai District is a district in Central Uganda. Rakai District borders Lyantonde District to the northwest, Lwengo District to the north, Masaka District to the northeast, Kalangala District to the east, the Kagera Region. Rakai, the location of the district headquarters, lies approximately 65 kilometres (40 miles), by road, southwest of Masaka, the largest city in the sub-region

1.10.2 Content Scope: The study examined the organizational factors influencing employee retention at Rakai Area Development Programme of the World Vision Uganda. Organizational factors are the independent variable comprising of four dimensions which are workplace policies, work place culture, and work place leadership style and job design. Employee retention was the dependent variable which was measured in terms of in terms of change of job, turn over, resignation and transfer.

1.10.3 Time Scope: The study covered the period 2009 to 2014. This is the period when Rakai Area Development Programme of the World Vision Uganda has experienced a high employee turnover (Minutes of the World Vision-Uganda Meeting, 2012). Every organization tries its level best to hire employees from the competitors and thus provide lucrative opportunities to attract them. World Vision has tried this out over the years and there pay seems attractive but the employee turnover is alarming at Rakai Area Development Programme of the World Vision Uganda. Employees become greedy for money and position and thus look forward to changing the present job and join the competitors.

1.11 Definitions to Key Terms and Concepts

Organizational factors referred to work place policies, work place culture, and work place leadership style in World Vision.

Work place policies referred to principles, protocol to guide decision making statement of intent and rules of order in World Vision.

Work place culture referred to attitude, authority, values, regulations and norms in World Vision.

Work place leadership style referred to autocratic, democratic, dictatorial and laissez faire in World Vision.

Job design referred to job specification, job rotation, job enlargement and job enrichment in World Vision.

Employee retention which is the dependent variable was measured in terms of change of job, turn over, resignation and transfer.

Job specifications referred to duties, required knowledge, skills, abilities and minimum qualifications.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews and provides a critique of the available literature on the study question. The literature has been reviewed on the basis of study objectives. This chapter will further present the identified research gap, which the study seeks to address. The literature reviewed is from journals, textbooks, and working papers. The presentation of this chapter begins with the theoretical review, review of related literature and the summary of the literature reviewed.

2.1 Theoretical Review

Robbins (2001), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Their research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. As stated by Gordon (1999), goals are set jointly with management and workers, and workers are liable for attaining these goals. Furthermore this would add enhancement and fortification to their jobs. According to Robbins (2001), the JCM can be depicted in terms of five core dimensions, which will be distinguished as follows: The theory further assumes that work should be designed to have five core job characteristics, which engender three critical psychological states in individuals experiencing

meaning, feeling responsible for outcomes, and understanding the results of their efforts. In turn, these psychological states were proposed to enhance employees' intrinsic motivation, job satisfaction, quality of work and performance, while reducing turnover.

The core job dimensions according to the theory are skill variety which refers to the range of skills and activities necessary to complete the job. The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be. The theory assumes task identity which measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied. Task significance looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. Autonomy which describes the amount of individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do. Feedback considered in terms of measuring the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The more people are told about their performance, the more interested they will be in doing a good job. So, sharing production figures, customer satisfaction scores etc. can increase the feedback levels. Richard Hackman and Greg Oldham assumed having experienced meaningfulness of the work: The extent to which people believe that their job is meaningful, and that their work is valued and appreciated, the more they would love to stay on their job. Richard Hackman and Greg Oldham also assumed experienced responsibility for the outcomes of work: The extent to which people feel accountable for the results of their work, and for the outcomes they have produced (comes from core dimension). Richard Hackman and Greg Oldham also

assumed knowledge of the actual results of the work activity: The extent to which people know how well they are doing. In relation to the proposed study, the more people are told about their performance, the more interested they will be in doing a good job. People need to know what the goals of the organization are and they should work towards those goals. The extent to which people believe that their job is meaningful, and that their work is valued and appreciated, the more they would love to stay on their job.

The research conducted by Herzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received were then categorised into positive or negative responses. The characteristics related to job satisfaction and job dissatisfaction were identified. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as Motivators. The characteristics related to dissatisfaction which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as Hygiene factors (Robbins, 2001). According to Mullins (2002), Herzberg's two-factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003), states that Herzberg's Two Factor Theory also known as the Motivator – Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case. He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources (Baron & Greenberg, 2003). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not

actually contribute to work satisfaction and therefore have a negligible motivational value (Baron & Greenberg, 2003).

Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured. In relation to this study, the employees in an attempt to retain their employees should offer attractive opportunities to their employees for example training and study leave etc. There is broad agreement in the Human Resource literature about the general features of any potential Human Resource programme that contributes to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention

2.3 Organizational factors and Employee retention

The literature was reviewed on the basis of study objectives which were: work place policies, work place culture, work place leadership style and job design. The dependent variable was employee retention whose literature is reviewed below.

2.3.0 Employee Retention

Employee retention has become a serious and complex problem for all organisations. Managing employee retention and keeping turnover rate below target and industry norms is one of the most challenging issues facing organisations (Makuakane & Hagedorn, 2000). Employee turnover is important to individuals, organisations, and society. For the individual, leaving a job may cause temporary loss of income and benefits, family stress, problem with individual self-esteem, and possibly sustained unemployment and relocation for the individual and family.

From the organizational perspective, employee turnover may lead disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organization when turnover occurs. From a societal perspective, employee turnover can have a negative impact when it leads to employees with critical and scarce skills leave the country to work abroad. However, the researcher looked at employee retention in terms of workers leaving the organization.

Employee retention is most critical issue facing employers in the brewery industry as a result of the shortage of skilled labor, economic growth and employee turnover. In their book, *Retaining Valued Employees* (McDonough, 1994) report that turnover costs can run as high as 200 percent of the exiting employee's salary, depending on his or her skill level. According to the newsletter of the International Association of Professionals in Employment Security, "When a valuable employee leaves, it costs the employer money possibly up to a third of the employee's annual salary. While remuneration and other types of benefits continue to be an important factor in the retention equation, it is important to note that the current Human Resource literature treats them as only one potential area for retention, and not always in and of themselves, sufficient to ensure strong employee commitment. Over the past 10 or 15 years, the business literature dealing with employee participation, workplace wellness, work-life balance and other topics has mushroomed, indicating a strong interest in and recognition of how other aspects of working life influence people's decisions to stay with or leave an organization. The above study was a qualitative research yet the researcher's study was a quantitative research.

There is broad agreement in the Human Resource literature about the general features of any potential Human Resource program that contributes to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention. These features or 'motivators' include: Companies that are inflexible, or whose organizational culture is characterized by domination and autocracy are likely to have dissatisfied employees no matter how good the incentives to stay may be (Kuh & Love, 2004). Or, at the very least, the tenure of their employees is likely to be highly sensitive to changes in specific incentives: small changes in compensation may lead to numerous departures. There are however other aspects of the work environment or particular jobs that can act as strong 'de-motivators' that can cause people to leave their employment. These include: It is important to note that some of these de-motivators can occur at the best of organizations, or can be the result of forces that originate beyond the company itself. That a particular job description involves many repetitive and boring tasks is not necessarily the result of indifference on the part of the employer, but is rather inherent in the nature of that type of job.

However, employees are often pulled to other companies or an industry by more generous offers is, in part, a result of the broad characteristics of an industry or the segment of the market in which the company operates.

Ean (2000) argues that attentiveness, responsiveness, and openness of communications on the part of management are elements of the business vision that sustain high retention, even under difficult circumstances. In addition, some commentators hold that competitive compensation packages can signal strong commitment on the part of the company, and can therefore build a strong reciprocal commitment on the part of workers. However, to the extent that it contributes to retention, competitive compensation is also likely to affect both desirable and undesirable

turnover: it will help to retain workers, irrespective of the quality of their contribution to the company.

While there is general agreement about the importance of competitive compensation for employee retention, there is also a growing consensus that competitive, or even generous compensation will not single-handedly guarantee that a company will be able to keep its most valuable employees. Mann (2005) maintained that, the key issue in retention is the amount of total compensation relative to levels offered by other organizations. “Organizations that have high levels of compensation,” he wrote, “have lower turnover rates and larger numbers of individuals applying to work for them.” Furthermore, he argued, high wage workplaces may create a “culture of excellence.” The study above adopted a case study design compared to this study that adopted a descriptive cross sectional survey design.

It is worth remembering that building “effective employee retention” involves much more than paying well, and that retention based on the principle of “compensation-based commitment” is of course sensitive to changes in compensation within the company. Employers that base their retention on compensation-based commitment will always be vulnerable to the possibility that their competitors will be able to offer better wages and thus lure away their employees.

Nzama (2005) argues that “money gets employees in the door, but it doesn’t keep them there. Stohn (2000) classify money as a “satisfier,” meaning that it is a necessary but insufficient factor in employee retention, while Larimore & McClellan (2005) agree that money is not the primary motivator for employees. In fact, many companies have done a very good job of retaining their employees without any pay-based retention incentives. Successful retention under such circumstances seems to depend on a wide number of factors. Clearly, the existence of other

Human Resource practices is also a key to retention, and there is a great deal of interdependence between compensation and these other practices. One should not discount the possibility that certain companies get along very well without offering high levels of compensation for reasons that are not of their own doing. The above study was based on a much bigger sample yet the current study is based on a small sample.

McDonough (2004), State that recruiting people to meet the organizations human resource needs is only half the battle in the war for talent. The other half is keeping these people. Organisations that keep their employee turnover rates lower gain an advantage against their competitors by reducing overall labour costs and improving productivity.

The researcher was cognizant of the fact that employee retention is important to organisations, as increased turnover creates instability and puts additional workload and stress on remaining staff. This may also increase job dissatisfaction and therefore potentiating the turnover cycle.

2.3.1 Work place policies and employee retention

Spady (2001) define policies as guides in carrying out the required actions. Policies are formulated with a long view in mind and are therefore designed to ensure consistence of purpose and to avoid decisions that are shortsighted and based on expediency. Organisational policies, just like other policies, usually specify patterns and steps of actions that must be followed with minimum deviations. The study by Spady (2001) was carried out in a developed nation and its definition is based on the conditions prevailing in the developed nations.

According to Mann (2005), the major causes of organisational conflicts are weak policies. Employees always complain about weak policies. Therefore it`s the prime responsibility of the management to ensure that the available scarce resources are utilized properly for the benefit of

the organisation and other stakeholders. This approach to a certain degree will minimize chances of conflicts arising in organisation. Employees' performance evaluation criteria should be clearly spelled out and communicated to all employees. Employees should be evaluated impartially considering the performance standard set. Therefore, to avoid the situation of conflicts to arise in organisations related to performance evaluation, the policies set by management should be specific, measurable, achievable and realistic and should have time limit. In addition the researcher notes that employees should clear guidelines from their bosses. This will make employees to know their strengths and weaknesses. The earlier work focuses on causes of organizational conflicts without detailing how weak policies may lead to increased employee turnover rates.

The emergence of perceived conflict leads us to developing policies that must be mutually adhered to, clear and consistent to allow opportunity to pursue interests and management decisions. Policies therefore, indicate the appropriate ways in which to conduct conflict management activities, thus increasing predictability and making the costs of engaging in conflict more controllable. Violations and disapproval of policies should be detected and other sanctions be invoked by such violations. After designing the most appropriate strategies and policies that lead to developed tactics and techniques which are maneuvers it is usually advantageous to engage in conflict and recommend remedial actions (Kuh & Love, 2004). The study above was a qualitative study compared to this study that is quantitative

To be an effective participant in a conflict situation requires an understanding of the requisite roles, policies and how they are to be performed (Nzama, 2005). In bridging the gap the researcher was cognizant of the fact that the more widely the policies at the work place are

known the better it will be for the organisation. In this study, however a case study design was adopted for the study compared to a correlation study that was adopted for this particular study.

In this regard, Hossler, Don, & Bean (2000).concur that policies are broad and they set precedent for decision making. They further state that policies often increase managerial effectiveness by standardizing routine decisions of empowering or expanding the discretion of managers and subordinates in implementing pension scheme strategies. ILO (Convention No.82 of 1947) provides that it shall be the policy for the responsible government authorities to arrange for adequate funds.

It may not be necessarily emphasized above, the researcher in bridging the gap pointed out, that developing countries like Uganda are concerned about implications for current and future outlays of existing benefits levels, past commitments and consequences of demographic ageing. Similarly organisations break into panic if there policies are not clearly perceived by the employees.

In contrast, within organic systems employees work together, each having an integral knowledge of other employees' tasks (McDonough , 2004). As a result, jobs are not as rigidly defined and job descriptions are often the result of collaboration among employees. McDonough (2004) noted that the type of policies an organization adopts should depend upon the conditions in which the organization is operating. The researcher notes that specifically, organizations operating under dynamic conditions that might benefit from implementing an organic structure, while organizations operating under more stable conditions might benefit from implementing a mechanistic structure.

2.3.2 Work place culture and employee retention

There exists a keen interest in the concept of company or workplace ‘culture’ and its connection with an employee’s sense of ‘commitment’ to his or her employer. Authors in the Human Resource field speak increasingly of the need to ensure retention by nurturing ‘affective commitment,’ or, simply put, an employee’s desire to remain a member of a particular organization for motives beyond compensation or obligation (Dixon & Chung, 2008). A ‘culture of commitment’ is more than just the sum of particular Human Resource policies or retention initiatives.

