

**ORGANISATIONAL POLITICS AND EMPLOYEE RETENTION IN SELECTED
DISABLED PEOPLE'S ORGANISATIONS IN UGANDA**

BY

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**A DISSERTATION SUBMITTED TO THE HIGHER DEGREES DEPARTMENT IN
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DECLARATION

I, Juliet Namagulu declare that this research report is my original work and has to the best of my knowledge, never been submitted for the award of a degree or any other award in a University or other institutions of higher learning. All the work is original unless otherwise stated.

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APPROVAL

This report has been submitted to Uganda Management Institute for examination with our approval as supervisors

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Date

DEDICATION

This book is dedicated to my dear parents Mr. & Mrs. Naddumba who laid a foundation for my education, without it, I would not have been what I am today. I am grateful for their mentorship; encouragement and financial support which has enabled me accomplish my studies. I cannot find a gift perfect enough to thank my parents but only pray that God abundantly blesses and rewards them.

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LIST OF ACRNOYMS

BOD	Board of Directors
DPOs	Disabled People’s Organizations
ESAU	Epilepsy Support Association of Uganda
LAPD	Legal Aid for Persons with Disabilities
MHU	Mental Health Uganda
NGOs	Non-Governmental Organizations
NUDIPU	National Union of Disabled Persons in Uganda
NUWODU	National Union of Women with Disabilities in Uganda
SPSS	Statistical Package for Social Scientists
UPACLED	Uganda Parents Association of Children with Learning Disabilities
USDC	Uganda Society for Disabled Children

ABSRTACT

The purpose of the study was to investigate the effects of organizational politics on employee retention in selected Disabled People's Organizations in Uganda. The problem of the study was low employee retention as a result of organizational politics in Disabled People's Organizations in Uganda. Disabled People's Organizations were faced with rampant labour turnover, leading to a loss of competent and committed human resource. In response, Disabled People's Organizations decided to improve salary packages offered to their employees. Regardless of the efforts, labour turnover persisted thus threatening the performance and survival of Disabled People's Organizations in Uganda (NUDIPU, 2011). The following specific objectives guided the study: i) to find out the effects of influence on employee retention in Disabled People's Organizations in Uganda and ii) to assess the effects of power on employee retention in selected Disabled People's Organizations in Uganda. The study used a cross-sectional survey research design in six selected Disabled People's Organizations. A sample of 76 respondents was selected using simple random sampling, purposive sampling for key informants and snow ball sampling for former workers of these organizations out of which a 53% response rate was received. The methods used to collect the data were questionnaire survey method and interviewing method. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Quantitative analysis mainly consisted of descriptive statistics (frequencies and percentages) and inferential statistics (spearman correlation coefficient of determination). The study findings indicated that influence had a negative and insignificant effect on employee retention with a correlation coefficient of $r = -0.013$ with a significance $p = .945$ while power had a positive and insignificant effect on employee retention as indicated by the correlation coefficient of $r = .209$ with $p = .255$. Thus, it is concluded that both influence and power did not significantly affect employee retention in Disabled People's Organizations in Uganda. Basing on the study findings, it was recommended that the management of Disabled People's Organizations should focus on boosting salary and non-monetary benefits such as setting up opportunities for promotions on merit to give staff a clear path for career growth, management should design or move towards a programme based structure instead of a project based. In addition, board members should trust staff in top management to lead Disabled People's Organizations, since they have the experience and have been recruited to manage the organizations. This will thus enhance retention in the organizations.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Employee retention is at the center of long term survival of all organizations especially in this era of stiff competition. Consequently, all organizations are looking for ways in which to enhance the stability of their employees. This study was intended to investigate the effects of organizational politics on employee retention in selected Disabled People's Organizations (DPOs). Organizational politics was perceived as the independent variable. The dimensions of organizational politics were influence and power. The dependent variable was employee retention and its dimensions were average length of service and number of employees leaving per year. The six DPOs selected for this study included; NUDIPU, NUWODU, LAPD, MHU, USDC and UPACLED. These were selected because they had a moderately bigger workforce to participate in the study. This chapter presents the background to the study, statement of the problem, the general objective, specific objectives, research questions, research hypothesis, the scope of the study, the significance, justification and operational definition of the terms.

1.2 Background to the Study

In the background to the study, there are a number of approaches that have been developed. Amin (2005), contends that the researcher will develop the background of the study based on four perspectives namely the historical, theoretical, conceptual and contextual perspectives (as cited in Barifaijo, Basheka, and Oonyo, 2010). Therefore for purposes of this study, the researcher decided to use Amin's approach.

Historical perspective

In the last decade, the growth of Non-Governmental Organizations and Civil Society Organizations has rocketed. Non-Governmental Organizations have increasingly come to play a significant role in providing essential services for the development of society (Ya-anan and Bunchapattansukda, 2011). These organizations are one type of institutions that provide employment opportunities in addition to the private sector and government institutions. Yared (2007), asserts that one of the major factors that determine the success of NGOs is the availability of committed, efficient and effective human resource. For that matter, any organization to achieve its goal needs staff that are competent enough to execute their responsibilities in a professional manner and are dedicated to the organizational objectives.

The origin and extent of organizational politics are not known, but surely the ancient Greeks and Romans were masters of political intrigue before Machiavelli's *The Prince* (1537/1952) (Vredenburg and Fossen, 2010). Dale (1936), recognized office politics as a reason for success in business and more recently suggested that politics is not only a natural and pervasive part of life but also an activity important to success within many organizations (as cited in Vredenburg and Fossen, 2010). For over four decades, managerial theory and practice have been preoccupied with issues related to power, influence and politics in organizations (Drory and Vigoda-Gadot, 2009).

Drory and Vigoda-Gadot (2009), also argue that the politics of management and management of politics in the workplace have received a great deal of attention due to their image of pervasiveness, mystery and potential benefits for those who know how to use them in the struggle over resources. Thus, organizational politics is basically used to meet individual interests and out compete others

in the work arena. In his earlier write up on organizational politics, Vigoda (2003), described organizational politics as the unique domain of interpersonal relations in the workplace. Its main characteristics are the readiness of people in their effort to influence others and secure personal or collective interests or alternatively, to avoid negative outcomes within the organization (Drory and Vigoda-Gadot, 2009). Thus implying that organizational politics in organizations is intended to fulfill personal interests and use it to gain advantage over competitors.

The issue of retention dates back from the early 1900s when industrial engineers and industrial psychologists attempted to ascertain the major reason behind employees' level of interest in various jobs (Ferris, 1989 as cited in Kyohairwe, 2012). In the early 20th century, businesses were founded and greatly survived on their ability to access financial capital. By mid-20th century, there was growing awareness that it is the people and inspiration, knowledge and creativity they bring that creates competitive advantage. In the 21st century, retention of human resource is a concern in most organizations. It has moved to a strategic level to address new methods of attraction and retention in light of the global trends. Companies today are facing a high turnover rate of their valuable employees (Wayne, 1998). While others leave for competitive rewards, others may leave for job security, career developments and others find it impossible to deal with the political behavior in their organizations. All this imposes costs of recruitment, training, loss of trade secrets, corporate image and poor succession planning (Wayne 1998 as cited in Kyohairwe, 2012).

Theoretical Perspective

The assumptions of French and Raven (1959) theory on power formed the basis of this study. This theory is one of the most influential theories on power. French and Raven attempted to determine

the bases of power leaders use to influence others. The bases included: coercive, reward, legitimate, referent and expert power (Lunenburg, 2012). This theory deals with the perception of power and how to use all five bases of power to enhance willingness to perform and bring about compliance. In this theory, power is the capacity to influence others (Turner, 2005). Therefore power is attained when someone has the ability to control resources such as rewards, control, negative and positive outcomes and information that are desired, valued and needed by others and which makes them dependent on the influencing agent for satisfaction of their needs or reaching their goals.

According to Lunenburg (2012), expert and referent power are more strongly related to organisational commitment, job satisfaction and job performance unlike coercive, reward and legitimate power. However, the various sources of power should not be thought of as completely separate. Hence all the five bases of power according to this theory should be possessed by a manager to enhance efficiency and effectiveness in the organisations. This theory therefore, deals with the perception of power and how to use all five bases of power to enhance willingness to perform and bring about compliance. Power theory is therefore meant to explain the existing organisational politics and how it hinders employee retention in Disabled People's Organisations.

Conceptual Perspective

Organizational politics is an inescapable and intrinsic reality (Ram and Prabhakar, 2010). The struggle for resources, the conflict that arises when critical decisions need to be made and the need to get over one another for one's survival in a competitive market has made the existence of politics

very common in the work arena. Kacmar et al (1999), defines organisational politics, as that which involves actions by individuals, which are directed towards the goal of furthering their own self-interests without regard for the wellbeing of others or their organization (Sowmya and Panachanatham, 2011). For purposes of this study, organizational politics was operationalized as intentional use of power to influence decisions in an organization to achieve individual or organizational goal. Organizational politics was therefore assumed to manifest through power and influence.

Vigoda (2003), argues that both politics and power are a significant part of human behavior as they affect the ability to secure one's goals and interests in the social system. Hence is often the reason organizational politics affects retention of employees in organizations since it entitles use of both power and influence to attain a personal goal. Managers will always use their power and influence to ensure that staff comply and this is always accompanied by a reward or punishment to employees for complying or defying instructions given. Depending on the circumstances in which the reward is given, it may create tension between managers and workers which could result in increased turnover.

Quick and Nelson, (2009), refers to influence as the process of affecting the thoughts, behavior and feelings of another person. That other person could be the boss (upward influence), an employee (downward influence) or co worker (lateral influence). Therefore for purposes of this study, influence referred to relationships directed towards achieving personal or organizational goals. Relations at work are key to promoting organizational politics and could as well promote or distort employee retention. In an attempt to attract and retain key employees, every organization

has its own retention strategies to ensure that there is job satisfaction and motivation of staff which creates competition with other organizations. The existence of organizational politics and the use of power to steer organizational politics in Disabled People's Organizations, were presumed to affect retention of employees.

Worldwide retention of employees has been of serious concern to managers in the face of the ever increasing high rate of employee turnover (Samuel and Chipunza, 2009). Employee retention was operationalized as average length of service and number of employees leaving per year. Power for purposes of this study, referred to the ability to influence others to work for you with the intention of meeting a goal by controlling, providing or denying the other a reward for their actions. Quick and Nelson (2009), comment that power is an exchange relationship and occurs in transactions between an agent and target. Thus involves a give and take situation. When an individual has power h/she is in position to influence as well as authorise other people with the intention of attaining whatever h/she desires to have.

Contextual Perspective

National Union of Disabled Persons in Uganda (NUDIPU) was formed in 1987 to unite the membership of National Association of the Blind (NAB) and National Association of the Deaf (NAD) the two DPOs that existed at that time. In the last ten years, the number of organizations has continued to soar with eight currently registered with NUDIPU and several district level community based organizations (ADD, 2009).

Majority of their human resources comprise of disabled employees with a variety of academic backgrounds and who have received on job training which has enabled them attain their professional and work experience from these organizations. This is because most of the staff with disability were not in position to access employment in the mainstream labor market due to stereotypes bone by both public and private employers on the potential of PWDs (ADD, 2009). As a result, PWDS have been left to struggle for employment within their own organizations a tendency that has created ground for political behavior exhibited in Disabled People's organizations as a strategy by staff to retain their positions (NUDIPU, 2011).

Further still resistance to change (NUDIPU, 2011), has also escalated political behavior such as gossip, formation of cliques which has distorted the progress of change in these organizations resulting in job dissatisfaction and emotional fatigue thus has forced these organizations to wrestle with retention challenges. Most of these organizations derive their financial sustainability from a few donor organizations and their desire to acquire funds to implement project activities and sustain donor relationships has made them more competitive escalating into inter DPO politics (NUDIPU, 2011). It was on this basis that the study investigated the effects of organizational politics on employee retention in selected Disabled People's Organizations.

1.3 Statement of the Problem

In today's work era, many organizations are facing a challenge of competition characterized by high turnover rate of employees. Yared (2007), asserts that one of the major factors that determine the success of NGOs is the availability of competent and committed human resources. Disabled

People's Organizations in Uganda were faced with rampant turnover rates thus affected staff performance (NUDIPU, 2011).