It is related rather to overall organizational culture, in other words, not just particular programs but rather how such programs fall into a company’s overall values, how it communicates with its employees about those values, and how employees perceive their own role within the company and the value that the company attaches to their individual contribution. Because workplace culture depends a lot on how individual perceptions and feelings hold together, it can of course be difficult to say exactly what decisively makes up a particular company’s culture.

Mann (2005), suggests that commitment-oriented corporate cultures depend on a number of objective and subjective elements. Cultures of commitment, he writes: View employees as partners. Recognize the human needs of all employees. Invest in people as the primary source of competitive advantage. Communicate clear corporate mission, vision, strategy, goals, and objectives. Commit to long-term strategy and the people needed to carry it out. Reward system and management styles to support the mission and strategy. Focus on “managing the performance contract,” not controlling the people. Put a premium on employee involvement in new ideas and innovation. Focus on results, not on who gets credit. In bridging the gap, the

researcher created a nexus between culture of commitment and organizational factors with reference to policies and other designs.

Similarly, Astin (2003) confirms a strong link between “affective commitment” and turnover intention; particularly as such commitment is built through (i) skills development opportunities, (ii) systems that allow people to recognize their individual contributions, and (iii) systems that encourage greater participation in decision-making. Nevertheless, the literature strongly supports the notion that people stay with their employers if the culture of commitment is strong.

Beyond this, however, it is also clear that people are more likely to stay if the perceived workplace culture is a good “fit” with the individual’s own interests, orientation and attitudes .

Indeed, many experts within the Human Resource literature emphasize the importance of such exercises, and emphasize that good work place policies is best assured when companies take a strategic approach to the question. Yet it is clear that taking a strategic approach to Human Resource management can require considerable resources, and may prove to be too resource-intensive for smaller companies, particularly companies that are too small to have a department dedicated to Human Resource matters, or even too small to have an executive exclusively devoted to Human Resource Questions (Amooti, 2009). The study by Amooti(2009) was purely a desk research which brings variations with the current study which employed both primary and secondary data collection methods.

The concept of organisational culture has drawn attention to the long-neglected, subjective or ‘soft’ side of organisational life. Culture is treated as an object of management action. In this regard, Nzama (2005) noted that ‘the contemporary student of organisational culture often takes the organization not as a natural solution to deep and universal forces but rather as a rational

instrument designed by top management to shape the behavior of the employees in purposive ways.

However, many aspects of organisational culture have not received much attention. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant in an instrumental/pragmatic context.

Accordingly, much research on work place culture and organisational symbolism is dominated by a preoccupation with a limited set of meanings, symbols, values, and ideas presumed to be manageable and directly related to effectiveness and employee retention in organisations. This is in many ways understandable, but there are two major problems following from this emphasis. One is that many aspects of organisational culture are simply disregarded. It seems strange that the (major part of the) literature should generally disregard such values as bureaucratic-‘meritocratic’ hierarchy, unequal distribution of privileges and rewards, a mixture of individualism and conformity, male domination, emphasis on money, economic growth, consumerism, advanced technology, exploitation of nature, and the equation of economic criteria with rationality. Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality Stohn(2005). The literature above did not link organisational culture and employee retention which is the centre of focus in the proposed study.

According to Braxton, (2000), the values and ideas to which organisational culture research pays attention are primarily connected with the means and operations employed to achieve pre-defined and unquestioned goals. A second problem is that subordinating organisational culture thinking narrowly defines instrumental concerns as it also reduces the potential of culture to aid

managerial action. Organisational culture calls for considerations that break with some of the assumptions characterizing employee retention, i.e. the idea that a particular input leads to a predictable effect.

The above author's do not show some problems associated with organizational factors that influence employee retention and press the concept into a limited version of the technical cognitive interest. The researcher argued for 'softer' version of this interest as well as for thinking following the other two cognitive interests.

According to Bean (2004), cultures incorporate all good things in peaceful co-existence. Also many other authors eager to appeal to practitioners focus on highly positive-sounding virtues, attitudes, and behavior claimed to be useful to the achievement of corporate goals as defined by management. They are largely instrumental in character, without considering any ambiguity of the virtue of culture or what it supposedly accomplished in terms of goal realization. The assumption that culture can be simply evaluated in terms of right and wrong come through in embarrassing statements such as that 'the wrong values make the culture a major liability' has already been mentioned. Similarly, Bean (2004), argue that 'a culture has a positive impact on an organization when it points behavior in the right direction. Alternatively, a culture has negative impact when it points behavior in the wrong direction.

The researcher under this study looked at culture as an integrated system of learned behavior patterns which are characteristic of the members of a society and which are not a result of biological inheritance.

2.3.3 Work place leadership Style and Employee retention

Stohn (2000) defines leadership as a process of directing and influencing the task of related activities of group members. It can also be seen as the process of influencing other people to achieve organizational objectives. Braxton (2000) define leadership as an interaction between members of a group. Leaders are agents of change, persons whose act affect other people more than then other people's act affect them.

According to Stohn (2000), leadership style refers to a kind of relationship that someone uses his rights and methods to make many people work together for a common task.

Leadership is conceived as a process where one or more persons influence a group of person to move in a certain direction. The word leadership has been used in various aspects of human endeavor such as politics, business, academics and social works. Bean (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he/she finds himself. Therefore, an individual will support the organization if he believes that through it, his personal objective and goals could be met, if not, the person's interest will decline. However, the study does not create a nexus between leadership and employee retention which was the central problem in this study.

Leadership is a process of influence between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organizational goals. Organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity. In Hossler & Bean (2000)'s study, two hundred Malaysian

executives working in public sectors voluntarily participated in this study. Two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees' job satisfaction. The results showed that transformational leadership style has a stronger relationship with job satisfaction. This implies that transformational leadership is deemed suitable for managing government organizations. Indeed the researcher notes that a capable leader provides direction for the organization and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs. However, the study does not create a nexus between the different types of leadership and employee retention which was the central problem in this study.

Harris (2007) stated that leadership style plays a vital role in influencing employees' job satisfaction. Some researchers discovered that different leadership styles will engender different working environment and directly affect the job satisfaction of the employees. Bean (2004) proposed that democratic leadership might intrinsically foster more employee retention, given its ability to impart a sense of mission and intellectual stimulation. Transformational leaders tend to encourage and motivate their followers to take on more responsibility and autonomy (Bean 2004) thereby enhancing employees' sense of accomplishment and satisfaction with their job. The study by Harris (2007) was a qualitative study compared to the current study that is quantitative.

Transactional and transformational leadership have been widely linked to positive individual and organizational consequences (Braxton, 2000). These leadership styles are found to correlate positively with employee perceptions of job, leader and organizational satisfaction. Braxton (2000) indicated that employees are most satisfied when they perceive their supervisors as exhibiting both relational and task oriented behaviors. The extent to which members of the organization contribute in harnessing the resources of an organization equally depends on how well the managers or leaders of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Dixon & Chung (2008), explain that the excellent leader not only inspires subordinates' potential to enhance efficiency, but also meets their requirements in the process of achieving the common target of the organization. The study by Dixon & Chung was carried out in a controlled environment compared to the current study that was carried out in a non-controlled environment. Ean (2000), state that leadership as a use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development in the organization as well as retention.

Ean (2000) approach is that leadership influences subordinates to exert greater effort in the pursuit of higher-order needs; support a greater vision for their work group or organization and in the course perform beyond expectations. Leadership occurs when one group member modifies the motivation or competence of others in the group. Also, Stohn (2000), states that leadership entails an unequal distribution of power between leaders and group members. Group members have power, but leaders usually have more powers. According to Amooti (2009) leadership is directly connected to the practice to which people are dedicated. The most substantial of leaders is their influential personality that has positive relation with the follower, job satisfaction and the performance. Nzama (2005) asserts that leadership style is the manner and approach of

providing direction, implementing plans and motivating people. Having acquired the human resources, there is the need to maintain and keep them together, it should be noted that every individual has his personal expectation for working in an organization. To this effect, the leader must employ the various ways of making sure that the employees stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objectives of the organization

There are numerous styles of leadership but for this study, the transformational leadership, transactional leadership and laissez-faire leadership style is considered. The transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Nzama, 2005). Transactional leadership style as opined by Harris (2007) indicated that transactional leaders are those who sought to motivate followers by appealing to their self-interests. They motivate subordinates to achieve expected levels of performance by helping by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level.

Leadership style affects the overall operational performance of effectiveness, efficiency, profitability, large market share and as well as employee retention.

However, behind the wonderment of any organization productivity today is the leadership style adopted by the organization. Productivity in every organization is largely centred on labour productivity, perhaps human-labour is the universal key resources required of any organization and the assertion that a critical element in all successful productivity effort to date has been due to good leadership style

The findings above reveal what seems to be a blind spot among company planners about their own leadership and management skills. You might look at this and say that leadership is just about being nice to people, however, it's far more complex, coercive leaders can have a slightly positive impact on standards and pacesetters on responsibility. As Goleman point out, no one leadership style is going to be right one in every situation. Leaders in public service like Benue links Nigeria limited have to balance their concern for their co-workers with their responsibility to the community they serve. A lot of people think that one need to pay people more money to motivate them, wrong there are plenty of low and no-cost strategies you can use to motivate staff, executives who want to improve performance will bring in tough managers or promote the most productive staff member as a pacesetter. The researcher notes that the above will encourage/ motivate employee retention in an organization.

2.3.4 Job design and employee retention

Employee retention thus far suggests that workers stay with a company for reasons other than just good pay, benefits and other sundry perks. With respect to retention, the literature suggests that “intrinsic” rewards are just as important as material rewards (Nzama, 2005). This means that workers value their jobs not only when they are well compensated, but often because doing the job is in itself a rewarding experience. In other words, it is fulfilling, challenging, interesting, and stimulating.

Along this line of thinking, much of the contemporary Human Resource literature reflects a growing interest in practices that enhance such intrinsic rewards, and a good part of this interest has focused on business practices that hand over a certain degree of autonomy control and managerial responsibility to the workers themselves. Practices such as autonomous or semi-autonomous work teams, ‘self-scheduling,’ and job rotation can not only improve retention but

have also been shown to improve a number of other important indicators such as productivity, accidents and injuries and product quality. The study by Harris (2007) was a qualitative study compared to the current study that is quantitative.

Kakuru (2003) speaks generally about the retention benefits of “high-involvement” work environments. Nzama (2005) list “allowing employees freedom to control their work” as a major ‘best practice’ in retention, while Amooti (2009) report that “the highest turnover rates are those in which the corporate culture is one of domination, autocracy and inflexibility.” They also report on a survey of 3,000 American employees, quoted in the May 2000 issue of Bottom Line Business’s May 2000, which listed the reasons why employees stay in their current job, and the evidence seems to suggest that the intrinsic rewards of a challenging job, including good relations with co-workers, meaningful work, team-based activity, and a degree of autonomy often guide workers’ decisions to stay with their employer.

Most scholars are quick to point out that if the intention behind implementing work teams is to allow a greater degree of flexibility and autonomy in making decisions, then work teams must also take on a corresponding measure of responsibility and accountability for the work they do. For example, teams must be willing to have their efforts measured and evaluated as part of their taking responsibility for success. Each member of the team must also recognize that she or he has specific responsibilities to the other members of the team, and so there also exists a measure of individual internal accountability for results. At the same time, if autonomous teamwork is valuable to a company, then that company may also be well advised to reward and recognize behaviour that generates positive results through autonomous teamwork.

From the point of view of retention, the concept of the autonomous work team is one among a number of practices that contribute to what is called “job enrichment” Astin (2003), which can

be defined as: ways of organizing work so as to maximize the benefits that employees derive from a job's intrinsic rewards. In this sense, autonomous work teams are only one form of job enrichment, and there are many other ways to enrich a job, such as: seeking to combine related tasks under one job description so as to create more unified sense of purpose for the person who carries out that job. Rotating people through assignments so as to introduce an element of task-diversity for workers whose normal assignments involves a high degree of repetitiveness.

In any event, if promoting good retention is one of the objectives in allowing for greater autonomy on the job, presenting more interesting challenges, or increasing the diversity of tasks, then the entire exercise must clearly begin with questions

There has been a huge outcry from educators of the poor supervision in the education sector. Many staff has complained that their seniors lack human relations and supervisory skills. They have also made mention of the tremendous amount of favouritism and inequities that exist at management level. According to Baron and Greenberg (2003), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

The general concern for management is what will the outcome be, should an employee be satisfied or dissatisfied and how this will have an overall effect on the organization. There is sufficient evidence to warrant that poor job description can have positive or negative consequences for employees. Caution must be exercised not to create stereotypes since satisfaction/dissatisfaction is concerned with people (Astin, 2003). Furthermore, the outcomes of people cannot be forecasted, therefore this is not possible to generalise them completely.

Furthermore, institutions with negligible satisfaction levels yield higher turnover rates, (Kuh, & Love, 2004). Turnover is of major concern to management because it can have a tremendous impact on normal operations. Unclear job description which “pushes” workers out of their present jobs has a greater effect on turnover than incentives that “lure” them into new jobs. However, Kuh, & Love (2004), argues that there can be some positive outcome resulting from turnover. This could lead to internal promotions and appointment of “new blood”. The study by Harris (2007) was a qualitative study compared to the current study that is quantitative.

Furthermore, unclear job description will result in a huge financial burden for management, in terms of productivity and performance (Mann, 2005). Unclear job description is similar to turnover, in the sense that normal operations and activities are also disrupted and additional cost can escalate

However, the worker would rather desire having proper job specifications, which will result in greater physical comfort and convenience. The absence of clear job specifications, amongst other things, can impact poorly on the workers mental and physical well-being.

Robbins (2001) advocates that working conditions will influence job specification, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Robbins (2001) promotes that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources form all part of working conditions. Educators may feel that poor working conditions will only provoke negative performance; since their jobs are mentally and physically demanding.

However, Mubiru (2007), warns that if working conditions are too favourable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does

not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him. Moreover, the employee may use poor job specifications as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done. However, it is not only the working conditions that may drive people out of an organization but other factors like reward system, policies etc.

2.4 Summary of the Reviewed Literature

Employees are the most important asset in an organization. Therefore, organizations need to have good goals aimed at retaining their staff. The studies revealed that good organizational policies structure and culture may be good strategies to prevent employee turnover rates from increasing. Capable leaders lead and motivate their employees in their daily operation and achieve the organizational goals. Based on the proposed study, a good organisation setting is more important in terms of job satisfaction. Effective employee retention depends on a good work place culture, policies and leadership style. Organization should have the right person (with ability) to do the right job and give employees suitable training to increase their job performance and ability. Besides that, supervisors should take actions to improve their workers such as providing strong leadership and mentoring for staff members, building working conditions that are conducive and provide challenging and stimulating work assignments. The researcher in an attempt to bridge the gap focused the study on work place policies, work place culture, work place leadership style and job design in relation to employee retention and the corresponding indicators. The next chapter presents the approaches and techniques the researcher used to collect data and investigate the research problem.

CHAPTER THREE

METHODOLOGY

3.0 Introduction:

This Chapter presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. They include research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pretesting (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.1 Research design:

A cross sectional survey design was adopted for this particular study because it provided a systematic description that is as factual and as accurate as possible (Amin, 2005). A cross sectional design is quick and cheap. There is no follow up; fewer resources are required to run the study. A cross sectional design is the best way to determine prevalence and is useful at identifying associations that can then be more rigorously studied using a cohort study or randomised controlled study (Sekaran, 2003). The study applied quantitative and qualitative approaches. The quantitative approaches were employed in sampling, data collection, data quality control and data analysis. Amin (2005) states that quantitative designs are plans for carrying out research oriented towards quantification and are applied in order to describe current conditions or to investigate relationships, including cause and effect relationships. Quantitative designs therefore helped to describe the current conditions and investigate the established relationships between the identified variables.

3.2 Study population

A population is the aggregate or totality of objects or individuals having one or more characteristics in common that are of interest to the researcher and where inferences are to be made, Amin (2005). For Creswell (2003), it is the abstract of a large group of many cases from which a researcher draws a sample and to which results from a sample are generalized. The population under study was 37 that included 04 top administrators, 33 staff members at the Rakai Area Development Programme of the World Vision Uganda. The administrators were chosen because they are the ones who supervise the subordinates and hence are in position to rate.

3.3 Sample Size and Selection

The study sample was drawn based on a population of 37. The sample size was selected based on the sample size table by Krejcie and Morgan (1970 pp. 607-610). Krejcie and Morgan (1970) assert that where a total population is 37, a sample size 33 or more is sufficient. After obtaining the total sample, the break down for the different categories of respondents was obtained using the formula below. Furthermore, Krejcie and Morgan (1970) assert that treat each sub-group as a population and then use the table to determine the recommended sample size for each sub-group (A copy of the Krejcie& Morgan Table (1970) is appended marked appendix (iv).

Table 3.1: Showing the target population and the sample size

<i>Category</i>	<i>Study population</i>	<i>Sample size</i>	<i>Sampling techniques</i>
Top Administrators	4	4	Purposive
Staff members	33	29	Purposive
Total	37	33	

Source: primary data & Krejcie& Morgan tables (1970)

3.3.1 Sampling Techniques and Procedure

The top administrators and the staff members were selected using purposive sampling. According to Amin (2005, pp.76), purposive sampling allows the researcher to use his own judgment to pick the sample. Katebire (2007) explains that purposive sampling enables a researcher to select a sample based on his/her own knowledge.

3.4 Data collection methods

Data collection methods are an integral part of research design which involves selection of both qualitative and quantitative data (Amin, 2005). The study employed both primary and secondary data collection approaches.

3.4.1 Primary data collection

According to Creswell (2003), primary data is that kind of data that has been gathered for the first time, it has never been reported anywhere. Questionnaire and interviews were the key methods to be used under primary data collection.

3.4.1.1 Interviews:

The interviews were used to collect in depth information on study. These interviews were conducted with 02 top administrators and 10 Staff members. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Amin, 2005). In addition they also give an opportunity to the researcher to revisit some of the issues that have been an over-sight in other instruments and yet they are regarded vital for the study.

3.4.1.2 Questionnaires

Sekaran (2003) defines a questionnaire as a preformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires were used because they increase the degree of reliability due to the many items in them and they as well enhance the chances of getting valid data (Amin, 2005). The questionnaire consisted of closed ended questions. The questionnaire was administered to top administrators and staff members. Quantitative data was obtained by closed-ended questions while qualitative data was obtained by use of interviews.

3.6 Data collection instruments

In the proposed study, the key data collection instruments were the questionnaire, interview guide and documentary review checklist.

3.6.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information will have to be collected from a large sample in a short period of time yet the respondents could read and write (Sekaran, 2003). In this research, a self-administered questionnaire was used to draw information regarding the study. The researcher chose the questionnaire as an instrument because the study is virtually descriptive and the tool is an easy method of data collection. It is also time saving and cost effective. There was one set of questionnaires that was administered to the 04 top administrators and 29 staff members at the Rakai Area Development Programme of

the World Vision Uganda. The questionnaires had three sections: A, B and C. (A copy of the questionnaire is attached labeled appendix (i))

3.6.2 Interviews

The researcher conducted interviews with a selected group of respondents. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic. This is a method where a researcher interviews respondents to obtain information on the issue of interest. In this case, the interviews during this research were unstructured and were conducted with 02 top administrators and 10 Staff members. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (A copy of the interview guide is attached labeled appendix (i))

3.6 Quality Control of Data Collection

Data quality control techniques ensured that data collected was valid and reliable. In this case, the instrument was first tested to ensure validity and reliability.

3.6.1 Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Amin, 2005). The validity of the instrument quantitatively was established using the Content Validity Index (CVI). This involved the expert scoring of the relevance of the questions in the instrument in relation to the study variables. The instruments that yielded a CVI above 0.7 were within the accepted ranges. Basing on Amin (2005) that a CVI of more than 0.7 implies that the tool is valid; this finding suggested that all

items used to measure each variable were relevant in measuring what they are supposed to measure hence the instruments were valid since had a validity of 0.7 or above. Further, the instruments were discussed with the supervisor and experts and also pre-tested using part of the study sample respondents to ensure construct and content validity. The construct validity of the instrument focused mainly on ensuring that the respondents find the questions simple to understand and answer. Index (CVI) was computed using the formula below:

$$\text{CVI} = \frac{\text{Agreed item by all judges as suitable}}{\text{Total number of items being judged}}$$

Total number of items being judged

To establish validity qualitatively, the instruments were given to two experts (supervisors) to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of very relevant (4), quite relevant (3), somewhat relevant (2), and not relevant (1). The purpose of qualitative research was to describe or understand the phenomena of interest from the participant's eyes, therefore the researcher allowed the participants to legitimately judge the credibility of the results. The researcher documented the procedures for checking and rechecking the data throughout the study. The researcher took a "devil's advocate" role with respect to the results, and this process was documented. The researcher also actively searched for and described the negative instances that contradict prior observations. And, after the study, the researcher conducted a data audit that examines the data collection and analysis procedures and made judgments about the potential for bias or distortion.

Pretest Results/Pilot Study test results for the Questionnaire for top administrators and staff members

The validity of the questionnaire for top administrators and staff members was established using the Content Validity Index (CVI) and the results are given below in table 3.2.

Table 3.2: Content validity Index Results

Model Summary		Validity Results		t	Sig.
		Test	Items		
1	Variables				
	Work place policies	.811	5.0		.000
	Work place culture	.808	5.0		.000
	Work place leadership style	.785	5.0		.000
	Job design	.733	5.0		.000
	Employee retention				
a. Dependent Variable: Organizational factors					
a. Independent Variable: Employee retention					

The Content Validity Index test was carried out and the test results revealed that work place policies had a validity result of .811, work place culture had a validity test result of .808, work place leadership style had a validity test result of .785 and lastly the dependent variable (Employee Retention) had a validity test result of .733. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were valid.

Pretest Results/Pilot Study test results for the interview guide for top administrators and staff members

The validity of the questionnaire for top administrators and staff members was established using the Content Validity Index (CVI) and the results are given below in table 3.3.

Table 3.3: Content validity Index Results

Model Summary		Validity Results		t	Sig.
		Test	Items		
1	Variables				
	Work place policies	.739	5.0		.000
	Work place culture	.784	5.0		.000
	Work place leadership style	.706	5.0		.000
	Job design	.824	5.0		.000
	Employee retention				
b. Dependent Variable: Organisational factors					
a. Independent Variable: Employee retention					

The Content Validity Index test was carried out and the test results revealed that work place policies had a validity result of .739, work place culture had a validity test result of .784, work place leadership style had a validity test result of .706 and lastly the dependent variable (Employee Retention) had a validity test result of .824. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were valid

3.6.2 Reliability

Qualitatively, the reliability of the instruments was established through a pilot test of the questionnaire to ensure consistency and dependability and its ability to tap data that would answer the objectives of the study. The results of the findings were then be subjected to a reliability analysis. Quantitatively, reliability was established using the Cronbach’s Alpha Reliability Coefficient test. Upon performing the test, if the values 0.7 and above, the items in the instrument were regarded reliable. Based on Cronbach’s Alpha Coefficient, the scales for the variables were reliable. In the case of psychometric tests, must fall within the range of 0.7 above for the test to be reliable (Nunnally 1978, page 245-246).The test results are given below:

Pretest Results/Pilot Study test results for the Questionnaire for top administrators and staff members

The reliability of the questionnaire for top administrators and staff members was established using the Cronbach Alpha Reliability Coefficient test and the results are given below in table 3.4.

Table 3.4: Cronbach alpha Reliability Index Results

Model Summary		Cronbach Reliability Results		t	Sig.
		Test	Items		
1	Variables				
	Work place policies	.708	5.0		.000
	Work place culture	.840	5.0		.000
	Work place leadership style	.756	5.0		.000
	Job design	.766	5.0		.000
	Employee retention				
c. Dependent Variable: Organisational factors					
a. Independent Variable: Employee retention					

The Cronbach Alpha Reliability was carried out and the test results revealed that work place policies had a reliability result of .708, work place culture had a reliability test result of .840,

work place leadership style had a reliability test result of .756 and lastly the dependent variable (Employee Retention) had a reliability test result of .766. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliable.

Pretest Results/Pilot Study test results for the interview guide for top administrators and staff members

The reliability of the questionnaire for top administrators and staff members was established using the Cronbach Alpha Reliability Coefficient test and the results are given below in table 3.5.

Table 3.5: Cronbach alpha Reliability Index Results

Model Summary		Cronbach Reliability Results		t	Sig.
		Test	Items		
1	Variables				
	Work place policies	.703	5.0		.000
	Work place culture	.750	5.0		.000
	Work place leadership style	.727	5.0		.000
	Job design	.744	5.0		.000
	Employee retention				
d. Dependent Variable: Organisational factors					
e. Independent Variable: Employee retention					

The Cronbach Alpha Reliability was carried out and the test results revealed that work place policies had a reliability result of .703, work place culture had a reliability test result of .750, work place leadership style had a reliability test result of .727 and lastly the dependent variable (Employee Retention) had a reliability test result of .744. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliable.

3.10 Data analysis

Amin (2005), states that statistical analyses are used to describe an account for the observed variability in the behavioral data. Data was collected, coded and edited during and after the study to ensure completeness, consistency, accuracy, and removal of errors and omissions. It also involved identifying patterns, consistencies and relationships in the questionnaire and interview guide (Qualitative data). Data analysis therefore involved qualitative and quantitative analysis.

3.10.1 Qualitative data analysis

Qualitative data collected from interviews and documentary review was sorted and grouped into themes. The researcher therefore evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the responses (Mugenda & Mugenda, 1999). While analyzing qualitative data, summaries were made on how different themes/variables are related.

3.10.2 Quantitative data analysis

Quantitative data was presented in form of descriptive statistics using frequency, graphs and correlations. The correlations technique included the Pearson's correlation coefficient (+ or -) to show the direction of the relationship between the variables and significance tested at 99% and 95% confidence levels based on two tailed correlation and significance less than or equaling to 0.05. A negative correlation indicates an inverse, negative relationship between the two variables while a positive correlation indicates a direct positive relationship between the variables.