In an effort to enhance employee retention, Disabled People's Organizations decided to focus at improving remunerations to employees through provision of attractive salary packages, offered on-monetary rewards like health insurance, provided training and development opportunities to improve knowledge base (NUDIPU, 2007). Regardless of their efforts, labour turnover persisted as evidenced by the increased work load and low commitment of employees which adversely affected their quality of work (NUDIPU, 2007). Organizational politics also affected employees' commitment to work as evidenced by the continued abuse of power by leaders in the organizations. Some leaders used their power to misuse organizational resources which affected implementation of activities, hindered employee performance which resulted into frustration of employees (Annual Report, 2009). However, the influence of organizational politics on employee retention in Disabled People's Organizations had apparently not been studied and documented. Hence, this study was meant to assess the effects of organizational politics on employee retention in Disabled People's Organizations in Uganda.

1.4 General Objectives of the Study

The objective of the study was to investigate the effects of organizational politics on employee retention in selected Disabled People's Organizations in Uganda.

1.5 Specific Objectives of the Study

1.5.1 To find out the effects of influence on employee retention in selected Disabled People's Organizations in Uganda.

1.5.2 To assess the effects of power on employee retention in selected Disabled People's Organizations in Uganda.

1.6 Research Questions

1.6.1 What is the effect of influence on employee retention in selected Disabled People's Organizations in Uganda?

1.6.2 What is the effect of power on employee retention in selected Disabled People's Organizations in Uganda?

1.7 Hypotheses of the study

1.7.1.1 Influence has a significant effect on employee retention in selected Disabled People's Organizations in Uganda.

1.7.2 Power has a significant effect on employee retention in selected Disabled People's Organizations in Uganda.

1.8 Conceptual Framework

Figure 1 below is a conceptual framework highlighting factors that affect employee retention in selected Disabled People's Organizations in Uganda, having organizational politics as the major cause. The independent variable was organizational politics and its dimensions were influence and power. Employee retention was the dependent variable and its dimensions included; average length

of service by employees and number of employees leaving per year. The conceptual frame gives a clear picture on what the research is about and also helps management of DPOs identify the current effect on employee retention in their organizations.

I.V

D.V

Organizational Politics

Power

Employee Retention

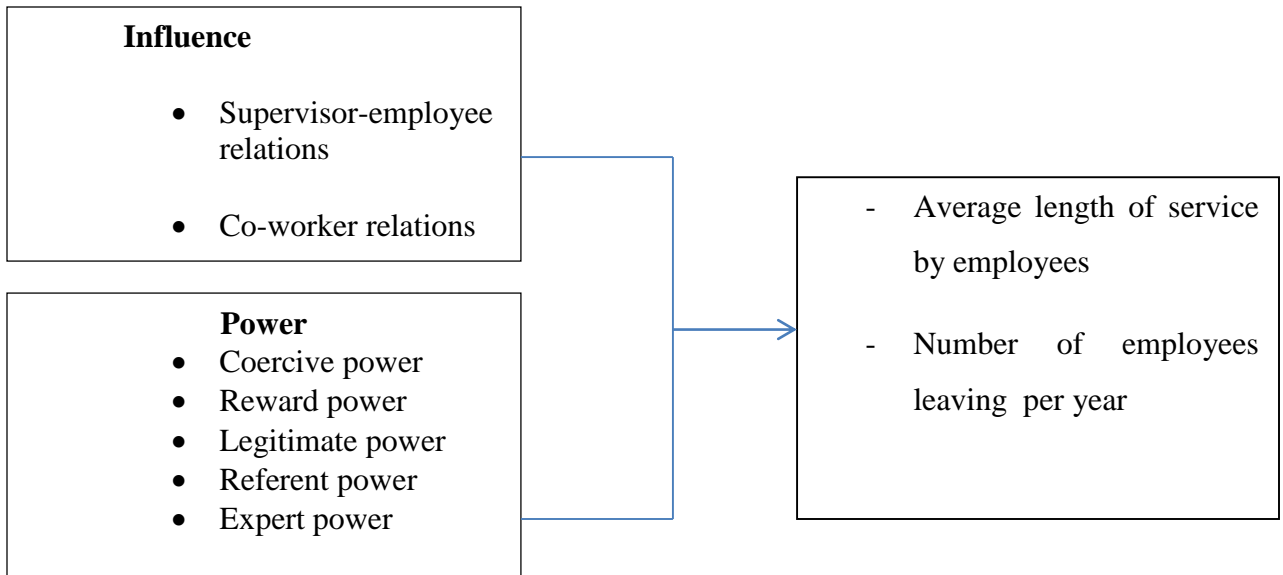


Figure 1: Conceptual Framework: Effect of Organizational Politics on Employee Retention in Disabled people’s Organizations in Uganda.

Source: Adopted from French and Raven (1959) theory on power and modified by the researcher.

Figure 1 shows that organisational politics may affect employee retention. For instance influence which has been operationalised as work relations can constrain employee retention. This can be as a result of poor supervisor-employee work relations within the organisation, characterised by unethical behavior such as withholding vital information, insubordination or mistreatment. This causes fatigue or work related stress which may escalate into conflict between the supervisor and employee resulting into voluntary or involuntary exit of employees from the organisation.

The above figure, also shows how power may affect employee retention. For instance reward power if used unfairly, whereby employees are denied pay or are not recognised for their competence, will steer tension among employees which will force them to act in a way they deem appropriate such as leaving the organisation for another organisation offering competitive pay as well as non monetary rewards such as recognition, transport, health insurance just to mention but a few. Thus the desire to have motivating factors such as those mentioned above influence an employee's length of service in an organisation.

1.9 Significance of the Study

Organizational politics has become a major hindrance on employee retention in DPOs. Therefore, the study findings may help Disabled People's Organizations understand the effects of organizational politics on employee retention and thus guide the managers in influencing appropriate and productive organizational politics as well as strategies that will enhance retention of employees in the organizations. The findings of the study will also add to the existing body of knowledge on organizational politics retention of employees which will be used by academicians, scholars and researchers to identify gaps for future research.

1.10 Justification of the study

Employee retention especially for competent employees is a key challenge in most organizations today. Many organizations take various strategies to ensure their employees do not leave them. However, despite all this effort, labor turnover persists. This research was therefore aimed at assessing whether organizational politics affect employee retention. The study was also useful to

the researcher because it was carried out with the intention of acquiring a masters degree in management studies from Uganda Management Institute.

1.11 Scope of the Study

Geographical Scope

The research was conducted in six Disabled people's Organizations within Kampala and Wakiso districts. The study involved the top management, middle managers and support staff from the administrative and programme departments. Former employees who worked with these organizations during the period under study (2008-2011) were also included since they were deemed resourceful in providing information that affected employee retention during the period under review.

Time Scope

The study covered five year (2008 - 2011) period because it was the period during which Disabled People's Organizations in Uganda experienced a high labor turnover (NUDIPU Evaluation REPORT, 2011).

Content Scope

The study limited its scope to assessing the effect of organizational politics on employee retention in selected Disabled People's Organizations. The study focused on organizational politics as the independent variable with emphasis on two dimensions that is; influence and bases of power

namely; coercive, reward, legitimate, expert and referent power. The dependent variable was employee retention.

1.12 Operational Definitions

Organizational Politics referred to the intentional use of power to influence decisions to achieve individual or organizational goals.

Influence: influence in the study, referred to relationships directed towards achieving personal or organizational goals.

Supervisor-employee relations referred to the work relationship between the manager and employee.

Co-worker relations referred to the work relationship among the employees of the organizations.

Power: Power for purposes of this study referred to the ability to influence others to work with the intention of meeting a goal by controlling, providing or denying the other rewards for their actions.

Coercive power referred to the ability to use power to influence people using threats and punishments.

Reward Power referred to the ability of a manager to reward an employee in exchange for compliance.

Legitimate Power referred to the ability of a manager to use position of power to influence employees.

Expert Power referred to an individual's ability to use expertise and knowledge to influence a target.

Referent Power referred to influence based on possession by an individual of desirable personal traits.

Employee Retention in the study, referred to practices put in place by management to ensure that competent employees are kept in the organization for a long time.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Staff retention is a managerial challenge every manager in an organization experiences. In most cases, staff members override importance of other factors. This is because staff members are flexible and hard to find. This makes it necessary that once found, efforts should be made to retain them (Porter, 1973 as cited in Acayo, 2012). This chapter is a review of literature on the effects of organizational politics and power on employee retention in selected Disabled People's Organizations in Uganda. The chapter covers theoretical review, related literature review on the study and finally the summary of the literature review. Related literature is discussed based on two specific objectives of the study.

2.1 Theoretical Review

Several scholars have developed a number of theories on power but the current researcher decided to choose on one theory that is; French and Raven (1959) theory on power, which was considered suitable and relevant for this study. French and Raven theory on power defines power as the potential to influence and influence is power (Turner, 2005). The basic idea with this theory is that power is attained through control of resources, (positive and negative outcomes, rewards, costs and information etc) that are desired, valued or needed by others. This makes the target dependent on the influencing agent for the satisfaction of their needs or reaching their goals.

In the theory, French and Raven developed five bases of power which were used in describing why organizations work as they do (Stichman, 2002). It describes and explains how people, usually supervisors, use influence and power effectively in numerous organisational setting. For example; teachers influencing students, doctors influencing patients and managers influencing workers. The theorists claim that people will exert more effort at work if they believe that they have power and

if another person perceives them as having it. Therefore, doing so will help them achieve rewards which will motivate employees to remain committed to their jobs.

The five bases of power developed by French and Raven were; coercive and reward power which were originally defined by using tangible rewards and physical punishments or threats of punishments. The authors noted however, that personal rewards and punishments, such as expressions of approval or rejection, can be a source for great reward or coercive power. The third base of power is legitimate power which was explained as an obligation power in which people comply because they have the obligation to do so. Hence, legitimate power focuses on reciprocity, equity and responsibility. The fourth and fifth power, French and Raven, elucidates are expert and referent power. These two bases of power were defined in only a positive form. For the case of expert and referent power, people do what they are told to do if they acknowledge the expertise of the influencing agent or if they respect him or her. However sometimes people do the opposite even if they recognize the influencing agent's expertise or if the person is unattractive (Raven, 1993 as cited in Stichman, 2002). Such a theory is a clear explanation of how power is used by managers or leaders in an organizational setting to influence subordinates.

Therefore, People view power as achieving some degree of control over others or resources or may see the power as a reward and informational, henceforth, fortify feelings of competence and self-determination. The researcher appreciates the authors' contribution but this theory may not apply to every person. Some people may possess only one or two of the five types mentioned which are used to ensure compliance from their target but certainly not all five powers.

2.2 Related Literature

Related literature covered organizational politics, power and how they affect employee retention.

2.2.1 Organizational Politics and Employee Retention

There is too much wrangling and maneuvering going on in today's workplace and whether you hate it, practice it or avoid it, office politics is a fact of life in any organization (Kabuye, 2012). Ferris and Kacmar (1992), acknowledge that behaviour in and of organizations is often political in nature. There are different interpretations and definitions of politics that have been cited by several writers (e.g. Drory, Romm, 1993; Ferris, Kacmar 1992 as cited in Vigoda, 2000). However, recent literature has a distinguished approach to define organizational politics. Daft (2007), defines organizational politics as a self-serving behavior. This definition emphasizes the self-serving behavior of politics and the involvement in activities that are not sanctioned by the organization.

Similarly, Greenberg and Baron (1997), describe organisational politics as those actions not officially approved by an organisation taken to influence others to meet one's personal goals (as cited in Curtis, 2003). Some of these personal benefits may be access to tangible assets like company vehicles, computers and non tangible benefits like status or pseudo authority that influences behavior of others. Hence, members of the organization use power to swing decisions to their favour (Drory and Romm, 1990). Therefore, why would employees perceive their work environment to be political charged?

Employees will perceive their work environment to be politically charged if they believe that they lack information about organisational objectives, job responsibilities, outcomes of job

performance, resources are limited in their workplace such as pay rise and promotions, and trust levels are low among organisational members (Poon, 2003 as cited in Curtis, 2003). In such situations, managers usually try to influence decisions by using power in order to protect or further their own interest (Tonn, 1978; Daft, 2007). To be effective at managing organisational politics, managers need to know and understand the dynamics of organisational politics. Of all the functions a manager performs, handling politics within an organisation is complex. This is due in part, to the fact that organisational politics is not about acquiring better pay or promotion but rather attain greater power or control for its own end or disrepute a competitor (retrieved from wikipedia, 2013). For example, Pfeffer (1992), suggests that organisational politics is carried out to acquire, enhance, and use power and other resources to obtain preferred outcomes in a situation where there is uncertainty and disagreement.

Also, politics creates a balance between those who have the power and those who lack it, improves organization's flexibility and ability to deal with a changing environment, prevents stagnation of the organizational units, sometimes promotes growth and rejuvenation, prevents group-thinking and may enrich decision making processes (retrieved from Wikipedia, 2013). This therefore implies that organizational politics is not only looked at as dysfunction but can also be considered functional since it assists organizations to attain their goal.

Organizational politics is mainly known to be a demotivating factor at the workplace. For instance employees feel demotivated if a non-performer can be the apple of his boss's eye simply due to politics. Employees playing politics always look for an opportunity to tarnish the image of their fellow workers. Employees feel demotivated when they are not rewarded suitably or someone who

has not worked hard gets the benefits due to mere politics. Demotivation of employees is an outcome of labor turnover. Losing employees is costly in terms of the impact it has on organizational morale because those that remain behind, may also feel demotivated and follow suit. It is therefore, unquestionable that organizational politics has an effect on employee retention. The soaring retention levels are proving to be a challenge for disabled people's organizations and should be addressed by management through provision of appropriate strategies to enable employees enjoy their work.

2.2.1.1 Influence and Employee Retention

Influence refers to the ability to use social forces to affect the behavior of others. According to Quick and Nelson (2009), influence involves the process of affecting the thoughts, behaviors or feelings of another person. The other person could be the boss (upward influence), an employee (downward influence) or coworker (lateral influence). Influence tactics are strategies that workers can use to achieve certain outcomes (Robbins, 2009). These tactics are basically used for several reasons such as; requesting for help, approval, resources, political support, favor in performance evaluation and being rewarded say with a promotion. To attain the above mentioned reasons, good work relations are required between the employer and employee. Hence, in this study, influence was looked at as supervisor-employee relation and co-worker relation. Gebremedhin (1999), claims that best performance is realized when workers are motivated and working under appropriate work relations with both supervisors and coworkers (as cited in Acayo, 2012).

Corpuz (2002), argues that influence resembles power however, tends to be more subtle and indirect. Influence is a major factor in organizational politics since it is mainly concerned with

building relationship between two parties. Interpersonal relation is frequently used as a general term to describe the ways in which managers and employees interact with each other. When employee management stimulates more and better work, the organization has effective human relations (Greenberg, 2005 as cited in Kyohairwe, 2012). Ferris and King (1991), agree with Greenberg's argument and predicated that the use of influence in organizations is positively related to the manager's positive attitude towards his/her employees. (i.e. the more an employee uses influence in an organization, the more his/her performance is appreciated). The relationship between direct supervisors and workers is a key factor in employee satisfaction (Putman, 2002 as cited in Kyohairwe, 2012). Therefore good interpersonal relations are important for staff retention to which we now turn.

2.2.1.1.1 Supervisor-Employee Relations

Organisational relationships between supervisors and employees are key to organisational success (Campbell and Derrick, 2013). Ontario (2004), stated that supervisor support is so essential to retention that it can be said that employees leave bosses not jobs (as cited in Fatima, 2011). Many scholars like Fatima (2011), agree with Ontario that association between workers and the boss is a significant factor that influences employee retention as supervisors are the "human face" of the organizations. Positive supervisor-employee workplace relationships increase organizational success by decreasing cost related to employee retention. If bosses are supportive, encouraging and let employees learn from mistakes, the employees feel a sense of pride in their jobs (Fatima, 2011). Also providing a challenging and meaningful work climate, having aspects of sound control and increased level of privacy, drives the workers to feel self-accomplished and committed to their job.

On the other hand, Ferris (1996), and co authors, looked at the impact abusive supervisors have on employee relation and they found that abusive supervision has a detrimental effect on a number of organizational outcomes, including an increase in anti-social behavior among subordinates hence highlighting that supervisor-employee relation is influential on employee retention. Workers desire trustworthy bosses who recognize them, appreciate them and behave fairly with them. A supervisor's support is thus an essential factor to change the worker's inclination to quit and establishes strong relationship through free interaction with the supervisor.

2.2.1.1.2 Co-worker Relations

Ramjee (2013), noted that going to work every day can be stressful when there is an employer or colleague with whom you struggle to get along. It can leave you feeling unsatisfied at the end of each workday and for that matter at the start of it. Eventually you may start looking for another job. This implies that individuals need to get along with their fellow workers for a positive ambience at the workplace and also for a healthy interpersonal relationship. Interpersonal relationships refer to a strong association among individuals working together in an organisation (retrieved from wikipedia, 2013) . Employees working together need to share a special bond for them to deliver their level best. Ramjee (2013), also acknowledges that workplace relationships and interaction have an impact on employee satisfaction and retention. Negative attitudes can lead to isolation and loneliness, which may instigate an employee's desire to resign from the job.

Like other authors of co-worker relationships, Raabe and Beehr (2003), in their study about formal mentoring versus supervisor coworker relationship, agree with Ramjee's view regarding the

impact of co-worker relationship on retention. They argue that co-worker effects on colleagues or peers can be strong and are effected through multiple means (e.g., through both discretionary and ambient stimuli: Hackman, 1992 as cited in Raabe and Beehr, 2003). For example, Peers can directly offer advice and information on how to accomplish goals, inform each other of potential chances for advancement, and socially reinforce either good or bad work behaviors. As a result good work environment is created which brings about collaboration and team work among workers. The above literature attest that individuals can not work in a vaccum. Therefore, influence as a dimension of organisational politics, can lead to formation of a strong bond between employees and its impact on retention can be alarming since human beings are influenced by what their colleagues say or do.

2.2.2 Power and Employee Retention

Power, although differently defined by different scholars (e.g. Cangemi, 1992; Krausz, 1986; Verderber and Verderber, 1992; Folger, Poole and Stutman, 1993; and Guinole, 2007), relates with the ability or capacity of one person to move, persuade, entice or encourage others to attain specific goals or engage in specific activities (as cited in Ogunleye and Aluko, 2012).

Power and politics play a huge role in managing organizations from governing how decisions are made to how employees interact with one another. According to Armstrong (2009), organisations exist to get things done and in the process people or groups exercise power. The concept of power often evokes negative impression. For example, referring to the use of power can infer that people are being dominated, manipulated or coerced. However, like conflict, power has a good side as well. Armstrong (2009), defines power as the capacity to secure dominance of one's goals or

values over others. Having power means having advantage over one's legitimate authority since, it derives from the organizational positions that people occupy and as Elliott and Smith (2004), concluded rather than from the people themselves. These advantages may include; access to tangible assets like vehicles, computers, buildings, and money as well as intangible assets such as status that influences behavior of others. Therefore, to have or possess power is possible. Nonetheless, a pertinent issue that should be addressed, is how exactly is power acquired and how is it used to manage organizations?

Stichman (2002), also argues just like other authors, that power has many definitions and dimensions; some view only the coercive dimension of it (i.e, people have power by getting someone to do something he or she otherwise would not do), while others define it as the product of exchange relationships in organisations (Klofas et al, 1990 as cited in Stichman, 2002). However, French and Raven (1959), looked at power in five bases and later, Raven (1965) expanded this to six by including information power. The sources of power identified by French and Raven (1959) are: reward power, coercive power, expert power, legitimate power and referent power (as cited in Ogunleye and Aluko, 2012). Ogunleye and Aluko (2012), refer to reward power as the ability to recognise, give or promise reward to individuals for adhering to standards or expectations; coercive power as the ability to give or threaten punishment for non-compliance; expert power as the influence that comes from developing and communicating specialized knowledge or the perception of knowledge; legitimate power, otherwise known as power of position, as the formal authority that derives from a person's position in a group or an organisation; and referent power means identification with, attraction to, or respect for the source of influence.

This study therefore, will seek to use the different dimensions of power proposed by French and Raven and assess their effect on employee retention in Disabled People's Organisations.

In relation to the above argument, Stichman (2002), also argued that French and Raven constructed the five bases of power and attempted to define them systematically to be able to make comparisons according to the changes they produced. Stichman (2002), further argued that each of these bases of power relies on the perception of a person who has the influence applied against him. In otherwards, someone has one of the bases of power if another person perceives him or her as having that power.

However, there has been criticism on the lack of clarity in defining these power bases (Bacharach and Lawler 1980; Hinkin and Schriesheim 1989; Rahim 1989; Rahim and Buntzman 1991). For instance, Rahim, Antonioni, Krumov and Ilieva (2000), critiqued that early studies on French and Raven's power typology frequently touched upon subordinates' effectiveness in relation to the superior's power bases. The consensus among these studies is that subordinates perceive coercive power base as a weak reason for job performance. Reward and legitimate power bases show no clear relationship with performance. Expert power base and in most cases referent power base consistently correlated with performance. Further still, other authors also established that negative power such as coercive, reward and legitimate power contribute to low retention while positive power like referent and expert contribute to high employee retention.

Zeiger (2013), for example, established that when leaders in an organization do not have the respect of the employees under them, they have negative power. This type of leader motivates

employees to perform by threatening them with job loss and other punishments or shows favoritism to certain employees rather than recognizing the hard work of multiple employees. Not only does the quality of work produced decrease under this type of power, but it leads to higher turnover rates in an organization. Therefore, Rahim, Antonioni, Krumov and Ilieva (2000), analyzed that this lack of consistently correlated relationship between position power bases and performance may be partly attributed to the measurement and sampling deficiencies of the earlier field studies.

As a result this typology is the most widely used of all the power definitions. These bases of power have a wide application to organizations and have been applied to numerous organizations and situations, including supervisor and subordinate interactions in businesses (e.g., Bachman, Smith, and Slesinger 1968; Bachman, Bowers, & Marcus 1968; Hinkin and Schriesheim 1990, 1994; Rahim 1989; Rahim & Buntzman 1991), salesperson and customer satisfaction (Zemanek 1995), doctor and patient interactions (Raven 1988), and teacher and student relationships (Aquino, Nesler, Quigley, Lee, and Tedeschi 1996; Robyak, Goodyear, Prange, and Donham 1986). For purposes of this study therefore, the bases of power were applied to the Disabled People's organizations as a way of understanding the effect of power on employee retention in these organizations.

2.2.2.1 Coercive Power

Coercive power as defined by Ledbrook (2012), refers to the ability to influence people with threats and punishment. This kind of power typically may be used to incite physical threats like demotion, termination (Raven, 2008) or managers or supervisors use this power to manipulate others.

According to French and Raven (1959), coercive power lies in the perception that another can give punishments to induce behavior. McCleery (1961c, p. 376), describes coercive power as the most primitive basis of power in interpersonal relations. This shows that coercive power is a strong factor that hinders employee commitment as well as employee retention.

Coercive power from an employer's point of view has the overriding aim of ensuring employees are forced to comply to improve efforts in work and improve staff performance. However, Ledbrook (2012), claims that employees' compliance to coercive power is based on fear and in the long run leads to dysfunctional behaviour, reduced output, lowers job satisfaction, alienates team members and ultimately leads to turnover. Similarly, Turner (2013), also emphasizes that coercion reduces employees' satisfaction with their jobs, leading to lack of commitment and general employee withdrawal. Lunenburg (2012), also predicted that coercive power may lead to temporary compliance by subordinates, as well as produce the undesirable side effects of frustration, fear, revenge, and alienation. This in turn may lead to poor performance, dissatisfaction, and turnover. Rahim, Antonioni, Krumov and Ilieva (2000), agrees with Ledbrook's argument and states that subordinates perceive coercive power base as a weak reason for job performance. Fortunately, there are other power bases that can positively influence employees and benefit the well being of an organization.

2.2.2.2 Reward Power

Reward power depends on the ability of a leader to give employees a reward or benefit in exchange for compliance. These rewards include; bonuses, money, performance appraisals, training opportunities, promotions, and preferable working conditions. French and Raven (1959) observed

that reward power is based on a person's belief that another can give rewards (as cited in Rahim, Antonioni, Krumov and Ilieva, 2000). According to Ledbrook (2012), reward power can be used to motivate team members to improve their performance. This enables workers to work diligently and effectively. Rahim, Antonioni, Krumov and Ilieva (2000), noted that in order for the agent to grant the reward or punishment, he or she must observe the target performing a behavior. Stichman (2002), notes that surveillance is easier with reward power as people are less likely to hide behavior if they are to be rewarded than if they are to be punished. However, reward power tends to divert employee's attention from the task at hand and focus more on the rewarding result. This can lead to inefficiency and reduced potential of an organization. Besides that a manager may not have much control over rewards such promotions or salary increments and even a CEO may first require approval from the Board of Directors for some actions.