3.11 Ethical Considerations

There are several reasons why it is important to adhere to ethical norms in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness. In order to promote ethics in the study, respondent's names were withheld to ensure anonymity. The researcher observed extreme confidentiality while handling the responses. Information was availed to the respondents that the researcher would not cause any danger directly or indirectly and that participation would be voluntary. In order to avoid bias, the researcher interviewed the respondents' one after the other and ensured that she informed them about the nature and extent of her study and on the other hand she also gave them reasons as to why she was interviewing them.

3.12 Conclusion

A cross-sectional survey design was adopted for this particular study, a study population of 37 was used, and sample size of 33 was drawn using both simple random and purposive sampling techniques. Data was collected using questionnaires and interviews. Validity and reliability tests were carried out to ensure data quality control. Data was analyzed quantitatively by using the Statistical Package for Social Scientist and qualitatively data was analyzed using content and thematic analysis. The next chapter presents the background variables, data analysis, presentation and interpretation of the findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This Chapter gives the description of the background variables, data analysis, presentation and interpretation of the findings. This chapter presents the study findings on the basis of the study objectives. The findings are presented basing on the research objectives that sought to the organization factors influencing employee retention in the Rakai Area Development Programme of the World Vision. The study was premised on the following research objectives:

To examine the influence of work place policies on employee retention at Rakai Area Development Programme of the World Vision Uganda:

To establish the influence of work place culture on employee retention at Rakai Area Development Programme of the World Vision Uganda

To assess the relationship between work place leadership style and employee retention at Rakai Area Development Programme of the World Vision Uganda.

To establish the influence of job design on employee retention at Rakai Area Development Programme of the World Vision Uganda.

Response Rate

Presentation of tabulated data according respondents' response rate

Table 4. 6: Response Rate

Instruments	Frequency	Percent
Number of questionnaires distributed	37	100
Number of questionnaires returned	33	89.1
Interviews Carried out with the Respondents		
Number of interviews carried out	15	45

n=33

Source: Primary data 2014

Face to face interviews were carried out with the respondents; in total 15 respondents were interviewed making a total percentage of 45. These included members of top administrators and staff members of the Rakai Area Development Programme of the World Vision. The researcher used questionnaires to collect data from the respondents. Out of the 37 questionnaires that were distributed, 33 were returned making an 89.1% return rate.

Table 4. 7: Age of the Respondents

The table below presents the summary statistics on the age of the respondents

Age of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	8	24	24	24
	30-40 years	19	57	57	57
	Above 40 years	06	19	19	19
	Total	33	100.0	100.0	100

N=33 Source: Primary data (2014)

From the above table, all the respondents that took part in the study were above the age of 20. 24% were between the age of 20-30 years, 57% were between the age of 30-40 years and 19% were above 40 years. The respondents adequately responded to the questions put forward and by virtue of their experience, their responses were sound enough such researcher was able to generate adequate data from them for her study.

Table 4. 8: Gender of the Respondents

The table below presents the summary statistics on the gender of the respondents

Gender of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	15	45	45	45
	Male	18	65	65	65
	Total	33	100.0	100.0	100

N=33 Source: Primary data (2014)

Table 4.3 shows that the majority of the respondents were male (65%) and were female (45%).

These results show that gender representation indicated much variation between the male and female with a difference of 15%. This meant that both males and females provided their views representative of gender groups. It further shows that the World Vision Uganda is keen on matters of gender balance, which can translate into better performance.

Table 4. 9: Marital of the Respondents

The table below presents the summary statistics on the gender of the respondents

Marital status of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	21	63	63	63
	Single	10	30	30	30
	Widow/Widower	02	6.0	6.0	6.0
	Total	33	100.0	100.0	100

N=33 Source: primary data (2014)

The majority of the respondents were married (63%) a sign that they were responsible and settled. In relation to the study, the married category of respondents raised a lot of issues on employee retention than their counter parts the single.

Table 4. 10: Highest level of education the Respondents

The table below presents the summary statistics on the gender of the respondents

Highest level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	02	6.0	6.0	6.0
	Diploma	02	6.0	6.0	6.0
	Degree	25	78	78	78
	Masters	04	10	10	100.0
	Total	33	100.0	100.0	100

Source: primary data (2014)

The majority of the respondents were degree holders (78%) compared to 10% master’s degree, 6.0% diploma holders and 6.0% certificate holders. This showed a gap in qualification since the minimum requirement for a position in the government these days is a first degree. These results indicate that the respondents had reasonably good education qualifications and the desired skills and knowledge to deliver. Besides, on the basis of the education levels, the respondents were able to read, understand the questionnaire and gave appropriate responses.

Presentation of Findings and Interpretation

The findings were presented on the basis of the study objectives which were work place policies and employee retention, work place culture and employee retention, work place leadership style and employee retention, job design and employee retention.

Research objective one: To examine the influence of work place policies and employee retention.

The first objective has five questions in relation to the influence of work place policies on employee retention at Rakai Area Development Programme. The results summary statistics of the five items is discussed below in Table 4.6;

Table 4.6: Summary statistics on respondents’ self-rating on work place policies on employee retention

Questions	Responses	Frequency	Percent
The principle set by the management at the Rakai Area Development programme of the World Vision are employee friendly	Strongly Disagree	02	6.0%
	Disagree	08	24%
	Agree	05	15%
	Strongly Agree	17	51%
The guidelines set by the management at the Rakai Area Development programme of the World Vision are employee friendly	Strongly Disagree	10	30%
	Disagree	05	15%
	Agree	15	45%
	Strongly Agree	03	9.0%
The rules and regulations set by the management at the Rakai Area Development programme of the World Vision are employee friendly	Strongly Disagree	10	30%
	Disagree	05	15%
	Agree	15	45%
	Strongly Agree	03	9.0%

The protocol used to guide decision making at the Rakai Area Development programme of the World Vision is employee friendly	Strongly Disagree	05	15%
	Disagree	05	15%
	Agree	20	60%
	Strongly Agree	03	9.0%
The work place policies have not been an obstacle to me since I joined this organisation	Strongly Disagree	12	36%
	Disagree	06	18%
	Agree	03	9.0%
	Strongly Agree	12	36%

Table 4.7: Presents the descriptive statistics on work place policies

	N	Minimum	Maximum	Mean	Std. Deviation
Item 1	33	1.00	5.00	3.5012	1.2666
Item 2	33	1.00	5.00	3.2334	1.1012
Item 3	33	1.00	5.00	1.6163	1.005
Item 4	33	1.00	5.00	2.2208	1.1002
Item 5	33	1.00	5.00	3.7907	1.36439

When the respondents were asked to state whether the principle set by the management at the RakaArea Development programme of the World Vision are employee friendly. The total number of respondents was 33 a total of 6.0% strongly disagreed, 24% disagreed, 00% were neutral, 15% agreed and 28% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 3.5012 and the corresponding standard deviation of 1.2666. This revealed that the guidelines set are employee friendly.

In relation to the above a respondent said:

The policies are friendly to some of us and others feel that the policies are pressing them hence limiting their performance and progress.

However the respondent did not cite any policies that he felt were unfriendly despite saying that some were not friendly.

Another respondent “felt that the policy of being sent to an area where somebody ay not easily get acclimatized to the existing conditions is pressing them more than they thought. This implied that some policies appear unfriendly

The respondents were further asked to state whether the guidelines set by the management at the Rakai Area Development programme of the World Vision are employee friendly. The total number of respondents was 33 a total of 9.0% strongly agreed, 45% agreed, 00% were neutral, 15% disagreed and 30% strongly disagreed. The statistical tabulation indicated a mean of 3.2334 and a standard deviation of 1.1012. This meant that to a larger extent it’s the responsibility of management to set the guidelines.

A child sponsorship and Development Assistant noted “The guidelines all through have been clear but some people tend to misinterpreted them” This signified that guidelines are clear only that some people misinterpret them.

It was observed that the policy of being sent to new places presses them harder than any other issue. It is a policy that each staff should reside in her parish of work. Vehicles should be parked at 6pm. It was also observed that some parishes are in areas where there is no network, no good houses and roads are in a bad state. It becomes worse during the rainy season. Some of the parishes are very far away and therefore it is quite difficult to reach the office before 6p.m.

When the respondents were asked whether the rules and regulations set by the management at the Rakai Area Development programme of the World Vision are employee friendly, Statements in

this question were fed in SPSS. The total number of respondents was 33 a total of 9.0% strongly agreed, 45% agreed, 00% were neutral, 15% disagreed and 30% strongly disagreed. The statistical analysis revealed a mean of 1.6163 and standard deviation of 1.005. This indicated that rules and regulation have found a fertile ground in World Vision.

In relation to the above a respondent said “the rules at world vision are employee friendly to a lesser extent, however some rules have left us wondering whether they are made by people like us. There is a lot of restrictions on the organisation property such as vehicles in that one cannot freely use the assets/ property of the organisation. These restrictions have limited our accessibility to these assets.” a staff said. This showed that the policies, rules and guidelines are limiting employee accessibility to the organisation property.

It was observed that the policy of meeting deadline is in place and its existence is not questionable. However some workers still fail to meet deadline which puts them in trouble with bosses. However, the workers are to blame for the current predicament because the policy has been in existence.

When the respondents were asked whether the protocol used to guide decision making at the Rakai Area Development programme of the World Vision is employee friendly. The total number of respondents was 33 a total of 9.0% strongly agreed, 60% agreed, 00% were neutral, 15% disagreed and 15% strongly disagreed. The analysis revealed a mean of 2.2208 and a standard deviation of 1.1002. This indicated that the decision making process in World Vision is transparent.

The respondents were asked whether the work place policies have not been an obstacle to me since I joined this organisation. The total number of respondents was 33 a total of 36% strongly agreed,

9.0% agreed, 00% were neutral, 18% disagreed and 36% strongly disagreed. This implied that some policies have not been employee friendly.

A data entrant in connection to the above said;

Some policies have been an obstacle to me for example we are supposed to be at work by 7:45 am but given the fact that I come from very far, transport has been a problem to me. This has led to my late arrival at work on several occasions. If we had adequate transport I would not be going through this. This showed that the inadequacy of transport services could be hindering performance in World Vision

It was observed that the top management is not transparent and this in one way or another explains why the employee retention rates are declining. A volunteer noted “some bosses are not transparent” This indicated that transparency is an ulcer that could be directly or indirectly affecting the retention rates in World Vision.

In support of the above another respondent remarked that: “there is a policy in existence of keeping organisational secrets by some employees. However the respondents did not mention which management level keeps secrets and who they try to hide away these secrets away from.

Verification of research hypothesis (one): There is a significant relationship between work place policies and employee retention

To verify this research question, correlation was done where by all responses for each variable; work place policies (WPP) and performance (ER) were aggregated into a single index (WPP) and (ER) respectively and then Pearson’s correlation Co-efficient (r) technique was used to assess the nature and magnitude of the relationship using Pearson’s correlation Co-efficient (r)

Table 4.8: Pearson’s Correlation Co-efficient between work place policies and employee retention

		Correlations	
		Policies	Retention
Work place policies	Pearson Correlation	1	.486 **
	Sig. (2-tailed)	.	.000
	N	33	33
Employee retention	Pearson Correlation	.523 **	1
	Sig. (2-tailed)	.000	.
	N	33	33

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

Table 4.8 shows that, Pearson’s Correlation Coefficient for work place policies and employee retention at Rakai Area Development Programme of the World Vision Uganda was $r = 0.486^{**}$, with probability value ($p = 0.000$) that is less than $\alpha = 0.01$ level of significance showing a positive significant relationship between work place policies and employee retention at Rakai Area Development Programme of the World Vision Uganda. Therefore, employee retention (ER) is significantly influenced by work place policies (WPP). The earlier postulated hypothesis in chapter one is therefore upheld.

Regression Analysis

Further analysis using regression analysis technique was made to check the level of influence of work place policies on employee retention and results are shown in the table 4.8 below

Table 4.9: Regression analyzing the relationship between work place policies and employee retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.620	.380	.1204

a. Predictors: (Constant), Work place policies

Table 4.9 provides the R and R² value. The R value is 0.788, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, employee retention can be explained by the independent variable work place policies. In this case, 0.620 can be explained, which is very large. The standard error of the estimate is .1204 and the adjusted R square value is 0.380. Therefore the adjusted square value of .380 implied that work place policies predicts employee retention; in other words employee retention is dependent on work place policies by 38%

Research objective two: To examine the influence of work place culture on employee retention at Rakai Area Development Programme of the World Vision Uganda.