Furtherstill, Rashid and Zhao (2009), investigated the role of Power of involvement over rewards for retention likelihood in IT Professionals and noted that fairness of rewards has very little impact on retention likelihood, instead, findings revealed that it is far more important to actively involve employees in organisational activities. For instance involving employees in decision making processes would boost their commitment to work which indicates that the power of involving employees in the activities of the organisation is more likely to enhance employee retention than offering compensation and rewards to employees. In relation to the previous authors, Carson, et al (1993), observed that French and Raven did not specifically address the use of illegitimate rewards, therefore its implicit in their discussion that reward power would be most useful if the reward were seen as justifiably given or earned (as cited in Stichman, 2002). For example, if the

target thinks that the influencing agent is not approximately using rewards this perception can lead to resentment or feelings of favoritism of others

2.2.2.3 Legitimate Power

Robbins (2003), asserts that legitimate power is much broader than coercive or reward. This power represents the belief that a person has the ability to influence others as a result of their position of authority. According to French and Raven (1959) theory, legitimate power is based on a person's perception that another has a legitimate right to order him to act a certain way. Weber (1961), clearly pointed out that it is important to recognize that the obedience to authority lies in the office or position rather than in the person himself or herself (as cited in Rahim, Antonioni, Krumov and Ilieva, 2000). People obey because they feel some moral obligation to obey. Employees comply with orders of a manager who relies on legitimate power based on the position in the organizational hierarchy that the manager holds.

Ledbrook (2012), points out that legitimate power can be used in the event of an emergency in order to make employees function at their optimal and their compliance to the manager is essentially dependent on the way people behave towards the person in power. Legitimate power according to Bachman, Smith and Slesinger's (1968), in a study about the relationships among the bases of power, sales performance, satisfaction with the office manager and manager's control over the office and over their subordinates, was viewed by respondents as the most important base of power (as cited in Ledbrook, 2012). However, the authors noted that respondents had less job satisfaction and their performance level was lower. The literature thus shows a close negative relationship between legitimate power and employee retention. However, Bachman, Smith and

Slesinger's (1968), did not find out how legitimate power could effectively yield employees job commitment creating the need to undertake this study.

2.2.2.4 Expert Power

Another power base is expert power which is influence based on expertise, and knowledge. Robbins (2003), comments that expertise has become a powerful source of influence as the world has become more technological. Expert power is based on the belief that an individual with particularly high level of knowledge will have the power to influence others. Rahim, Antonioni, Krumov and Ilieva (2000), comment that expert power originates from a person's perception that the influencing agent has special knowledge or expertise. Individuals that possess expert power are those individuals whose occupation requires exceptional knowledge and expertise (retrieved from UKessays, 2013). For example, an IT officer in Disabled People's Organisations is able to use several software programs proficiently and can navigate the internet with ease. As a result, those who do not have the expert knowledge or experience need the expert's help and, therefore, are willing to be influenced by the expert's power.

Expert power relies on trust that all relevant information is given honestly and completely thus allows for full commitment from all positions in the hierarchy of an organization. Nevertheless, similar to every power base, expert power of a person diminishes when knowledge is shared. As a result, expert power can lead to manager's authority diminishing or the manager intentionally decides not to share knowledgeable skill sets with their employees. This can weaken an organization's effectiveness in the long run. However researchers like Bachman, Smith and Slesinger's (1968), concluded, that results from their study, on the relationship between bases of

power and organisational setting showed that expert power had the most positive relationship with job performance and job satisfaction (as cited in Stichman, 2002), compared to the four other bases of power hence expert power enhances employee retention.

2.2.2.5 Referent power

In addition to the above mentioned bases of power, a similar concept is the power of referent which is influence based on possession by an individual of desirable resources or personal traits (Ledbrook, 2012). Employees tend to be motivated if they have desire to model themselves in same way of their leaders. With referent power, leaders must develop trust and lead by example. By doing so, leaders are able to develop an influential aspect that employees potentially may desire. Rahim (2000), on the other hand, argues that referent power is based on a person's identification with and respect for the influencing agent. As Ledbrook (2012), clearly pointed out, a manager with referent power can build a strong relationship with the employees and can use it to to bring the best out of them. This confirms argument that bringing the best out of employees is key as organisations strive to retain talented workers (as retrieved from Drake International, n/d).

The above literature shows that understanding the significance of power in management is not enough but managing it well is also critical. The whole process should be well organized to receive full support from employees who will clearly see the advantages (retrieved from UKessays, 2013). Overall, power is a process of implementation in organisations. Its possible to wield power and influence without necessarily having or using formal authority (Pfeffer, 1992). Ogunleye and Aluko (2012), in their study about influence of leaders as a perceived source on Nigeria's

subordinate employees' commitment and work attitude, found that leaders' perceived power source, significantly influence employees' organizational commitment and work attitude among Nigerian workers. However, Pfeffer (1992), observes that the process of implementation through power and influence is not without problems but argues that what is important is to see power and influence as one set of strategy used to get things done. Furtherstill, each type of power comes with a responsibility, and if used unduly it affects the overall performance of the organisation in the long run as well as retaining its most talented might become a momentous challenge.

Stichman (2002), observed that each of these bases of power is socially dependent. In otherwords, there must be a social relationship between the influencing agent and the target. They do, however, vary on the importance of surveillance. For coercive power and reward power, surveillance is vital. Legitimate, referent, and expert powers do not require surveillance to induce behavioral compliance. People perform the behavior because they feel they must, they want to please an individual or mimic his or her behavior, or they think the influencing agent knows best (Raven 1988). Hence, the later bases of power are likely to have a positive effect on employee retention.

2.2.3 Employee Retention

Retention is a complex concept and there is no single recipe for keeping employees within a company (Sinha, 2012). Chaminade (2007), defined employee retention as a voluntary move by an organisation to create an environment which engage employees for a long term (as cited in Samuel and Chipunza, 2009). The sudden escalation of competition for competent workers in organisations has put pressure on HR managers to engage more professionals by attracting them with competitive reward package making the job market very competitive. The main purpose of

retention is to prevent the loss of competent employees from the organisation as this could have adverse effect on organisational performance (Brideg, 1991 as cited in Sinha, 2012). Due to the above argument, HR managers often invest time and money to hire and train their workforce to become better competent force with the intention of reducing turnover costs and prevent loss of talented employees to other competitive organisations. Unfortunately, this is not the case.

Fatima (2011), in her study, about the factors that affect employee retention and analysis of the relationship between factors of employee retention and organisational competence, stated that management can no more influence the decision of employees to leave or to stay. Employee retention has become a critical factor of influence for performance of the larger organisations. She also mentioned that several factors generate a significant influence on employee retention either increasing it or not and the factors she mentioned included; reward systems, career and growth opportunities for individuals to keep pace with the skills and knowledge, superior support and particularly the work environment provided to workers. However, Fatima neither mentions organizational politics nor power as one of those factors that affect employee retention which was the area of interest for this study.

2.3 Summary of the Literature Review

The study reviewed literature from different authors. Overall, the literature indicated that some previous researchers dealt with organizational politics but did not align organizational politics with employee retention but with leadership, turnover, job burnout and many other aspects. For example; Sowmya and Panachanatham (2011), focused on job burnout as an outcome of organisational politics, Ram and Prabhakar (2010), focused on leadership styles and perceived

organisational politics as predictors of work related outcomes. The outcomes in these studies included; job satisfaction, job stress, turnover intentions, and job involvement. This leaves a gap in that little has been said on employee retention and actually not much has been written on NGOs. Infact none of the studies has aligned organisational politics on employee retention in Disabled People's Organisations. This study therefore invetsigated the effects of organisational politics on employe retention in selected Disabled People's Organisations in Uganda.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter provided a road map which guided the research study. The study sought to assess the effect of organizational politics on employee retention in selected Disabled People's Organizations in Uganda. This chapter presents the research design, study population, sample size, sampling techniques and procedures, data collection methods, data collection tools, validity and reliability of the instruments to collect data, procedure of data collection and data analysis, measurements of variables and policy issues.

3.1 Research Design

The study used a cross sectional survey research design because the researcher intended to study a specific subset of the study population, collected and analyzed data on effects of organizational politics and power on employee retention in selected Disabled People's Organizations-DPOs. This design was appropriate because it involved collecting data from a relatively large number of respondents in its natural setting, cheaply and in a short time (Creswell, 2003). This survey design was chosen because of its flexibility in data collection as it allows collection of both qualitative and quantitative data at the same time (Ahuja, 2005). Both qualitative and quantitative approaches were used as a means of triangulation with the intention of getting quality and unbiased findings. Barifaijo, Basheka and Oonyon (2010), refer to triangulation as the process of mixing up methodologies to exploit the synergies offered by the different methodologies. Being an academic research therefore, it was suitable to apply the mixed methods approach because it minimized on the inadequacies of a single method since the two methods complemented and verified each other, reduced biasness and provided more comprehensive information.

3.2 Area of Study

The study was conducted in six Disabled People's Organizations situated in Kampala and Wakiso districts. These included; NUDIPU, UPACLED, NUWODU, MHU, LAPD and USDC. These organizations were formed with the sole purpose of advocating for disability rights and inclusion. The management of these organizations is the secretariat which is made up of the Finance and Administration department and Programme department. The study was conducted in the two departments of the mentioned organizations.

3.3 Study Population

The target population for the area of study was attained from selected Disabled People’s Organizations. Six Disabled people’s Organizations were selected out of a total of Twelve Organizations (ADD,2009), because they had a moderately sizeable workforce that would provide a sample size large enough to give a confidence interval of desired width (Kothari, 1985 as cited in Barifaijo, Basheka, and Oonyo, 2010). Out of a target population of 96 respondents who included; senior level managers, middle level managers, support staff and former employees, the researcher used a sample size of 76 respondents which was determined using Krejcie and Morgan (1970) tables.

3.4 Sample Size and Selection

The sample size constituted of 76 respondents, determined using Krejcie and Morgan (1970) tables and it included employees in these categories: senior managers, middle managers, support staff and former employees.

Table 1: Sample Size of Each Category of Respondents from Six Selected Disabled Peoples Organizations

Category	Population Size(N)	Sample Size	Technique
Senior level Managers	7	7	Purposive Sampling
Middle level managers	21	20	Simple Random Sampling
Support staff	53	45	Simple Random sampling
Former Employees	15	4	Snow ball
Total	96	76	

N = 96

S= 76

Source: Administration records of Disabled People's Organizations in reference to Krejcie and Morgan (1970).

Table 1 above shows how the sample was selected. It included 76 respondents; 7 senior managers who comprised of the Executive Directors and Finance and Administrative managers, 20 middle level managers comprised of Project managers/officers, administrative officers and finance officers, 45 support staff included; project assistants, administrative assistants, finance assistants, logistic/transport officers, guides and sign language interpreters.

3.5 Sampling Techniques

A simple random sample technique was applied to pick respondents for the questionnaire because the population was made up of different categories of employees. The sampling was done with the help of pieces of paper that were picked without replacement until the required number of 65 respondents was picked. The simple random technique is advantageous in that each person has an equal chance of being selected as recommended by Barifaijo, Basheka and Oonyo (2010). To target specific elements in the sample, purposive sampling was applied because the target population was rare and difficult to locate. The population was also more knowledgeable of the subject matter and was able to provide more elaborate information. Snow ball sampling was also applied because the target population was difficult to locate but also knowledgeable of the subject matter. In this case one respondent was identified and assisted to identify other respondents.

3.6 Data Collection Methods

The research was conducted with the use of interview schedules and questionnaire survey methods.

These methods were used to collect primary data.

3.7 Data collecting Instruments

Interview guides and questionnaires were the instruments used to collect and gather data.

3.7.1 Questionnaires

A questionnaire (see appendix 1), was designed and used to gather information from 20 middle managers and 45 lower staff. A questionnaire was preferred because the respondents were literate and able to respond to them appropriately. The questionnaire also allowed the respondents to feel free to express their views without fear. Each question in the questionnaire was developed in order to address specific objectives in the study.

3.7.2 Interview Guide

In addition, an interview guide (see Appendix II) was used to solicit information from the senior managers and former employees because they were busier and had no time to attend to the questionnaires. Interviews are flexible since the interviewer is able to probe for more specific answers thus is a reliable method for data collection (Barifaijo, Basheka and Oonyo, 2010). Interview guide therefore, enabled the researcher to obtain in-depth information through probing during the face-to-face interview. The researcher presented questions to the senior managers and former employees and their views were written down by the researcher. Data obtained during the interview supplemented the data from the questionnaires.