The second objective has six questions in relation to the influence of work place culture on employee retention at Rakai Area Development Programme. The results summary statistics of the six items is discussed below in Table 4.10;

Table 4.10: Summary statistics on respondents' self-rating on work place culture on employee retention

Questions	Responses	Frequency	Percent
World Vision has a good work place culture	Strongly Disagree	15	45%
	Disagree	01	3.0%
	Agree	01	3.0%
	Strongly Agree	16	48%
I fitted in well in this culture when I joined	Strongly Disagree	04	12%
	Disagree	04	12%
	Agree	00	00%
	Strongly Agree	25	75%
I have not complaints against the existing work place culture	Strongly Disagree	15	45%
	Disagree	04	12%
	Agree	09	27%
	Strongly Agree	05	15%
The culture of the organization has been created through communication, symbols, and competing metaphors.	Strongly Disagree	07	21%
	Disagree	07	21%
	Agree	19	58%
There is a clear promotion policy based on equality in World Vision	Strongly Disagree	03	9.0%
	Disagree	03	9.0%
	Agree	06	18%
	Strongly Agree	19	57%
There is a clear reward policy based on equality in World Vision	Strongly Disagree	14	42%
	Disagree	04	12%
	Agree	05	15%
	Strongly Agree	06	18%

N=33

Table 4.11: Presents the descriptive statistics on work place culture

	N	Minimum	Maximum	Mean	Std. Deviation
Item 1	33	1.00	6.00	1.554	0.997
Item 2	33	1.00	6.00	2.655	1.805
Item 3	33	1.00	6.00	1.705	1.120
Item 4	33	1.00	6.00	2.903	0.9863
Item 5	33	1.00	6.00	1.8054	1.194
Item 6	33	1.00	6.00	1.6034	1.003

Item one required the respondents to state whether World Vision has a good work place culture. Statements in this question were fed in SPSS. The total number of respondents was 33 a total of 48% strongly agreed, 3.0% agreed, 00% were neutral, 3.0% disagreed and 45% strongly disagreed. The tabulation revealed a mean of 1.554 and a standard deviation of .997. This showed that the respondents took a middle position about the existing work culture.

A senior staff said that: “I cannot say that the culture is good or bad but it seems to press some people harder than I thought. Take an example, the majority of the people here are Roman Catholics and not born again but we are made to attend morning devotions every day at 8.00 am”. This implied some cultural practices in the organisation are not in line with the beliefs of some employees. This is a source of discontent and dissatisfaction amongst the employees in World Vision Uganda.

A furious employee said that “this is cumbersome, why force us follow a denomination we do subscribe to anyway. What matters is whether we have faith and do obey the work rules. To me, the way you execute your tasks is very important than imposing a faith on someone who pays allegiance to a different sect/religion. This implied that freedom of worship is softly and indirectly violated by the existing cultural practices in place at the organisation.

The respondents were tasked to state whether they have fitted in well in this culture since they joined. Statements in this question were fed in SPSS. The findings revealed a mean of 2.655 and a standard deviation of 1.805. The total number of respondents was 33 a total of which 75% strongly agreed, 00% agreed, 00% were neutral, 12% disagreed and 12% strongly disagreed. This indicated that workers have found it easy to settle in at the World Vision.

In relation, a respondent lamented that:

Yes we have tried to fit in well in the culture since we joined but some cultural practices like early morning devotion are too time consuming. I feel they do infringe on the work time hence leaves us with a few hours to accomplish the organisation tasks. This revealed that some practices are not welcome since they encroach on work time either directly or indirectly affecting performance.

Findings based on interviews revealed that it's the culture of the organisation to work with the community. So the community is part and parcel of the day to day operations of the organisation. Many cannot do without the community.

The respondents were asked to state whether employees have not complained against the existing work place culture, 27% agreed and 15% strongly agreed. The SPSS output revealed a mean of 1.705 and a standard deviation of 1.120. This implied that some norms and customs are liked by the employees.

A respondent said that: "Yes employees do not complained about the culture of the organization although sometimes they are prisoners to the existing culture for instance a decent dress code is

emphasized. Those who like short skirts find such a culture so oppressive and contrary to their usual fashion”.

A VHT stated that: “the problem we have in World vision is that management does not listen to our concerns and queries. Can you imagine many queries raised before top management are left unanswered”. This indicated that participative decision making in World Vision is still lacking. The top management dominates the decision making process.

It was observed that organisational culture also centers around performance appraisal. However it was noted that some appraisers are biased, they draw results basing on friendship and sect inclination which destroys the major objective of the appraisals. If you are not in the good books of the appraiser you can easily be given a lower mark.

In connection to the above another respondent remarked

“Appraisal may cause tremendous and anxiety for both the manager and the employee being appraised. In most of the cases, the employees don’t perceive the appraisal as fair. We often hear some of the employees’ complaints regarding the justice of this appraisal process, such as inconsistency across employees, inaccurate information and very distant discussions with the appraiser.”

In the same direction a child sponsorship development assistant said that:

“Appraisals may have a negative impact on motivation and satisfaction if they are poorly designed or administered; if evaluations are not perceived as being conducted fairly and consistently, we can’t expect to reach a high level of employee satisfaction toward the performance appraisal system.”

It was observed that there is a culture of requesting for monthly reports about the activities done. This culture in one way or another is helping to boost employee performance. However, the

employees were adamant to reveal whether this policy may be leading to employee turnover since some people out of sheer laziness, negligence and other reasons may be unable to submit the reports when they are needed.

When the respondents were asked to state whether the culture of the organization has been created through communication, symbols, and competing metaphors. In total, 33 responses were collected, 21% disagreed with the statement, 21% disagreed and 58% agreed. The statistical tabulations revealed a mean of 2.903 and a standard deviation of 0.9863. This showed that culture is a symbol of communication.

A respondent said that:

Communication is one of the symbols we use in World Vision Uganda to promote organizational culture. One of the basics is team work; we do work as a team in World Vision Uganda. We do a lot of listening and listening is our great symbol. Great listening skills make an employee more competent and capable of performing to achieve a desired result, regardless of his/her position. The more an individual can get information out of the meetings, the instructions, and reports provided to him, the more efficient and successful she/he will be at completing a task. By listening effectively, one is able to grasp the exact information he/she needs in order to execute his/her work without committing regrettable mistakes.

This showed that communication is a cultural symbol in World Vision Uganda, if employees take time to listen to each other, to their suggestions, warnings, advice and informational inputs, it allows them and the departments they work in to coordinate better, to avoid misunderstandings, and build profitable relationships.

Verification of research hypothesis (Two): There is a significant relationship between work place culture and employee retention

To verify this research question, correlation was done where by all responses for each variable; work place culture (WPC) and employee retention (ER) were aggregated into a single index (WPC) and (ER) respectively and then Pearson’s correlation Co-efficient (r) technique was used to assess the nature and magnitude of the relationship using Pearson’s correlation Co-efficient (r)

Table 4.12: Pearson’s Correlation Co-efficient between work place culture and employee retention

			Correlations	
			Culture	Retention
Work place culture	Pearson Correlation		1	.523 **
	Sig. (2-tailed)		.	.000
	N		33	33
Employee retention	Pearson Correlation		.523 **	1
	Sig. (2-tailed)		.000	.
	N		33	33

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

Table 4.12 shows that, Pearson’s Correlation Coefficient for work place culture and employee retention at Rakai Area Development Programme of the World Vision Uganda was $r = 0.523^{**}$, with probability value ($p = 0.000$) that is less than $\alpha = 0.01$ level of significance showing a positive significant relationship between work place culture and employee retention at Rakai Area Development Programme of the World Vision Uganda. Therefore, employee retention (E) is significantly influenced by work place culture (WPC). The earlier postulated hypothesis in chapter one is therefore upheld.

Regression Analysis

Further analysis using regression analysis technique was made to check the level of influence of work place culture on employee retention and results are shown in the table 4.13 below

Table 4.13: Regression analyzing the relationship between the work place culture and employee retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.777	.223	.2001

a. Predictors: (Constant), Work place culture

Table 4.13 provides the R and R² value. The R value is 0.882, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, employee retention can be explained by the independent variable work place culture. In this case, 0.882 can be explained, which is very large. The standard error of the estimate is .2001 and the adjusted R square value is 0.777. Therefore the square value of .223 implied that work place culture predicts employee retention; in other words employee retention is dependent on work place culture by 22.3%.

Research objective three: To examine the influence of work place leadership style on employee retention at Rakai Area Development Programme of the World Vision Uganda.

The third objective has six questions in relation to the influence of work place leadership style on employee retention at Rakai Area Development Programme. The results summary statistics of the six items is discussed below in Table 4.14;

Table 4.14: Summary statistics on respondents’ self-rating on the work place leadership style on employee retention

Questions	Responses	Frequency	Percent
The management employees democratic leadership in managing the organisation	Strongly Disagree	04	12%
	Disagree	02	06%
	Agree	20	60%
	Strongly Agree	07	21%
The management adopts dictatorial leadership in managing the organisation	Strongly Disagree	26	78%
	Disagree	02	6.0%
	Agree	02	6.0%
	Strongly Agree	03	9.0%
The leaders are fair and impartial with subordinates	Strongly Disagree	13	39%
	Disagree	02	06%
	Agree	15	45%
	Strongly Agree	03	9.0%
The leaders help the subordinates to operate as a team	Strongly Disagree	19	57%
	Disagree	02	06%
	Agree	06	18%
	Strongly Agree	06	18%
	Strongly Disagree	02	6.0%
The leaders always make sure staff understands all work place policies and procedures.	Disagree	04	12%

The leaders focus on opportunities not problems.	Agree	02	6.0%
	Strongly Agree	25	75%
	Strongly Disagree	02	6.0%
	Disagree	04	12%
	Agree	02	6.0%
	Strongly Agree	25	75%

N=33

Table 4.15: Presents the descriptive statistics on work place leadership style

	N	Minimum	Maximum	Mean	Std. Deviation
Item 1	33	1.00	6.00	1.9022	1.2305
Item 2	33	1.00	6.00	2.004	1.009
Item 3	33	1.00	6.00	1.904	1.005
Item 4	33	1.00	6.00	3.504	0.9334
Item 5	33	1.00	6.00	3.546	1.006
Item 6	33	1.00	6.00	2.4005	1.0422

Item one required the respondents to state whether the management adopts democratic leadership in managing the organisation. Statements in this question were fed in SPSS. The total number of respondents was 33 a total of 21% strongly agreed, 60% agreed, 00% were neutral, 06% disagreed and 12% strongly disagreed. The calculated mean was 1.9022 and the standard deviation was 1.2305. This signified that management is so democratic in the way it manages the organization.

Relatedly a respondent lamented

The leadership style is not democratic but authoritarian. Under this style, some employees desire to be pushed. Whenever they are not pushed there is delay in delivery of results. The

respondent further more noted that there is gross intimidation of employees hence leaving them to work under pressure all the time. This implied that leaders have not built a strong spirit of strong cohesion amongst the subordinates.

Item two required the respondents to state whether the management adopts a dictatorial type of leadership in managing the organization. Statements in this question were fed in SPSS and the mean was 2.004 and the standard deviation was 1.009. The total number of respondents was 33 a total of 9.0% strongly agreed, 6.0% agreed, 00% were neutral, 6.0% disagreed and 78% strongly disagreed. This signified that management has no dictatorial tendencies used when administering the organization.

In disagreement with the above, a respondent said that:

There is a dictatorial kind of leadership style existing in World Vision Rakai Area Development Programme. The leaders depend on rumor; they so much put tribalism at the forefront including friendship and do forget their designated duties and responsibilities. This meant that there is sabotage by top leadership which is portrayed in the way the leaders treat the subordinates. Tribalism could be a dangerous ulcer that may eat up the performance of the programme hence creating conditions for a worm earth house that is likely to crumble anytime.

During interviews the 03 respondents were asked whether the current leadership style could be contributing to the rising turnover rates, all the 3 respondents (100%) agreed. One of them remarked: “yes, I have seen some employees resign and leave the programme because of the bad leadership” This implied that leaders are not properly executing their tasks as designated.

Item three required the respondents to state whether the leaders are fair and impartial with subordinates. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 1.904 and the standard deviation is 1.005. The total number of respondents was 33 a total of 9.0% strongly agreed, 45% agreed, 00% were neutral, 06% disagreed and 39% strongly disagreed. This showed that sometimes the leaders are not impartial in the way they take decisions.

Relatedly a VHT said that: I think the leadership is fair because some of the policies existing in other organizations are the same polices that are applying here for example upon arrival on is required to sign a visitors book and in the same way while leaving, he or she has to sign the book. I have no comment on the leadership.

Item four required the respondents to state whether the leaders help the subordinates to operate as a team. The computed test figures reveal that the mean is 3.504 and the standard deviation is .9334. The total number of respondents was 33 a total of 57% strongly agreed, 06% agreed, 00% were neutral, 18% disagreed and 18% strongly disagreed. This indicated that sometimes the leaders have not been useful in helping the organization to build teams within the organization.

A data Entrant remarked “Yes the spirit of team work is in existence and it is the leadership that is trying to foster this spirit”. This meant that team work is in existence and teams are already built in World Vision Uganda”.

The respondents were asked whether the leaders always make sure staff understands all work place policies and procedures, 6.0% agreed, 00% were neutral, 12% disagreed and 6.0% strongly disagreed. The computed test figures reveal that the mean is 3.546 and the standard deviation is 1.006. This implied that employees are aware of work policies and do understand them

A child monitor said that: “They try to help us understand the policies and procedures but many people do leave because the leadership emphasizes quality work and when they cannot meet such standards they leave. However it would be better if they put two people per position”. This implied that the top management has tried to make the subordinates aware of the existing policies.

The respondents were tasked to state whether the leaders focus on opportunities not problems. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 2.4005 and the standard deviation is 1.0422. The total number of respondents was 33 a total of 75% strongly agreed, 6.0% agreed, 00% were neutral, 12% disagreed and 6.0% strongly disagreed. This revealed that sometimes the leaders focus on strategic goals that can help the organization.

It was observed that leaders have given the members of staff an opportunity to learn new skills. For example an accountant may serve as HR. The organisation has prepared many individuals for a diversity of roles today and this is why when a person is living World Vision, he leaves when he or she is multi skilled.

Verification of research hypothesis (Three): There is a significant relationship between work place leadership style and employee retention

To verify this research question, correlation was done where by all responses for each variable; work place policies (WPLS) and performance (ER) were aggregated into a single index (WPLS) and (ER) respectively and then Pearson’s correlation Co-efficient (r) technique was used to assess the nature and magnitude of the relationship using Pearson’s correlation Co-efficient (r)

Table 4.16: Pearson’s Correlation Co-efficient between work leadership style and employee retention

			Leadership style	Retention
Work place leadership style	Pearson Correlation		1	.422 **
	Sig. (2-tailed)		.	.000
	N		33	33
Employee retention	Pearson Correlation		.422 **	1
	Sig. (2-tailed)		.000	.
	N		33	33

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

Table 4.16 shows that, Pearson’s Correlation Coefficient for work place leadership and employee retention at Rakai Area Development Programme of the World Vision Uganda was $r = 0.422^{**}$, with probability value ($p = 0.000$) that is less than $\alpha = 0.01$ level of significance showing a positive significant relationship between work place leadership style and employee retention at Rakai Area Development Programme of the World Vision Uganda. Therefore, employee retention (E) is significantly influenced by work place leadership style (WPLS). The earlier postulated hypothesis in chapter one is therefore upheld.

Regression Analysis

Further analysis using regression analysis technique was made to check the level of influence of work place leadership style on employee retention and results are shown in the table 4.14 below

Table 4.17: Regression analyzing the relationship between work place leadership style and employee retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.512	.2001

a. Predictors: (Constant), Work place leadership style

Table 4.17 provides the R and R² value. The R value is 0.699, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, employee retention can be explained by the independent variable work place leadership style. In this case, 0.699 can be explained, which is very large. The standard error of the estimate is .2001 and the adjusted R square value is 0.512. Therefore the square value of .512 implied that work place leadership style predicts employee retention; in other words employee retention is dependent on work place leadership by 51.2%

Research objective four: To examine the influence of job design on employee retention at Rakai Area Development Programme of the World Vision Uganda.

The fourth objective has seven questions in relation to the influence of job design on employee retention at Rakai Area Development Programme. The results summary statistics of the seven items is discussed below in Table 4.18;

Table 4.18: Summary statistics on respondents' self-rating on job design on employee retention at Rakai Area Development Programme

Questions	Responses	Frequency	Percent
The responsibilities allocated to each employee are clear	Strongly Disagree	17	51%
	Disagree	02	6.0%
	Agree	11	33.3%
	Strongly Agree	03	9.0%
The management allows the staff to decide how to accomplish the duties	Strongly Disagree	12	36%
	Disagree	05	15%
	Agree	12	36%
	Strongly Agree	04	12%
I schedule and coordinate work in a manner which ensures efficiency and productivity	Strongly Disagree	04	12%
	Disagree	02	6.0%
	Agree	25	75%
	Strongly Agree	02	6.0%
There is job rotation in at the Rakai Area Development programme of the World Vision	Strongly Disagree	04	12%
	Disagree	04	12%
	Agree	04	12%
	Strongly Agree	21	64%
	Strongly Disagree	25	75%
Tasks are explained before being allocated	Disagree	15	45%
	Agree	04	12%
	Strongly Agree	09	27%
		05	15%
The employees are allocated tasks according to the level of skills and experience	Strongly Disagree	04	12%
	Disagree	62	51.6%

There is job enrichment at the Rakai Area Development programme of the World Vision	Agree	06	5%
	Strongly Disagree	30	25%
	Disagree	19	15%
	Agree	41	34.1%
	Strongly Agree	30	25%

N=33

Table 4.19: Presents the descriptive statistics on job design

	N	Minimum	Maximum	Mean	Std. Deviation
Item 1	33	1.00	7.00	1.345	1.2009
Item 2	33	1.00	7.00	2.702	1.100
Item 3	33	1.00	7.00	1.560	1.044
Item 4	33	1.00	7.00	3.709	1.210
Item 5	33	1.00	7.00	2.9004	1.019
Item 6	33	1.00	7.00	2.670	1.201
Item 7	33	1.00	7.00	1.905	1.007

The respondents were asked whether the responsibilities allocated to each employee are clear. The computed test figures reveal that the mean is 1.345 and the standard deviation is 1.2009. The total number of respondents was 33 a total of 9.0% strongly agreed, 33.3% agreed, 00% were neutral, 6.0% disagreed and 51% strongly disagreed. This implied that some responsibilities allocated to some employees are not clear.

A senior staff noted “some responsibilities are not clear and one has no say when they are not clear”. This implied that the staff members are unaware of their responsibility which affects their performance.

In contradiction of the above, a child sponsorship Development Assistant said that: “we actually have a clear job description that shows employee responsibilities”. This implied that there is a clear job description manual in place that is followed by every employee in the organization.

The respondents were asked to state whether the management allows the staff to decide how to accomplish the duties, 15% disagreed and 36% strongly disagreed. The statistical tabulations revealed a mean of 2.702 and a standard deviation of 1.100. This meant that the staff accomplishes duties some times on its own.

In relation a respondent “Management does not allow staff to decide on how to accomplish duties. In most instances management gives directives”. This implied that participatory/ employee involvement in decision making is limited in the organization.

The respondents were asked during interviews how clear the responsibilities set are ?

A respondent in relation said “the responsibilities are clear but sometimes are over taken by events like unplanned workshops”.

During interviews, the respondents were asked what the basis of allocating tasks at Rakai Area Development Programme is, in relation an angry official said “friendship counts, in most instances it is based on friendship. If you are not a friend of someone at the top you will not be given a task.

Item three required the respondents to state whether they schedule and coordinate work in a manner which ensures efficiency and productivity. The computed test figures reveal that the mean is 1.560 and the standard deviation is 1.044. The total number of respondents was 33 a total of 6.0% strongly agreed, 75% agreed, 00% were neutral, 6.0% disagreed and 12% strongly

disagreed. This implied that there is some amount of efficiency in the way work is handled in World Vision.

The respondents were required to state whether there is job rotation in at the Rakai Area Development programme of the World Vision. The computed test figures reveal that the mean is 3.709 and the standard deviation is .1210. The total number of respondents was 33 a total of 64% strongly agreed, 12% agreed, 00% were neutral, 12% disagreed and 12% strongly disagreed.

Item five, for this item, the respondents were required to state whether tasks are explained before being allocated. The computed test figures reveal that the mean is 2.9004 and the standard deviation is 1.019. The total number of respondents was 33 a total of 15% strongly agreed, 27% agreed, 00% were neutral, 12% disagreed and 45% strongly disagreed. This signified that sometimes explaining tasks may not be the priority of top management

Item six, for this item, the respondents were required to state whether the employees are allocated tasks according to the level of skills and experience. The computed test figures reveal that the mean is 2.670 and the standard deviation is 1.201. The total number of respondents was 33 a total of 51.6% strongly agreed, 5% agreed, 00% were neutral, 12% strongly disagreed. This showed that every employee is allocated a task depending on his/her competence. Therefore tasks are allocated according to level of skills possessed.

A child sponsorship development assistant said that:

Like in any other organisation, the allocation of tasks is based on level of skills and competence. One is assigned a position where he/she can best perform. Take an example of myself, I do this work because of the level of competence I have in this area. I do monitor children and distribute scholastic materials.

The respondents were asked whether the employees are allocated tasks according to the level of skills and experience. The computed test figures reveal that the mean is 1.905 and the standard deviation is 1.007. The total number of respondents was 33 a total of 25% strongly agreed, 34.1% agreed, 00% were neutral, 15% disagreed and 25% strongly disagreed. This indicated that there is job enrichment at the Rakai Area Development Programme.

The staff members were asked whether there is job enrichment at the Rakai Area Development programme of the World Vision. A respondent said “there is no job security; every day management keeps on telling the members of staff that anytime one can be terminated. This implied that workers are working under threats day in and day out which makes them feel very insecure. Concerning the question of job security another respondent said “ we cannot say that there is job security yet we work on contract and once the contract expires, it is not automatic that the contract will be renewed. This indicated that job insecurity is one of the areas of concern in the Rakai Area Development programme and may be directly or indirectly contributing to employee turnover.

The majority of the respondents interviewed revealed that: “job enrichment is still poor. One of the respondents remarked “Yes we do have trainings but they have not addressed the current needs of the organization. Sometimes our trainings lack focus; we do them for the sake. This is really a big disease in the organization. The HR department should redesign the strategy so that the trainings are done to achieve a common objective”.

Relatedly another respondent said that: “Sometimes the trainers repeat the same topics and the same content that was used in a past workshop. How long are the trainers going to rely on

precedents for training? Let them be creative and bring on new topics that will enrich us with new skills to boast our performance”

It was observed that the members of staff are not given chance to participate in decision making. This may be directly affecting their morale to serve in the organization. The security officers/gate keepers decried the policy of being given contractual jobs. They felt insecure at the place of work because of this policy. One remarked “I am here today but am not sure whether I will be here tomorrow. I work under fear of not having my contract renewed when it expires. Contractual renewal here is subject to satisfactory performance.

A PSA noted during interview that: “Job security remains our greatest concern since most people here are given contractual jobs. It is still a challenge and if possible this policy of issuing contracts should be amended so that some staff are made permanent “

Dependent variable: Employee Retention

The dependent has seven items in relation to employee retention at Rakai Area Development Programme. The results summary statistics of the seven items is discussed below in Table 4.16;

Table 4.20: Summary statistics on respondents' self-rating on Employee Retention

Questions	Responses	Frequency	Percent
The employees rarely resign at the Rakai Area Development programme of the World Vision	Strongly Disagree	10	30%
	Disagree	05	15%
	Agree	15	45%
	Strongly Agree	03	9.0%
The employees rarely leave their job voluntarily for other jobs outside in World Vision	Strongly Disagree	10	30%
	Disagree	05	15%
	Agree	15	45%
	Strongly Agree	03	9.0%
Employee transfers are not common at the Rakai Area Development programme of the World Vision	Strongly Disagree	05	15%
	Disagree	05	15%
	Agree	20	60%
	Strongly Agree	03	9.0%
The employees know whom they are supposed to report to	Strongly Disagree	13	39%
	Disagree	02	06%
	Agree	15	45%
	Strongly Agree	03	9.0%
	Strongly Disagree	19	57%
There is proper supervision of tasks at the Rakai Area Development programme of the World Vision	Disagree	02	06%
	Agree	06	18%
	Strongly Agree	06	18%
World Vision extends to its employees non-monetary rewards	Strongly Disagree	02	6.0%
	Disagree	04	12%
	Agree	02	6.0%
	Strongly Agree	25	75%
The employees receive proper instructions from	Strongly Disagree	13	39%

their bosses	Disagree	02	06%
	Agree	15	45%
	Strongly Agree	03	9.0%

N=33

Table 4.21: Presents the descriptive statistics on job design

Item 1	33	1.00	6.00	1.554	0.997
Item 2	33	1.00	6.00	2.655	1.805
Item 3	33	1.00	7.00	1.903	1.120
Item 4	33	1.00	7.00	3.203	0.889
Item 5	33	1.00	7.00	3.760	1.550
Item 6	33	1.00	7.00	1.789	1.183
Item 7	33	1.00	7.00	2.345	1.657
Item 7	33	1.00	7.00	2.345	1.500

In relation to item one, the respondents were required to state whether the employees rarely resign at the Rakai Area Development programme of the World Vision. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 1.554 and the standard deviation is .997. The total number of respondents was 33 a total of 30% strongly agreed, 15% agreed, 00% were neutral, 45% disagreed and 9.0% strongly disagreed. This implied that some employees do willing leave their jobs for greener pastures elsewhere. Although the mode of leaving may not be necessarily resignation but other modes may count. In connection to the above, a respondent noted “resignations are there but some staff members run away because they cannot reside in areas where there is no power and good houses”. This implied that staff members who work in very remote areas on different programmes cannot get access to all the basic necessities of life.

In support of the above another respondent noted “parking vehicles before six Pm has made some staff members resort to not using the organisation motor cycles.” In confirmation of the above another respondent noted “I no longer use the organisation motor cycle because of the stringent conditions attached. I wish management knew, they would not impose such a measure on us. Iam disgusted and disappointed with this rule. This meant that the members of staff of World Vision under the Rakai Area Development don’t freely access the organisation facilities. This is demoralizing their morale to work hence a demotivating factor.

In connection to item two, the respondents were required to state whether the employees rarely leave their job voluntarily for other jobs outside in World Vision, 16% strongly agreed, 33.6% agreed, 00% were neutral, 26.4% disagreed and 26.4% strongly disagreed. A mean value of 2.655 and a standard deviation of 1.805 was observed. This implied that some employees voluntarily leave their jobs for other jobs outside World Vision due to a number of factors.

A Child monitor “ I think does who leave do so because they have failed to express themselves. They leave because they fail to cope up with the organisation trend and practices”.