3.8 Quality Control of Data Collection Instruments:

According to Barifaijo, Basheka and Oonyo (2010), research is not a monopoly, therefore it was important to ensure the validity and reliability of methods used in this research.

3.8.1 Validity of Data Collection.

According to Neuman (2011), Validity refers to truthfulness. In other words it is the extent to which the instruments solicit information they were intended (Amin, 2005). To yield relevant and correct information, the instruments were given to the researcher's supervisors who are experts and conversant with the study area to comment on the difficulty, content and relevancy of questions. A content validity ratio (CVR) was used;

$$\text{CVR} = \frac{\text{Number of items rated relevant}}{\text{Total number of items}}$$

It was computed and found to be 0.7 which was within the area of 0.7 recommended by Nunnally (cited in Kent 2001). Thus, the questionnaire was considered suitable for collecting data.

3.8.2 Reliability of Data Collection

Reliability is the consistency of the measurement or the degree to which an instrument measures the same way each time it is used under the same condition and with the subject (Barifaijo, Basheka, and Oonyo, 2010). The researcher carried out a pre-test for the reliability of the research instrument using the internal consistency reliability method. Barifaijo, Basheka and Oonyo (2010), state that internal consistency estimates reliability by grouping questions in a questionnaire that measures the same concept. In order to ensure the degree to which questionnaires produce consistent results, there were pilot tested on a few individuals from Epilepsy Support Association

Uganda (ESAU) which is also a Disabled People's Organizations in Uganda and Action on Disability and Development Uganda Programme (ADD). Out of the 10 questionnaires given out for pretest, 7 were brought back and the questionnaire was adjusted based on the response that was received. The Cronbach's Alpha technique shown below was used to measure the internal consistency.

$$\alpha = \frac{K}{K} \left[\frac{1 - \sum \sigma^2_k}{\sigma^2} \right]$$

Where α = reliability Alpha coefficient (Cronbach)

K = number of items in the instrument

$\sum \sigma^2_k$ = variance individual items

σ^2 = variance of the total instrument

\sum = summation.

The Cronbach's Alpha coefficient for the questions in the questionnaire was 0.70 which was within 0.70 recommended by Nunnally (cited by Kent, 2001). Thus, the questionnaire was considered reliable for collecting data.

3.9 Procedures for Data Collection

The researcher secured an introductory letter from the Uganda Management Institute (see appendix IV) which was used to introduce the researcher to the study setting. The letter served as a confirmation that the exercise was authentic and permission had been granted by the degree awarding institution. A covering letter accompanied the data collection instruments explaining the

purpose of the study. Once permission to conduct the study was given, the questionnaires were administered directly to staff at the six selected Disabled People's Organizations (NUDIPU, NUWODU, LAPD, MHU, USDC and UPACLED) for filling and were collected once they were completed for analysis. A covering letter was also be used to provide access to the interview processes, which was done on appointment.

3.10 Data Management and Analysis

Data analysis is the process of bringing order, structure and meaning to the mass of data collected (Barifaijo, Basheka and Oonyo, 2010). The sole purpose of data analysis was to obtain usable and useful information. Data collected from the field we reanalyzed based on the objectives of the study and themes. Qualitative data were analyzed using the content analysis while the quantitative data entry and analysis was done with the help of the SPSS package to organize data into frequencies and percentages. Tables, pie charts were used to present data as shown in the next chapter. Data were then presented and interpreted in chapter four. The analysis was thereafter used to draw conclusions and recommendations.

3.10.1 Qualitative Data Analysis

Qualitative data analysis involves simultaneous activities of collecting, analyzing and writing up results (Amin, 2005). It also involved the use of words in order to describe the patterns, trends and relationships that existed in the information gathered. Qualitative research is subjective, rich and in depth of information presented in forms of words that were derived from the respondents' open ended questions and interviews. The qualitative data were analyzed for content used through review of the scripts looking for similarities and differences based on the themes identified and

the study objectives. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. These were then presented as quotations to supplement the quantitative data in order to enhance interpretation of the results. Editing was done to ensure that there was no missing information. Hypothesis testing was also done at this point in the research.

3.10.2 Quantitative Data Analysis

The researcher carried out a careful scrutiny of the data captured to ensure consistency, accuracy and completeness of the questionnaire. The qualitative data were sorted and edited with the view of checking the completeness and accuracy during data collection. Questionnaires were then coded and assigned numbers before entry. Numerical coding is important because it includes as much information as possible. Data was then entered into the computer using the SPSS software which generated descriptive statistics (frequencies and percentages) and inferential statistics (Pearson correlation and coefficient of determination). The frequencies and percentages were used to determine the respondents' views on study variables. Spearman correlation and coefficient of determination were used to test the hypotheses. The correlation coefficient (rho) was used to determine the strength of the relationship between the variables. The sign of the correlation coefficient (+ or -) was used to determine the direction of the relationship between the variables.

The variables of the study were correlated using Pearson's Correlation Coefficient technique;

$$r_{xy} = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

Where;

r= correlation of the variables,

\sum = summation

X= independent variable

Y= dependent variable

3.11 Measurement of Variables

The sub variables of the study were power and influence. These sub variables were measured as follows. Influence was measured as supervisor-employee relations and co-worker relations while Power was looked at in terms of the different categories of power which included coercive, reward, legitimate, expert and referent power. Measurement of variables is done using various scales. However for purposes of this study the likert scale was used. A 5 point likert scale of strongly agree, agree, not sure, disagree and strongly disagree was used to measure variables. The data was collected using a questionnaire and statements were placed on the likert scale with responses of the above mentioned scale out of which a final and appropriate conclusion was made.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents and discusses the analysis and interpretation of data arising from the study which sort to investigate the effects of organizational politics on employee retention in selected Disabled People's Organizations in Uganda. This chapter is divided into two sections. The first section presents the demographic data of the respondents and the second section presents the findings according to the objectives that the study sought to achieve, namely:

- 1.5.1. To find out the effect of influence on employee retention in selected Disabled People's Organizations in Uganda.
- 1.5.2. To assess the effect of power on employee retention in selected Disabled People's Organizations in Uganda.

4.1 Response Rate

Response rate also known as completion rate or return rate in survey research refers to the number of people who participated in the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. A low response rate can give rise to sampling bias if the non-response is unequal among the participants regarding exposure and/or outcome.

In the study, out of 76 respondents sampled for the study, only 40 respondents participated in the study (see table 2 below for details) hence, providing a response rate of 53% thus, $40/76*100=53\%$.

According to Amin (2005), the response should be a minimum of 50%. Therefore, the results were considered representative of what would have been obtained from the population since they were above the minimum recommended percentage.

Table 2: Response Rate

Title	Sample Size(S)	Response Received	Percentage%
Senior managers Executive Directors and Finance and Administration manager)	7	6	83%
Middle managers (project managers/officers, administrative officers, finance officers)	20	10	50%
Support staff (administrative Assistants, project assistants, finance assistants logistic/transport officers, guides and interpreters)	45	21	46.6%
Former Employees	4	4	100%
Total	76	40	53%

Source: Field Data

4.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents' focused on; total years of experience, number of years in the current organization, section/department attached, education level, gender and terms of employment. This information was presumed very important to the study because these characteristics can determine one's decision to either stay or leave the organization. Therefore, findings were presented using descriptive statistics like frequencies and percentages as well as used diagrammatic figures like pie charts and graphs to present the data.

4.2.1 Respondents Longevity of Work and Number of Years in the Current Organization

Findings show that slightly less than half of the respondents (48.4%) had a work experience of 1-5 years while slightly less than quarter of the respondents of 22.6% had a work experience of 6-10 years. The rest of the respondents 16.1% and 12.9% had a range of 11-16 and 16+ years of work experience. The implication of these findings is that most employees in the DPOs fall in work experience of 1-5years (See table 3 below).

Table 3: Respondents by Longevity of Work

Total years of experience	Frequency	Percentage
1-5 years	15	48.4%
6-10 years	7	22.6%
11-16 years	5	16.1%
16+ years	4	12.9%
TOTAL	31	100%

Source: Field Data

In relation to the above demographic characteristics, the research also sought to establish the number of years respondents had worked in their current organizations. (See table 4 below).

Findings show that slightly a half of the respondents (58.1%) had worked for their current job a minimum of 1-3 years, while quarter (25.8%) had worked for 4-6 years in their current job. The least number of respondents with 9.7% and 6.5% had worked for their current jobs a total of 7-9 years and 10+ years respectively. The implications of these findings is that some employees had not worked for a long time at the DPOs an indication that some employees had left these organizations and those with the shortest work period in these organizations had replaced them.

Table 4: Respondents Total Years in Current Organization

Total years in Current Organization	Frequency	Percentage
1-3 years	18	58.1%
4-6 years	8	25.8%
7-9 years	3	9.7%
10+ years	2	6.5%
TOTAL	31	100%

Source: Field Data

4.2.2 Respondents by section/department

Findings (as shown in figure 2 below), also show that more than half of the respondents (61.3%) were attached to the programme department while 38.7% of the respondents worked in the Finance and Administration department. This suggests that most DPO employees work under the

programme department because DPOs focus on promoting the human rights of persons with disability and promote development amongst them.

However an organization cannot be managed minus the Finance and Administrative department hence explaining the 38.7% work force in the finance department. Having a lower work force in this department implies that there is high exit rate of staff working in the finance department due to mismanagement, career development and low pay.

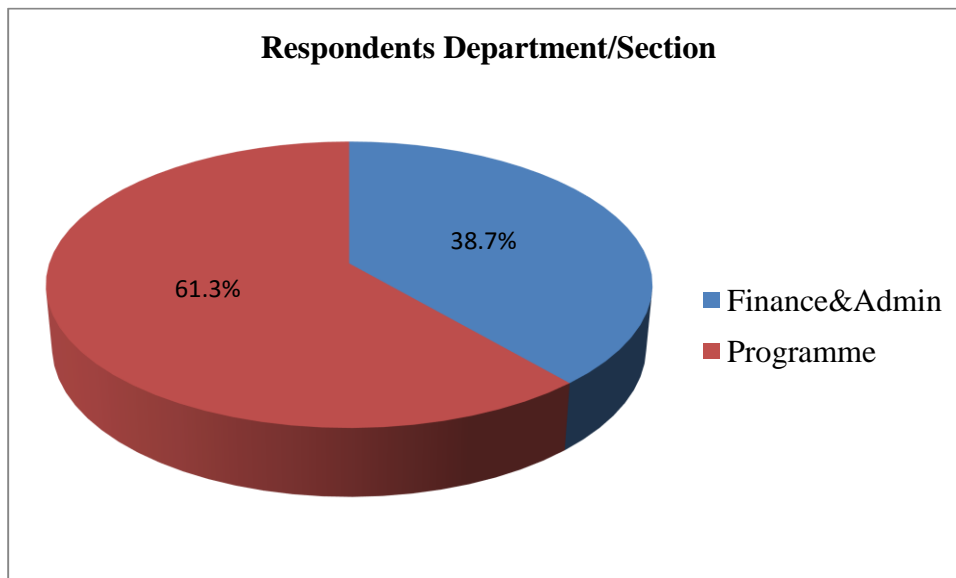


Figure 2: Respondents Section/Department

Source: Field Data

In relation to the above agreement, most key informant revealed that the high exit rate of staff working in the Finance and Administration departments was mainly as a result of either mismanagement or low pay. Indeed, emphasizing the inadequacy of the salary, one key informant said,

...the contract of the first accountant was terminated, then the one that followed did not complete the probation period she said she was going for farther studies, the third recruit

did not actual appear she only rang to tell us that she had been given a better salary offer elsewhere.... (Key informant interview with Executive Secretary NUWODU, 14/12/12).

4.2.3 Respondents' Level of Education

Findings show that most respondents (67.7%) at least had a bachelors' level of education (see figure 3 below). This shows that most DPO employees are graduates. Therefore, information provided on views sought by this study was not biased by education.