Again the respondents were required to state whether employee transfers are not common at the Rakai Area Development programme of the World Vision, 9.0% strongly agreed, 60% agreed, 00% were neutral, 15% disagreed and 15% strongly disagreed. This implied that transfers are not common in World Vision since the organisation limits transfers for purposes of ensuring employee efficiency.

Item four required the respondents to state whether the employees know whom they are supposed to report to. Statements in this question were fed in SPSS. The computed test figures reveal that the

mean is 3.203 and the standard deviation is .889. The total number of respondents was 33 a total of 9.0% strongly agreed, 45% agreed, 00% were neutral, 06% disagreed and 3% strongly disagreed. This implied that job descriptions are clear at World Vision.

In relation to item five the respondents were required to state whether there is proper supervision of tasks at the Rakai Area Development programme of the World Vision, 18% strongly agreed, 18% agreed, 00% were neutral, 06% disagreed and 57% strongly disagreed. The statistical analysis revealed a mean of 3.760 and standard deviation of 1.550. This implied that monitoring of tasks at the organisation is still poor and needs some improvement.

The researcher sought to establish whether World Vision extends to its employees non-monetary rewards. The computed test figures reveal that the mean is 2.345 and the standard deviation is 1.657. The total number of respondents was 33 a total of 75% strongly agreed, 6.0% agreed, 00% were neutral, 6.0% disagreed and 3% strongly disagreed. This implied that the employees in World Vision are properly rewarded. They do get what is sufficient to meet a given standard of living in Uganda.

Basing on survey findings it was established from the respondents in relation to item 7 that employees receive proper instructions from their bosses, 9.0% strongly agreed, 45% agreed, 00% were neutral, 6.0% disagreed and 39% strongly disagreed. This meant that the bosses are keen at giving their subordinates proper instruction.

Verification of research hypothesis (four): There is a significant relationship between job design and employee retention

To verify this research question, correlation was done where by all responses for each variable; job design (JB) and performance (ER) were aggregated into a single index (JB) and (ER) respectively

and then Pearson's correlation Co-efficient (r) technique was used to assess the nature and magnitude of the relationship; using Pearson's correlation Co-efficient (r)

Table 4.22: Pearson's Correlation Co-efficient between job design and employee retention

		Job design	Retention
Job design	Pearson Correlation	1	.333 **
	Sig. (2-tailed)	.	.000
	N	33	33
Employee retention	Pearson Correlation	.333 **	1
	Sig. (2-tailed)	.000	.
	N	33	33

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

Table 4.22 shows that, Pearson's Correlation Coefficient for job design and employee retention at Rakai Area Development Programme of the World Vision Uganda was $r = 0.333^{**}$, with probability value ($p = 0.000$) that is less than $\alpha = 0.01$ level of significance showing a positive significant relationship between job design and employee retention at Rakai Area Development Programme of the World Vision Uganda. Therefore, employee retention (E) is significantly influenced by job design (JB). The earlier postulated hypothesis in chapter one is therefore upheld.

Regression Analysis

Further analysis using regression analysis technique was made to check the level of influence of job design on employee retention and results are shown in the table 4.18 below

Table 4.23: Regression analyzing the relationship between job design and employee retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.646	.353	.3412

a. Predictors: (Constant), job design

Table 4.23 provides the R and R² value. The R value is 0.804, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, employee retention can be explained by the independent variable job design. In this case, 0.804 can be explained, which is very large. The standard error of the estimate is .3412 and the adjusted R square value is 0.353. Therefore the square value of .353 implied that job design predicts employee retention; in other words employee retention is dependent on job design by 35.3%

Table 4.24: Correlation matrix between work place policies, work place culture, work place leadership style, job design and employee retention

Correlation of the key variables of work place policies, work place culture, work place leadership style, job design and employee retention

		Work place policies	Work place culture	Work place leadership style	Employee retention
Work place policies	Pearson Correlation	.400(**)	.330(**)	.312(*)	.309(**)

	Sig. (2-tailed)	.009	.009	.009	.009
	N	33	33	33	123
Work place culture	Pearson Correlation	.296(**)	.286(**)	.274(*)	.244(*)
	Sig. (2-tailed)	.009	.009	.009	.009
	N	33	33	33	33
Work place leadership style	Pearson Correlation	.209(*)	.265(*)	.311(*)	.307(**)
	Sig. (2-tailed)	.009	.009	.009	.009
	N	33	33	33	33
Job design	Pearson Correlation	.306(*)	.455(*)	.327(*)	.319(*)
	Sig. (2-tailed)	.009	.009	.009	.009
	N	33	33	33	33
Employee retention	Pearson Correlation	.201(*)	.297(*)	.204(*)	.473(*)
	Sig. (2-tailed)	.009	.009	.009	.009
	N	33	33	33	33

** Correlation is significant at the 0.05 level (2-tailed).

Basing on table 4.19 above, results shows that work place policies, work place culture, work place leadership style, job design and employee retention have a positive significant relationship with employee retention. Work place policies has a correlation coefficient of .400(**); work place culture .330(**) at 0.09 level of significance, work place leadership style .312(**) at 0.09

level of significance and job design has a correlation coefficient of .309(**) at 0.09 level of significance. Therefore, this means that work place policies, work place culture, work place leadership style, job design significantly influence employee retention.

Conclusion

There is a slight deviation between qualitative and quantitative data. Findings however revealed that there is a positive significant relationship between work place policies and employee retention, further more findings revealed that there is a positive significant relationship between work place culture and employee retention, further more findings revealed that there is a positive significant relationship between work place leadership style and employee retention and lastly job design and employee retention are positively significantly related

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the study findings as presented in chapter four, conclusions and recommendations plus areas for further research.

5.1 Discussions.

This subsection looks at the discussion of the findings which are discussed according to the respective research objectives as earlier presented in chapter one.

5.1 Summary of Key Findings

5.1.1: Work place policies and Employee retention

The Pearson correlation coefficient was carried out and the r value was 0.486** indicating that there is a positive significant relationship between work place policies and employee retention at the Rakai Area Development Programme. Regression analysis was also carried out and the adjusted r square was 0.380 indicating that study findings revealed that there a positive relationship between work place policies and employee retention at the Rakai Area Development Programme. This showed that work place policies predict employee retention at the Rakai Area Development Programme.

5.1.2: Work place culture and Employee retention

The Pearson correlation coefficient was carried out and the r value was 0.523** indicating that there is a positive significant relationship between work place culture and employee retention at the Rakai Area Development Programme. Regression analysis was also carried out and the adjusted r square was 0.223 indicating that study findings revealed that there a positive relationship between work place culture and employee retention at the Rakai Area Development Programme. This showed that work place culture predict employee retention at the Rakai Area Development Programme.

5.1.3: Work place leadership style and Employee retention

The Pearson correlation coefficient was carried out and the r value was 0.422** indicating that there is a positive significant relationship between work place leadership style and employee retention at the Rakai Area Development Programme. Regression analysis was also carried out and the adjusted r square value was 0.488 indicating that study findings revealed that there a positive relationship between work place leadership style and employee retention at the Rakai Area Development Programme. This showed that work place leadership style predict employee retention at the Rakai Area Development Programme.

5.1.4: Job design style and Employee retention

The Pearson correlation coefficient was carried out and the r value was 0.333** indicating that there is a positive significant relationship between job design and employee retention at the Rakai Area Development Programme. Regression analysis was also carried out and the adjusted r square value was 0.353 indicating that study findings revealed that there a positive relationship between job design and employee retention at the Rakai Area Development Programme. This showed that job design predict employee retention at the Rakai Area Development Programme.

5.2 Discussions.

This subsection looks at the discussion of the findings which are discussed according to the respective research objectives as earlier presented in chapter one.

5.2.1 Work place Policies and Employee Retention.

Findings revealed that there is a positive relationship between work place policies and employee retention in the Rakai Area Development Programme. Findings revealed that the policies are friendly to some employees and others felt that the policies are pressing them hard hence limiting their performance and progress. The literature similarly revealed that organization should enact good policies that will not demotivate the employees and end up affecting their performance, Amooti (2009)

It was observed that the policy of being sent to an area where somebody cannot easily get acclimatized to the existing conditions presses the employees so hard. Astin (2003) noted that employees should be transferred to areas where they can perform better, this will increase their efficiency. The restructuring process that involves moving employees to new areas affects their performance.

It was observed that the guidelines are clear but some people tend to misinterpret them. The findings are in line with Baron and Greenberg (2003) who urges managers to issue clear guidelines to the employees. Clear guidelines that are well understood can easily be followed.

It was observed that it is a policy that each staff should reside in her parish of work. Vehicles should be parked at 6pm. It was also observed that some parishes are in areas where there is no mobile phone network; no good houses and roads are in a bad state. It becomes worse to access the office during the rainy season. Some of the parishes are very far away and therefore it is quite

difficult to reach the office before 6p.m. The findings are consistent with Bean (2004) who notes that the employers should mind about the living conditions of the employees. This may necessitate improving the hygiene conditions; examples of hygiene factors include bathrooms, lighting, and the appropriate tools for a given job. Employers must utilize positive reinforcement methods while maintaining expected hygiene factors to maximize employee satisfaction and retention.

It was observed that some policies are enacted without putting into consideration the employee concerns. This was similarly observed by Braxton (2000) who noted that is important to first pinpoint the root cause of the retention issue before implementing a program to address it. Once identified, a program can be tailored to meet the unique needs of the organization. A variety of programs exist to help increase employee retention.

5.2.2 Work Place Culture and Employee Retention.

Findings revealed that there is a positive relationship between work place culture and employee retention in the Rakai Area Development Programme. The most notable cultural practice was religious devotion. Everybody at 8.00 am is supposed to report for prayers at the chapel. Take an example, the majority of the employees are Catholics and not born again but are made to attend morning prayers every day at 8.00 am. Durkheim (2001) noted that cultural practices that are harmful should be practiced with caution. These may either directly or indirectly affect organizational performance.

On the other hand it was observed that handling organizational property with care is one of the major cultural practices. It was similarly observed by Dixon (2008) that employees should understand their career path within an organization to motivate them to remain in the organization to achieve their personal career goals. Today's workforce includes a diverse

population of employees from multiple generations. As each generation holds different expectations for the workplace, it is important to understand the differences between these generations regarding motivation and engagement.

It was further revealed that one of the commonest cultural practices is decent dressing. Decent dressing is common within in the organization. The organization encourages morality amongst its staff members. Clungston et.al (2000) states that by implementing and emphasizing morality, short-term and long-term turnover rates will decrease and productivity will increase.

Findings revealed that it is the policy of the organization for its employees to know the community and the environment. Most of the time the employees are with the community members and so they need to know the community well. For organizations and employers, understanding the environment is the first step to developing a long-term retention strategy. Gordon (1999) observes that organizations should understand why employees join, why they stay and why they leave an organization. Ean (2000) notes that understanding why employees stay with an organization is equally as important to understanding why employees choose to leave. Recent studies have suggested that as employees participate in their professional and community life, they develop a web of connections and relationships.

5.2.3 Work Place leadership style and Employee Retention.

Findings revealed that there is a positive relationship between work place leadership style and employee retention in the Rakai Area Development Programme. It was observed that leadership style is not democratic but authoritarian. Under this style, some employees desire to be pushed. Whenever they are not pushed there is delay in delivery of results. The respondent further more

noted that there is gross intimidation of employees hence leaving them to work under pressure all the time. This is consistent with Harris (2007) who noted that leaders who are not fair to the subordinates indirectly drive them out of the organization as they get dissatisfied and quit. It is low satisfaction and commitment that initiates the withdrawal process, which includes thoughts of quitting in search of more attractive alternatives.

Findings revealed that there is a dictatorial kind of leadership style existing in World Vision Rakai Area Development Programme. The leaders depend on rumor, and on the other hand they so much put tribalism at the forefront as well as friendship and forget their designated duties and responsibilities. The findings are in line with Mann (2005) who noted that leaders should be careful not to use dictatorial leadership because it may affect performance. Employees failing to follow directions are usually severely disciplined or given cause for “early retirement” under dictatorial leadership.

It was further observed that some employees have resigned because of bad leadership. Mubiru (2007), notes that a participative leadership style makes employees motivated. However managers resort to dictatorship in order to fulfill their selfish interests. As always, good comment. It is easy to gravitate toward one or two styles (in line with one’s personality) and forget to have a balanced approach. It is hard work and often, bosses do not want to do the hard work.

5.2.4 Job design and Employee Retention.

Findings revealed that there is a positive relationship between job design and employee retention in the Rakai Area Development Programme. Findings further revealed that some roles are not

clear. Sometimes the employees are given unclear roles and responsibilities. This has left many employees discontented. Mullins (2002), notes that the most common reasons for why employees leave are better pay, better hours and better opportunity. These typical answers for leaving, often signal a much deeper issue that employers should investigate further into.

On the other hand it was revealed that the organization has a clear job description that shows employee responsibilities. This is consistent with Mann (2005) who noted that job description is important in an organization. Employers who know their job descriptions and are transparent about the positive and negative aspects of the job, as well as the challenges and expectations do position to perform well.

Findings revealed that management does not allow staff to decide on how to accomplish duties. In most instances management gives directives. The same findings were observed by McDonough (2004) who noted that it's the responsibility of management to give directives and it's the duty of subordinates to follow those directives.