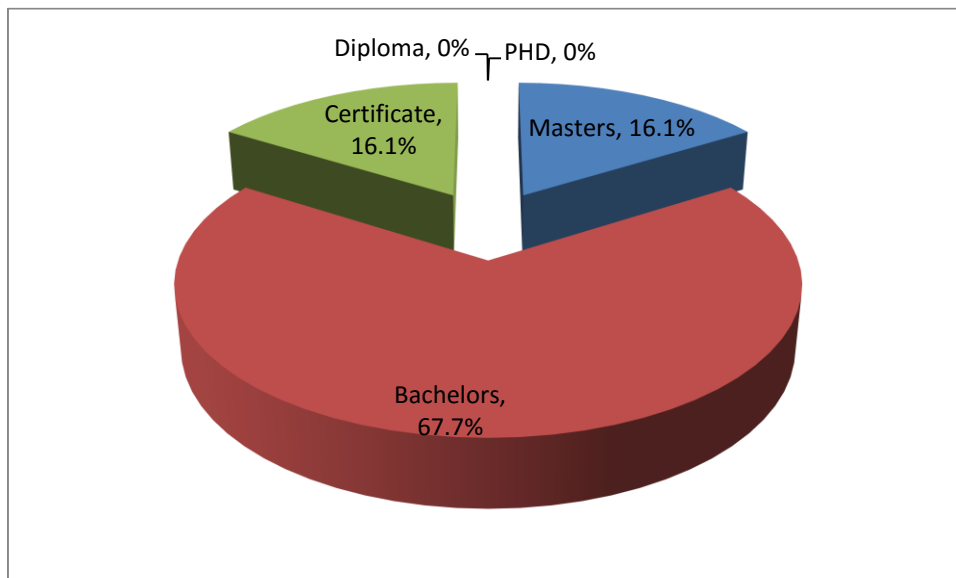


Figure 3: Respondents Level of Education

Source: Field Data

4.2.4 Respondents by Gender

Findings also show that slightly a half of the respondents (54.8%) were male while slightly less than a half (45.2%) of the respondents were female (as shown in table 5). This suggests that most employees in the DPOs are male. This reflects the composition of the staff in Disabled People's Organizations. Therefore, information provided on views sought by this study was not biased by gender.

Table 5: Respondents by Gender

Gender	Frequency	Percentage
Male	17	54.8%
Female	14	45.2%
Total	31	100%

Source: Field Data

4.2.5 Respondents by Terms of Employment

As for terms of employment, findings show that majority (96.8%) of the employees were employed on contract basis (see figure 4 below). The implication of this finding is that majority of the employees entered into formal contract with the organizations.

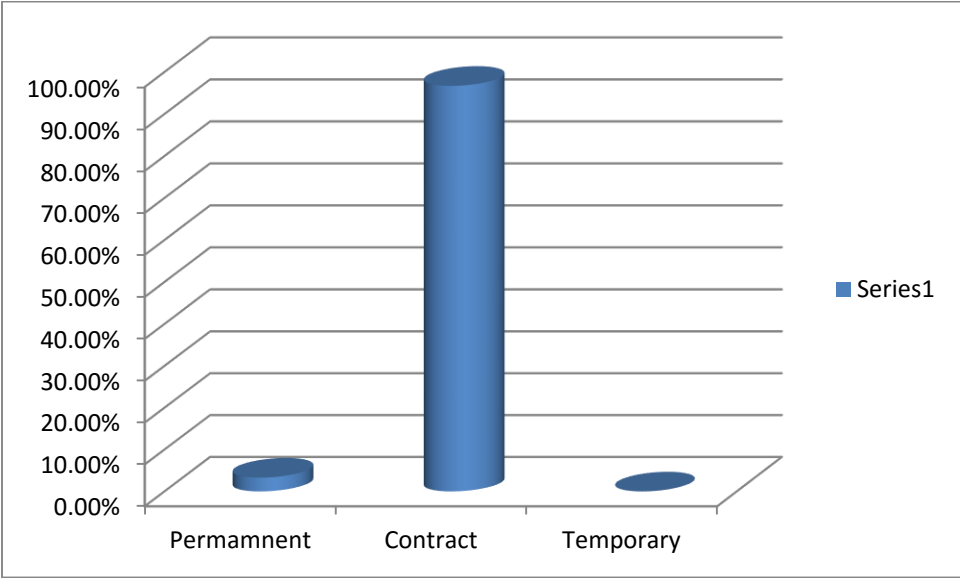


Figure 4: Respondents Terms of Employment

Source: Field Data.

4.3 Influence and Employee Retention in Selected Disabled People's Organizations

It is recommended that when presenting the results of statistical tests, the researcher should give descriptive statistics before the corresponding inferential statistics (Plonsky, 2007 as cited in Acayo, 2012). Thus this approach was adopted in this study and the descriptive statistics for the objectives which was; i) to find out the effect of influence on employee retention in selected Disabled People's Organizations in Uganda. Inferential statistics in form of Spearman correlation and coefficient of determination were also computed and interpreted.

4.3.1 Descriptive Results about Influence in Selected Disabled People's Organizations

Respondents were asked about the two indicators on influence, which were; supervisor –employee relations and co-worker relations. Overall seven statements about influence were presented to respondents who responded to the questionnaires. The respondents were requested to respond to the items using a scale with coded responses as 1=strongly agree, 2=agree, 3=not sure, 4= disagree, 5= strongly disagree. The results are presented in table 6, where the first column presents the statements about influence and remaining columns presents the distribution of respondents on the responses for each of the items. To analyze and interpret the findings, a total of respondents who “strongly agreed” and those who “agreed” to the statements was computed into one category of respondents who “concurred” with the statements. In addition, a total of respondents who “strongly disagreed” and those who “disagreed” to the statements was computed into one category of respondents who “opposed” the statements. Thereafter proportions of respondents who concurred, undecided and opposed to the statements were compared as presented in the following subsection.

Findings on Influence

Findings in table 6 below show that 5 aspects of supervisor-employee relations were satisfactory as indicated by the big proportion of the respondents who concurred with the statements. For example, relating to whether supervisors communicate effectively with employees, majority (80.6%) of the respondents concurred with the statement while 16.1% of respondents opposed and 3.2% were undecided. This implies that there is effective communication between supervisors and employees which enhances employee retention.

Table 6: Respondents Views on Influence and Employee Retention

	Supervisor employee relation	A	NS	DIS	Total
1	My supervisor communicates effectively with me.	25 (80.6%)	1 (3.2%)	5 (16.1%)	31 (100%)
2	My supervisor respects my opinion on issues that affect my work.	17 (54.9%)	4 (12.9%)	10 (32.3%)	31 (100%)
3	My supervisor involves me in decision making on issues that affect my work.	13 (41.9%)	8 (25.8%)	10 (32.3%)	31 (100%)
	Co – Worker Relations	A	NS	DIS	TOTAL
4	My colleagues provide me with helpful information and advice.	22 (71.0%)	5 (16.1%)	4 (12.9%)	31 (100%)
5	My colleagues provide me with clear and effective feedback.	19 (61.3%)	5 (16.1%)	7 (22.6%)	31 (100%)
6	My colleagues back stab me to look good in front of others	8 (25.8%)	6 (19.4%)	17 (54.8%)	31 (100%)
7	We work as a team in this organization.	26 (83.9%)	2 (6.5%)	3 (9.7%)	31 (100%)

Source: Field Data

Respondents were also asked whether supervisors respect employee opinion on issues that affect their work, most 54.8% respondents concurred with the statement while a third (32.3%) of respondents opposed and 12.9% were undecided. This implies that half of the respondents feel that their opinion on issues affecting their work is respected by their supervisors. With regard to

whether supervisors involve employees in decision making on issues that affect employees' work, most (41.9%) concurred while 32.3% respondents opposed and quarter (25.8%) of the respondents were not decided. This shows that participation of employees in decision making is encouraged in Disabled People's Organizations. The findings generally imply that supervisor-employee relations in Disabled People's Organizations are good and hence do not hinder employee retention.

Interview findings also attest to the questionnaire findings and shade some light on work relations. For example key informants were asked to comment on their relationship with their employees or workers and this is what they had to say;

As a supervisor, my relationship with my employees is a combination of personal relation that is my workers are my friends and professional I guide them to do their work professionally. (Key informant interview with Executive Director MHU, 7/12/12).

Similarly,

At my former work place, I worked well with my supervisor. There was a lot of feedback and monitoring. (Key informant interview with former employee 9/12/12).

However the quotations below voiced a different view;

My relationship with my supervisor was not always good we treated each other with sceptism. Communication between us was always labored. (key informant interview with former employee 14/12/12).

The above quote implies that poor supervisor employee relations are a threat to employee retention in organizations. However in general, the findings demonstrate that the supervisor-employee relation in DPOs is fairly good which means that it enhances employee retention in these organizations.

In relation to co-worker relations, findings in table 6 above show that majority (71.0%) of respondents concurred with the statement that employees provide each other with helpful information and advice, 12.9% respondents opposed and 16.1% were undecided. This implied that majority of the employees in DPOs assist one another and effectively share information amongst themselves. Regarding whether employees provide each other with clear and effective feedback, slightly more than half (61.3%) of respondents concurred with the statement while 22.6% opposed and 16.1% respondents were undecided. This implied that there is effective communication between the workers. In addition to this, slightly more than half (54.8%) of respondents opposed the statement that colleagues back stab each other to look good in front of others. A quarter (25.8) of respondents agreed while 19.4% were undecided. This implies that more than half of respondents believe that the level of trust with their colleagues is high which creates a favorable working environment that encourages employee retention.

As to whether employees work as a team in their organizations, majority (80.6%) of the respondents concurred while a similar percentage (9.7%) either opposed or were undecided on what to state. This implies that majority of employees in DPOs feel that there is team spirit and team work that exists among employees in DPOs. The above findings on co-worker relations evidently show that good work relations exist among co-workers. Interview findings also attest to

the questionnaire findings and shade some light on work relations. For example key informants were asked to comment on their relationship with fellow workers and this is what they had to say;

My work relation with colleagues was cordial and collaborative. (Key informant interview with former employee, 12/12/12).

The above quote attest to the fact that co-worker relations in DPOs are good however, the findings also revealed that there are always situations that are bond to cause negative work relations. One of the key informants had this to say;

...employees often back stabbed each other because opportunities and resources were always scanty and the only option employees saw viable was to win over directors by whatever means. (Key informant interview with former worker 12/12/12).

All in all, majority agree that positive work relations exist within the DPOs hence good co-worker relations motivate staff which enhances employee retention.

4.3.2 Findings about Employee Retention in Disabled People's Organizations

Respondents were asked about employee retention and overall four statements about employee retention were presented to respondents who responded to the questionnaire. The respondents were requested to respond to the items using a scale with coded responses. Results are presented in table 7 where the first column presents the statements about employee retention and remaining columns presents the distribution of respondents on the responses for each of the items. Table 7 below shows the analysis and interpretation of results.

Table 7: Respondents Views about Employee Retention

	EMPLOYEE RETENTION	A	NS	Dis	Total
24	I am comfortable with my current employment.	28 (90.3%)	2 (6.5%)	1 (3.2%)	31 (100%)
25	Good Pay motivates me to keep working for Disabled People’s Organization.	9 (29.0%)	6 (19.4%)	16 (51.6%)	31 (100%)
26	The leadership in this organization has forced many employees to leave.	7 (22.6%)	6 (19.4%)	18 (58.1%)	31 (100%)
27	I frequently think of quitting my job.	5 (16.1%)	6 (19.4%)	20 (64.6%)	31 (100%)

Source: Field Data

Key: SD = Strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Findings on Employee Retention

Relating to employee retention, findings show that respondents who concurred with item 24 were more than those who opposed it. For example, 90.3% concurred that they were comfortable with their current employment, compared to 3.2% who opposed and 6.5% were undecided. This shows that majority of employees in Disabled People’s Organizations are comfortable with their job and so do not have intention to leave the organization. In addition, majority of respondents (51.6%) do not consider pay as a motivating factor to stay working for DPOS, 29.0% of respondents concurred while 19.4% were undecided. This implies that salaries given to staff in Disabled People’s organizations are not competitive hence would not motivate staff to stay on the job.

As to whether, the leadership in this organization has forced many employees to leave, majority (58.1%) of the respondents opposed the item, 22.6% of the respondents concurred and 19.4% were undecided. This implied that the leadership in these organizations is good. Further still, 64.5% of

respondents opposed the item that employees frequently think of quitting their job, 19.4% were undecided and 16.1% concurred with the item. This implied that employees in Disabled People's Organizations do not have the intention of leaving their jobs. Thus, findings from the questionnaire generally show that employee retention in Disabled People's Organizations has not been affected by power and influence, hence implying that there are other factors that affect employee retention in Disabled People's Organizations in Uganda.

Interview findings shade some light on employee retention in DPOs. For example, when respondents were asked to state whether there were other contributory factors to turnover in DPOs, a number of factors were stated however, the major factors highlighted included; non-renewal of contracts at the end of a project, inadequate pay, inadequate motivation of staff in terms of appreciation and poor appraisal system. One of the key informants had this to say about the appraisal system;

.... appraisers look for faults which demotivate staff; also the relationship between the Board and staff is not very friendly. Board members always look for faults and enlarge a mistake as if you have killed a person. (Key Informant Interview with Executive Secretary NUWODU 14/12/12).

Similarly another key informant had this to say;

Disability politics is likely to cause poor retention among disability organizations: for instance one of the top managers was tagged by other members as a blue eyed daughter of one of the founder members of the organization she was managing so some board members wanted her to leave the job.(Key Informant Interview with ED, MHU 07/12/12).

The above quotations attest that organizational politics exists in Disabled People's Organizations and that politics in DPOs stems from the 'Board' which is the governing body of these organizations and not necessarily from management. Therefore those in management are more likely to face the wrath of politics than their subordinates since managers are directly answerable to the Board members thus demotivates employees especially those in management.

4.3.3 Testing the First Hypothesis

The first hypothesis stated, "Influence has a significant effect on employee retention in selected Disabled People's Organizations in Uganda". Spearman rank order correlation coefficient (*rho*) was used to determine the strength of the relationship between influence and employee retention. The Spearman rank order correlation was used because the scale (that is strongly agree, agree, not sure, disagree and strongly disagree) that accompanied the questionnaire was ordinal. The responses were merely arranged in order whereby one could not exactly determine how much one disagreed or agreed and as such adding or subtracting the responses such as strongly disagree from disagree does not make sense. It is recommended that with an ordinal scale, Spearman rank order correlation is suitable for determining relationships because it does not involve means and standard deviations, which are meaningless with ordinal data.

In addition, the sign of the coefficient (positive or negative sign) was used to determine the change in direction in the relationship between influence and employee retention. The coefficient of determination was used to determine the effect of influence on employee retention. The significance of the coefficient (*p*) was used to test the findings by comparing (*p*) to the critical

significance level at (0.01). This procedure was applied in testing the first hypothesis and thus, a lengthy introduction is not repeated in the subsequent section of hypothesis testing. Table 8 presents the test results for the first hypothesis.

Findings in Table 8 below, shows that there was a weak negative correlation ($r = -.013$) between influence and employee retention. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .945$) is more than the recommended critical significance at 0.01. Thus, the effect was not significant. Because of these findings, the hypothesis “influence has a significant effect on employee retention” was rejected.

Table 8: Correlation between Influence and Employee Retention

			Influence	Employee retention
Spearman's rho	Influence	Correlation Coefficient	1.000	-.013
		Sig. (2-tailed)	.	.945
		N	31	31
	Employee retention	Correlation Coefficient	-.013	1.000
		Sig. (2-tailed)	.945	.
		N	31	31

Source: Field Data

Thus, the implication of the findings was that influence did not have a significant effect on employee retention in Disabled People’s Organizations in Uganda. The weak negative correlation implied that a change in influence was related to a very small change in employee retention. The negative nature of the correlation implied that the change in influence and employee retention was in the opposite direction whereby influence was related to high employee retention and vice versa.

Further still a correlation for the two dimensions of influence (supervisor-relations and co-worker relations) was also analyzed to ascertain their individual effects on employee retention as shown in the tables (9 and 10) below.

Table 9: Correlation between Supervisor-Employee Relation and Employee Retention

		Supervisor-employee	Employee retention
Spearman's rho	Supervisor-employee	Correlation Coefficient	1.000
		Sig. (2-tailed)	.098
		N	.602
	Employee retention	Correlation Coefficient	31
		Sig. (2-tailed)	.098
		N	.602
			31

Source: Field Data

The findings show that supervisor- employee relation had a weak positive correlation coefficient ($r = .098$) with employee retention. Thus, there was no significant effect on employee retention as $p = .602$, which was more than the recommended critical significance at 0.01. This implies that better supervisor- employee relations were related to high employee retention.

Table 10: Correlation between Co-worker Relation and Employee Retention

			Coworker	Employee retention
Spearman's rho	Coworker	Correlation Coefficient	1.000	-.073
		Sig. (2-tailed)	.	.695
		N	31	31
	Employee retention	Correlation Coefficient	-.073	1.000
		Sig. (2-tailed)	.695	.
		N	31	31

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

Source: Field Data

Findings in Table 10 above, show that coworker relations had a weak negative correlation ($r = -.073$) between co-worker power and employee retention. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .695$) is more than the recommended critical significance at 0.01. Thus, the effect was not significant.

A further analysis was conducted using a regression to determine the effect of the dimensions of influence (supervisor-employee relations and co-worker relations) on employee retention. Findings are presented in Table 11, accompanied with an analysis and interpretation.

Table 11: Effects of Dimensions of Influence (Supervisor-employee and Co-worker Relations) on Employee Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Dimension01	.115 ^a	.013	-.057	2.27680

a. Predictors: (Constant), Coworker relation, Supervisor Employee Relation

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.950	2	.975	.188	.830 ^a
	Residual	145.147	28	5.184		
	Total	147.097	30			

a. Predictors: (Constant), Coworker relation, Supervisor Employee Relation

b. Dependent Variable: Employee Retention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.530	2.418		5.182	.000
	Supervisor Employee Relation	.099	.271	.070	.365	.718
	Coworker relation	-.094	.167	-.108	-.561	.579

a. Dependent Variable: Employee Retention

Findings in Table 11, show a very weak linear relationship (Multiple R = .115) between dimensions of influence (supervisor-employee and co-worker relations) and employee retention. The adjusted R Square shows that the dimensions of influence (supervisor-employee and co-worker relations) account for 5.7% variance in employee retention. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .830) of the Fishers ratio (F = .188) was more than the critical significance at .01. Hence, the findings were rejected.

The coefficients findings show that all dimensions of influence (supervisor-employee and co-worker employee) varied. Supervisor relation did not significantly affect employee retention because the significant p-value was more than the critical significance at .01 ($p < .718$). In addition co-worker relation did not significantly affect employee retention because their significant p-value was more than the critical significance at .01 ($p=.579$). The higher t-values show the dimensions of influence (supervisor-employee and co-worker relations) least affected employee retention.

4.4 Power and Employee Retention in Selected Disabled People’s Organizations.

Before testing the second hypothesis, descriptive results (percentages) relating to power were presented, analyzed and interpreted. Findings are presented in the following subsections.

4.4.1 Descriptive Results about Power in Selected Disabled People’s Organizations

Respondents were requested to respond to the five indicators of power (coercive, reward, legitimate, referent and expert power), using a five-point Likert scale: “Strongly Agree”, “Agree”, “Not sure”, “Disagree”, “Strongly Disagree”. The indicators of power were presented in 18 statements as shown in Table 12. The items are presented in the first column of Table 12 and the proportion of respondents to the responses on each of the items is presented in form of percentages in columns 2 to 5. The last column presents the total percentage of respondents on each of the items. The analysis and interpretation of power follows the presentation of findings in Table 12.

Table 12: Respondents Views about Power

No	Statements on coercive power	A	NS	DIS	TOTAL
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8	Leaders in this organization, withdraw certain benefits from us if we do not go along with their demands.	5 (16.2%)	2 (6.5%)	24 (77.4%)	31 (100%)
9	Managers in this organization use threats to control workers	3 (9.7%)	4 (12.9%)	24 (77.5%)	31 (100%)
10	Fear of disciplinary actions makes me cooperate with my supervisor	9 (29.1%)	4 (12.9%)	18 (58.1%)	31 (100%)
	Statements on Reward Power	A	NS	DIS	TOTAL
11	I cooperate with my manager because h/she has the ability to make recommendations on my appraisal	3 (9.7%)	2 (6.5%)	26 (83.9%)	31 (100%)
12	Managers in this organizations give special help and benefits to employees who cooperate	17 (54.8%)	6 (19.4%)	8 (25.8%)	31 (100%)
13	Those who mediate the rewards are looked upon as powerful	11 (35.5%)	9 (29.0%)	11 (35.5%)	31 (100%)
14	I am rewarded according to my skills and competence	10 (32.3%)	6 (19.4%)	15 (48.4%)	31 (100%)
	Statements on Legitimate Power	A	NS	DIS	TOTAL
15	I follow the orders of my supervisor because h/she has the right to be obeyed	20 (64.5%)	2 (6.5%)	9 (29.0%)	31 (100%)
16	The managers in this organization have the right to exercise authority over employees	9 (29.0%)	4 (12.9%)	18 (58.1%)	31 (100%)
17	I follow orders in this organization simply because I am told to do so by my manager	21 (67.7%)	1 (3.2%)	9 (29.1%)	31 (100%)
	Statements on Referent Power	A	NS	DIS	TOTAL
18	I cooperate with some leaders in this organization because they are fair	14 (45.2%)	11 (35.5%)	6 (19.4%)	31 (100%)
19	I consider some of the managers in this organization to be friends	13 (41.9%)	9 (29.7%)	9 (29.0%)	31 (100%)
20	I really admire the way my managers work so I try to follow their lead.	22 (71%)	4 (12.9%)	5 (16.1%)	31 (100%)
	Statements on Expert Power	A	NS	DIS	TOTAL
21	I usually get good advice from my supervisor	26 (83.9%)	3 (9.7%)	2 (6.5%)	31 (100%)
22	I have the competence and good judgment about my work to know what is best	23 (74.2%)	7 (22.6%)	1 (3.2%)	31 (100%)
23	My supervisor does not have the skill to carry out his/her duties.	13 (41.9%)	10(32.3%)	8(25.8%)	31 (100%)

Source: Field Data

Key: A = Agree, NS = Not sure, D = Disagree

Findings on Power

Findings in Table 12 about coercive power show that most respondents opposed items on coercive power (8 to 10) compared to respondents who concurred to these items while few respondents were not sure of these items. For example, it is shown that most respondents (77.4%) opposed that leaders in Disabled People's Organizations, withdraw certain benefits from employees if they do not go along with their demands compared to 16.2% of the respondents who concurred while 6.5% of the respondents were not sure. In addition, most respondents (77.5%) opposed that Managers in Disabled People's Organizations use threats to control workers compared to 9.7% of the respondents who concurred while 12.9% of the respondents were not sure.

Further still, findings show that 58.1% of the respondents opposed that Fear of disciplinary actions makes them cooperate with their supervisor compared to 12.9% of the respondents who were not sure and 29.1% of the respondents who concurred. From the analysis, it can be interpreted that in Disabled People's Organizations, leaders do not withdraw benefits from staff as a measure to force staff to comply with their demands, managers do not use threats to control employees and staff cooperate with their supervisors without fear of disciplinary actions. Therefore managers in Disabled People's organizations do not necessarily use force or threats to control employees but may use other disciplinary actions within their policies to take action on staff that may be defiant.

Relating to reward power, findings in table 12 above, show that most respondents concurred with the items (11, 12 and 14) while majority opposed items (13). For example about three quarters (83.9%) of the respondents opposed that they cooperate with their manager because h/she has the ability to make recommendations on their appraisal compared to 9.7% who concurred and 6.5% were undecided. This shows that half of the respondents do not necessarily cooperate with their

managers for the sake of writing them a good appraisal report. As to whether, managers in DPOs give special help and benefits to employees who cooperate, about a half of the respondents (54.8%) concurred while a similar percentage 25.8% of the respondents opposed and 19.4% were undecided. This means that half of the respondents believe that special help and benefits are only given to employees who cooperate with their supervisors and yet another third do not think that special benefits are only meant for employees who cooperate.

In addition, 35.5% of the respondents opposed that those who mediate the rewards are looked upon as powerful and a similar percentage of the respondents (35.5%) concurred and 29.0% were undecided. This implied that a number of employees do not view managers as having reward power thus their reward power is limited. Lastly, majority (48.4%) of the respondents opposed that they are rewarded according to their skills and competence, about a third of the respondents (32.3%) concurred and 19.4% were not decided. This implies that rewards given to employees are not entirely dependent on the skills and competence hence employees in Disabled People's Organizations receive low salary. These findings, thus show that employees know that their managers have little say on rewarding employees because their reward power is limited.

Findings from Key informant interviews with former workers and Executive Directors also shade more light on reward power and to some extent were supportive of the findings from the questionnaires. The Key informants revealed that most pay and promotion decisions were applied based on the policies in place although at times politics was applied. Emphasizing the aspect of politics in pay and promotion decisions, a responding former employee said;

..... yes to a certain extent politics affected employee retention. Some people felt they were being passed over for projects and salary increment in favour of others as a result of favoritism. (Key informant interview with former employee, 09th December 2012).