It was revealed that some tasks are allocated on the basis of friendship at Rakai Area Development Programme. This has demotivated some employees and left them dissatisfied. The managers meant to guide are dividing the subordinates as was observed. This is in line with Nsubuga (2000) who notes that employee's relationship with his/her immediately ranking supervisor or manager is equally important to keeping to making an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people. Managers need to reinforce employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to

prepare managers and supervisors to lead and develop effective relationships with their subordinates.

It was further observed that there is no job security in World vision Rakai Development Programme since the jobs are contractual. The workers are threatened with termination on a daily basis by the managers (supervisors). This has created discontent among some members of staff. Mann (2005), notes that job insecurity is a source of employee discontent and dissatisfaction. Employees who are satisfied with their jobs, enjoy their work and the organization, believe their job to be more important, take pride in the company and feel their contributions are impactful are five times less likely to quit than employees who were not engaged. Engaged employees give their organisation crucial competitive advantages, including higher productivity and lower employee turnover.

5.3 Study Conclusions

The researcher concluded that:

5.3.1 Work place Policies and Employee Retention.

Findings revealed that there is a positive relationship between work place policies and employee retention in the Rakai Area Development Programme. Findings revealed that the policies are friendly to some employees and others felt that the policies are pressing them hard hence limiting their performance and progress. It was observed that the policy of being sent to an area where somebody cannot easily get acclimatized to the existing conditions presses the employees so hard. It was observed that it is a policy that each staff should reside in her parish of work. Vehicles should be parked at 6pm. It was also observed that some parishes are in areas where

there is no mobile phone network; no good houses and roads are in a bad state. It becomes worse to access the office during the rainy season. Some of the parishes are very far away and therefore it is quite difficult to reach the office before 6p.m. It was observed that some policies are enacted without putting into consideration the employees concerns.

5.3.2 Work Place Culture and Employee Retention.

Findings revealed that there is a positive relationship between work place culture and employee retention in the Rakai Area Development Programme. The most notable cultural practice was religious devotion. On the other hand it was observed that handling organizational property with care is one of the major cultural practices. It was further revealed that one of the commonest cultural practices is decent dressing. Findings revealed that it is the policy of the organization for its employees to know the community and the environment.

5.3.3 Work Place leadership style and Employee Retention.

Findings revealed that there is a positive relationship between work place leadership style and employee retention in the Rakai Area Development Programme. It was observed that leadership style is not democratic but authoritarian. Under this style, some employees desire to be pushed. Whenever they are not pushed there is delay in delivery of results. There is gross intimidation of employees with dismissal threats hence leaving them to work under pressure all the time. It was further observed that some employees have resigned because of bad leadership.

5.3.4 Job design and Employee Retention.

Findings revealed that there is a positive relationship between job design and employee retention in the Rakai Area Development Programme. Findings further revealed that some roles are not clear. Sometimes the employees are given unclear roles and responsibilities. On the other hand it was revealed that the organization has a clear job description that shows employee responsibilities. Findings revealed that management does not allow staff to decide on how to accomplish duties. It was further revealed that some tasks are allocated on the basis of friendship at Rakai Area Development Programme. This has demotivated some employees and left them dissatisfied. It was observed that there is no job security in World vision Rakai Development Programme since the jobs are contractual. The workers are threatened with termination on a daily basis by the managers (supervisors).

5.4 Recommendations

The recommendations below were made on the basis of research objectives as provided in chapter one. The researcher recommended that:

5.4.1 Work place Policies and Employee Retention.

There is need to design policies that are employ friendly or socialization policies. Socialization practices delivered via a strategic on boarding and assimilation program can help new employees become embedded in the organisation and thus more likely to stay. Research has shown that socialization practices can help new hires become embedded in the organisation and thus more likely to stay. These practices include shared and individualized learning experiences, activities that allow people to get to know one another. Such practices may include providing employees with a role model, mentor or trainer or providing timely and adequate feedback. Policies that

limit employ accessibility to organization property like vehicles should be discarded. The employees should be trained on how to handle

5.4.2 Work Place Culture and Employee Retention.

The organization should strengthen the culture of training. Providing ample training and development opportunities can discourage turnover by keeping employees satisfied and well-positioned for future growth opportunities. In fact, dissatisfaction with potential career development is one of the top three reasons employees (35%) often feel inclined to look elsewhere. if employees are not given opportunities to continually update their skills, they are more likely to leave. Those who receive more training are less likely to quite than those who receive little or no training. Employers that fear providing training will make their employees more marketable and thus increase turnover can offer job specific training, which is less transferable to other contexts. Additionally, employers can increase retention through development opportunities such as allowing employees to further their education and reimbursing tuition for employees who remain with the organisation for a specified amount of time.

5.4.3 Work Place leadership style and Employee Retention.

Managers need to reinforce employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to prepare managers and supervisors to lead and develop effective relationships with their subordinates. Executive coaching can help increase an individual's effectiveness as a leader as well as boast a climate of learning, trust and teamwork in

an organization. There is also need to encourage supervisors to focus on retention among their teams; organizations can incorporate retention metric into their organization's evaluation.

5.4.4 Job design and Employee Retention.

The organization needs to start by defining their culture and identifying the types of individuals that would thrive in that environment. Employers that are transparent about the positive and negative aspects of the job, as well as the challenges and expectations should be recruited. Organizations that don't have the time or have limited resources can outsource employee retention programs to specialists. World Vision can hire third party specialists to pinpoint the root causes of their workforce challenges. By identifying the root causes, customized action plans can be tailored to fit your organization's need to and create a retention program customized to your organization.

Pay levels and satisfaction are only modest predictors of an employee's decision to leave the World Vision; however rewards were found satisfactory in World Vision. However pay bonuses can lead the market with a strong compensation and reward package as 53% of employees often look elsewhere because of poor compensation and benefits. World Vision can explicitly link rewards to retention (i.e. vacation hours to seniority, offer retention Bonus payments or employee stock options, or define benefit plan payouts to years of services.

5.5 Limitations to the study

The researcher is studying one case; therefore the results cannot be generalized to other cases. However, the researcher encountered some limitations during the study especially when it came to interviewing some respondents. Some were not willing to give information and at some

instances, the researcher had to wait till late in the evening when the respondents are through with their work so as to interview them. For the key informants, given their busy schedules, some interviews were rescheduled to fit their timetables, but these also sometimes failed. The research took slightly long to conduct particular interviews which delayed the study. Costs to and fro movements were costly. There was also a problem of absenteeism of some staff members and support staff members since were in the field with the community beneficiaries. Therefore collecting data from them through the questionnaires proved to be a big challenge. Some respondents simply failed to complete the questionnaires because of sheer laziness. In this case, time factor was the main limitation. Some interviews had to be done over the phone because of non-availability of certain key personnel at certain periods.

The researcher managed these problems by making a through sensitization of respondents on the importance and significance of the study. The Uganda Management Institute introductory letter also helped to allay any fears and doubts among some respondents. Efforts were made to maintain confidentiality of the responses. The absenteeism of the top administrators was tackled by frequent visits to the head offices of World Vision- Uganda.

5.6 Areas for further Research

1. There is need to carry out a research on managing human resources: productivity, quality of work life
2. There is need to carry out a study on reward systems and employee retention in NGOs in Uganda

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**APPENDICES:
APPENDIX (i) QUESTIONNAIRE**

QUESTIONNAIRE FOR TOP ADMINISTRATORS, STAFF AND SUPPORT STAFF

My name is Charity Namara Baguma a student of Masters in Institutional Management and Leadership at Uganda Management Institute. In partial fulfillment of the requirements for the degree, I am required to conduct a research in an area of my interest. My interest in this study is to evaluate the **organizational factors influencing employee retention at the Rakai Area Development Programme of the World Vision-Uganda**. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. After filling out the questionnaire, put in the provided envelop and seal it and return to me.

Your participation in this study is entirely voluntary. Your consent to participate is implied by your decision to complete this questionnaire. I greatly appreciate your assistance in this exercise.

If you have any questions or concerns about being in this study or any other questions, contact me on telephone 0782340495.

Thank you for your cooperation.

SECTION A BIO-DATA

Please tick in the column below the specified variable.

-	18-28	29-35	36-50	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

Instructions from question 1-46 tick the number that best indicates your opinion on the questions using the following scale.

Scale	1	2	3	4	5
	Strongly disagree	Disagree	Not sure	agree	Strongly agree

SECTION B

WORK PLACE POLICIES

		1	2	4	
1.	The principle set by the management at the Rakai Area Development programme of the World Vision are employee friendly				
2.	The guidelines set by the management at the Rakai Area Development programme of the World Vision are employee friendly				
3.	The rules and regulations set by the management at the Rakai Area Development programme of the World Vision are employee friendly				
4.	The protocol used to guide decision making at the Rakai Area Development programme of the World Vision is employee friendly				
5.	The work place policies have not been an obstacle to me since I joined this organisation				

WORK PLACE CULTURE

		1	2	4	5
6	World Vision has a good work place culture				
7	I fitted in well in this culture when I joined				

8	I have not complaints against the existing work place culture					
9	There is a clear promotion policy based on equality in World Vision					
10	There is a clear reward policy based on equality in World Vision					
11	There is no well-designed and widely shared recruitment policy in World Vision					
12	The organization values favor all workers when it comes to work.					
13	The organization norms favor all workers when it comes to work.					
14	There is a belief in World Vision that men and women should compete for the organization jobs on equal grounds					
15	The working language used at the Rakai Area Development programme of the World Vision favors both sexes in the organization					
16	The organization system aims at promoting the values of both male and female employees					
17	The culture of the organization has been created through communication, symbols, and competing metaphors.					

WORK PLACE LEADERSHIP STYLE

		1	2	4	5
18	The management employees autocratic leadership in managing the organisation				
19	The management employees democratic leadership in managing the organisation				
20	The management employees dictatorial leadership in managing the organisation				
21	The management employees laissez faire leadership in managing the organisation				
22	The leaders are fair and impartial with subordinates				
23	The leaders help the subordinates to operate as a team				
24	The leaders emphasize the importance of quality				
25	The leaders focus on opportunities not problems.				
26	The leaders always make sure staff understands all work place policies and procedures.				

JOB DESIGN

		1	2	4	5
27	The responsibilities allocated to each employee are clear				
28	The duties allocated to each employee are clear				
29	I demonstrate each task involved in doing the job.				
30	The management allows the staff to decide how to accomplish the duties				
31	I schedule and coordinate work in a manner which ensures efficiency and productivity				
32	There is job rotation in at the Rakai Area Development programme of the World Vision				
33	There is job enrichment at the Rakai Area Development programme of the World Vision				
34	Tasks are explained before being allocated				
35	The employees recruited are given proper induction training				
36	The employees are allocated tasks according to the level of skills and experience				
37	The employees are aware of their roles				

SECTION C
EMPLOYEE RETENTION

		1			4	5
38	The employees rarely resign at the Rakai Area Development programme of the World Vision					
39	The employees rarely leave their job voluntarily for other jobs outside in World Vision					
40	Employee transfers are not common at the Rakai Area Development programme of the World Vision					
41	The employees know who they are supposed to report to					
42	The employees receive proper instructions from their bosses					
43	Tasks are allocated to employees according to their ability					
44	There is proper supervision of tasks at the Rakai Area Development programme of the World Vision					
45	Well performing employees are recognized					
46	World Vision extends to its employees non-monetary rewards					

APPENDIX (ii):

INTERVIEW GUIDE FOR TOP ADMINISTRATORS, STAFF AND SUPPORT STAFF

1. When did you join World Vision-Uganda?
2. What is your current position in this organization?

Work Place Policies

3. What are some of the work place policies that exist at the Rakai Area Development programme of the World Vision?
4. Comment on the negative side of these policies?
5. How have these policies contributed to employee turnover at the Rakai Area Development programme of the World Vision?
6. How best can World vision improve on these policies?

Work Place Culture

7. Describe briefly the work place culture at the Rakai Area Development programme of the World Vision?
8. Comment on the negative side of the culture?

9. How has the culture contributed to employee turnover at the Rakai Area Development programme of the World Vision?

10. How best can World vision improve on the existing work place culture?

Work Place Leadership Style

11. Describe briefly the type of leadership style employed at the Rakai Area Development programme of the World Vision?

12. Comment on the positive and negative side of this leadership style?

13. How has the leadership style contributed to employee turnover at the Rakai Area Development programme of the World Vision?

14. How best can World vision improve on the existing leadership style?

Job Design

15. How clear are the responsibilities and duties allocated to you

16. What kinds of tasks are given to you by management

17. What is the basis of allocating somebody a task at the Rakai Area Development programme of the World Vision

18. Comment on the fact that the management labors to make you aware of the responsibilities

19. Comment on the fact that the tasks allocated to you are clear

20. To what extent can we say that job rotation method adopted by World Vision is employee friendly

21. Comment on the fact that there is job security in World Vision

APPENDIX (iii):

1. World Vision HR Manual will be reviewed
2. World Vision Annual Reports will be reviewed
3. The Rakai Area Development Programme Annual Reports and Quarterly Reports will be reviewed
4. Master Thesis will be reviewed
5. Articles
6. Minutes of Meetings

APPENDIX (iv):

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN 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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size
“S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.