Similarly, another former employee had this to say;

...Policies were in place to base on when increment could be made, with a 5 % every year. However, this would sometimes not be the case depending on Fund availability from the donors. (Key informant interview with former employee, 12th December 2012).

Still in relation to the above this is what one of the Executive Directors said;

...there set policies that have to be followed. Our organization has a flat structure. If one joins as a field officer then you leave it as a field officer. The policy has no room for promotions since the policy calls for recruitment for any new position. (Key informant interview with USDC Executive Director, 12th December 2012).

The above quotations also indicate that policies in these organizations do not provide opportunity for promotion which demotivates employees. Besides that managers of these organizations do not possess full reward powers to reverse salary pay or award bonuses since the salary structure is entirely dependent on donor funding meaning the organizations are unsustainable. Unsustainability of an organization brings about job insecurity and job dissatisfaction which affects staff commitment and thus employees are forced to look for better opportunities elsewhere.

Relating to legitimate power, table 12 shows that most respondents concurred with all the three items (that is 15, 16 and 17) compared to those who were undecided and opposed to the item. For instance more than half (64.5%) of the respondents concurred that they follow orders of their supervisors because supervisors have the right to be obeyed, slightly more than a quarter (29.0%) opposed and 6.5% were undecided. As to whether managers in Disabled People's Organizations have the right to exercise authority over employees more than half (58.1%) of the respondents opposed, 12.9% were undecided and slightly more than a quarter (29.0%) of the respondents concurred with the item. In addition, about two thirds (67.7%) of the respondents concurred that they follow orders in Disabled People's Organizations simply because they are told to do so by their manager. About a quarter (29.0%) respondents opposed the item and another 3.2% were undecided. The implication from the analysis is that majority of the employees in Disabled People's Organizations, recognize that their managers have legitimate power by virtual of their positions in the organization thus legitimate power was not a contributory fact to low employee retention in Disabled People's Organizations.

Regarding referent power, findings (see table 12 above) show that all the 3 aspects of referent power were satisfactory because majority of the respondents concurred with all the items. For example, relating to whether employees cooperate with some leaders in DPOs because they are fair, majority of the respondents (45.1%) concurred compared to 19.4% who opposed and 35.5% were undecided. This shows that slightly less than a half of DPO employees feel comfortable working with leaders who treat their employees equally and are exemplary. As to whether employees consider some of their managers in these organization to be friends, majority of the

respondents (41.9%) concurred compared to 29.0% who opposed and 29.0% were undecided. This implies that majority of employees of Disabled People's Organizations believe their managers are not only their bosses but friends too and this provides a conducive work environment characterized by free interaction between managers and employees. In addition to this, majority (71.0%) of the respondents concurred that they really admire the way their managers work and so try to follow their lead, 12.9% were undecided and 16.1% opposed. These findings imply that majority of the respondents believe that their managers have good leadership qualities that are admirable and encourage commitment from employees hence the above findings on referent power enhance employee retention hence do not contribute to low employee retention in Disabled People's Organizations.

Relating to expert power, findings as shown in table 12 above show that the 2 aspects of expert power were satisfactory since majority of the respondents concurred with the items. For example most of the respondents (83.9%) concurred that they usually get good advice from their supervisor (9.7%) of the respondents were undecided and only a few (6.5%) opposed. This implies that most employees in Disabled People's Organizations have confidence in their supervisor hence seek their advice. As to whether employees have the competence and good judgment about their work to know what is best, more than half (74.2%) of the respondents concurred with the item and slightly less than a quarter (22.6%) were undecided while only (3.2%) opposed. This finding implies that two thirds believe that their supervisors put in effort to ensure that their employees are equipped with the necessary skills as well as take it upon themselves to listen to the challenges of their subordinates and provide advice while another two thirds of the respondents are not sure.

Further still, 45.2% of the respondents opposed the item that their supervisors do not have the skill to carry out their duties, 29.0% of the respondents concurred and 25.8% were undecided. This implies majority of employees believe that their managers have the skill and competence to do their job. Thus findings from the questionnaires generally show some evidence that expert and referent power is not detrimental to employee retention in Disabled People's Organizations.

Interview findings shade some light on performance evaluation of employees and the findings were to some extent in support of findings from the questionnaires. For example majority of the key informants attest that staff appraisals were conducted however the manner in which most of these appraisals were conducted was unprofessional since it seemed like more of a blame game than a dialogue between the appraiser and appraise. One of the former employees had this to say;

.....a performance appraisal reflected more of the supervisors likes and dislikes, I even experienced a scenario where someone would bribe the would-be "appraiser" to be kept in a position that s/he was not qualified for. But also, some of the people carrying out the appraisals were not qualified themselves. (Key informant with former employee 12/12/12).

Similarly another key informant had this to say;

The Organization assessment recommended changes in management that advised that staff be appraised by their supervisors and not the Human Resource and Programmes committee of the Board. This led to professionalism and improved relationship between supervisors and other staff. (Key informant interview with former employee, 12/12/12).

4.4.2 Testing Hypothesis Two

The second hypothesis stated, “Power has a significant effect on employee retention”. Spearman rank order correlation coefficient (*rho*) was used to determine the strength of the relationship between power and employee retention. Table 13 presents the results of the second hypothesis.

Table 13: Correlation between Power and Employee Retention

			Power	Employee Retention
Spearman's rho	Power	Correlation Coefficient	1.000	.209
		Sig. (2-tailed)	.	.258
		N	31	31
	Employee Retention	Correlation Coefficient	.209	1.000
		Sig. (2-tailed)	.258	.
		N	31	31

Source: Field Data

Findings in Table 13, show that there was a weak positive correlation ($r = .209$) between power and employee retention. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .258$) is more than the recommended critical significance at 0.01. Thus, the effect was not significant. Therefore, the hypothesis “power has a significant effect on employee retention” was rejected.

The implication of these findings is that power does not have a significant effect on employee retention in Disabled People’s Organizations. The weak correlation implied that a change in power was related to a small change in employee retention. The positive nature of the correlation implied that the change in power and employee retention was in the same direction whereby positive power enhanced employee retention.

A further analysis was conducted on each dimension of power (i.e. coercive, reward, legitimate, referent and expert power) to determine the effect of each base of power on employee retention. Findings are presented in Tables 14-19, accompanied with an analysis and interpretation.

Table 14: Correlation between Coercive Power and Employee Retention

			Coercive power	Employee Retention
Spearman's rho	Coercive power	Correlation Coefficient	1.000	.525**
		Sig. (2-tailed)	.	.002
		N	31	31
	Employee Retention	Correlation Coefficient	.525**	1.000
		Sig. (2-tailed)	.002	.
		N	31	31

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

Findings in Table 14, show that there was a strong positive correlation ($r=.525^{**}$) between coercive power and employee retention. These findings were subjected to a test of significance (p) and its shown that the significance of the correlation ($p=.002$) is less the recommended critical significance at 0.01 thus the effect was significant. Therefore coercive power has a significant effect on employee retention in Disabled People’s Organizations in Uganda. This implied that coercive power was detrimental to employee retention in Disabled People’s Organizations.

Table 15: Correlation between Reward Power and Employee Retention

			Reward power	Employee Retention
Spearman's rho	Reward power	Correlation Coefficient	1.000	-.173
		Sig. (2-tailed)	.	.352
		N	31	31
	Employee Retention	Correlation Coefficient	-.173	1.000
		Sig. (2-tailed)	.352	.
		N	31	31

Source: Field Data

Findings in Table 15 above, show that there was a weak negative correlation ($r = -.173$) between reward power and employee retention. These findings were subjected to a test of significance (p) and its shown that the significance of the correlation ($p=.352$) is more than the recommended critical significance at 0.01 thus the effect was not significant. Therefore reward power does not have a significant effect on employee retention. The weak correlation implied that a change in reward power was related to a small change in employee retention. The negative nature of the correlation implied that the change in reward power and employee retention was in the opposite direction whereby better rewards related to high employee retention and vice versa.

Findings in Table 16, below show that there was a weak positive correlation ($r=.326$) between legitimate power and employee retention. These findings were subject to a test of significance (p) and its shown that the significance of the correlation ($p=.073$) is more than the recommended critical significance at 0.01 thus the effect was not significant.

Table 16: Correlation between Legitimate Power and Employee Retention

			Legitimate power	Employee Retention
Spearman's rho	Legitimate power	Correlation	1.000	.326
		Coefficient		
		Sig. (2-tailed)	.	.073
		N	31	31
Employee Retention	Employee Retention	Correlation	.326	1.000
		Coefficient		
		Sig. (2-tailed)	.073	.
		N	31	31

Therefore legitimate power does not have a significant effect on employee retention. The weak correlation implied that a change in legitimate power was related to a small change in employee retention. The positive nature of the correlation implied that the change in legitimate power and employee retention was in the same direction. Thus legitimate power did not hinder employee retention in Disabled People's Organizations.

Table 17: Correlation between Referent Power and Employee Retention

			Referent power	Employee Retention
Spearman's rho	Referent power	Correlation	1.000	.049
		Coefficient		

	Sig. (2-tailed)	.	.792
	N	31	31
Employee	Correlation	.049	1.000
Retention	Coefficient		
	Sig. (2-tailed)	.792	.
	N	31	31

Findings in Table 17 show that there was a weak positive correlation (.492) between referent power and employee retention. These findings were subjected to a test of significance (p) and its shown that the significance of the correlation (p=.792) is more than the recommended critical significance at 0.01 thus the effect was not significant. Therefore referent power does not have a significant effect on employee retention. The weak correlation implied that a change in referent power was related to a small change in employee retention. The positive nature of the correlation implied that the change in referent power and employee retention was in the same direction whereby better referent power related to high employee retention.

Table 18: Correlation between Expert Power and Employee Retention.

			Expert power	Employee Retention
Spearman's rho	Expert power	Correlation Coefficient	1.000	-.173
		Sig. (2-tailed)	.	.351
		N	31	31
	Employee Retention	Correlation Coefficient	-.173	1.000
		Sig. (2-tailed)	.351	.

N	31	31
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Source: Field Data

It can be seen in Table 18 that here was a weak negative correlation (-.173) between expert power and employee retention. These findings were subjected to a test of significance (p) and its shown that the significance of the correlation (p=351) is more than the recommended critical significance at 0.01 thus the effect was not significant. Therefore expert power does not have a significant effect on employee retention in Disabled People’s Organizations. The weak correlation implied that a change in expert power was related to a small change in employee retention. The negative nature of the correlation implied that the change in expert power and employee retention was in the opposite direction whereby better expertise on the job enhanced employee retention and vice versa. A further analysis was conducted using a regression to determine the effect of the dimensions of power (coercive, reward, legitimate, referent and expert power) on employee retention. Findings are presented in Table 19 accompanied with an analysis and interpretation.

Table 19: Effect of Dimensions of Power (Coercive, Reward, Legitimate, Referent and Expert Power) on Employee Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension01	.631 ^a	.398	.278	1.88172

a. Predictors: (Constant), Expert power, reward power, Referent power, coercive power, legitimate power

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	58.575	5	11.715	3.309	.020 ^a
	Residual	88.522	25	3.541		
	Total	147.097	30			

a. Predictors: (Constant), Expert power, reward power, Referent power, coercive power, legitimate power

b. Dependent Variable: Employee retention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.790	2.931		3.682	.001
	coercive power	.375	.143	.458	2.628	.014
	reward power	-.278	.142	-.324	-1.954	.062
	legitimate power	.174	.171	.179	1.016	.320
	Referent power	-.009	.172	-.009	-.051	.959
	Expert power	-.064	.190	-.059	-.335	.740

a. Dependent Variable: Employee retention

Findings in Table 19 show a weak linear relationship (Multiple R = .631) between dimensions of power (coercive, reward, legitimate, referent and expert power) and employee retention. Going by R Square, it is shown that dimensions of power (coercive, reward legitimate, referent and expert power) account for 39.8% variance in employee retention. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .020) of the Fishers ratio (F =3.309) was more than the critical significance at .01. Hence, the findings were rejected.

The coefficients findings show that only coercive power significantly affected employee retention because it had least significant p-value ($p = .014$), which was equal to the critical significance at 0.01. Other bases of power namely; reward power ($p = .062$), legitimate power ($p = .320$), referent power ($p = .959$) and expert power ($p = .740$) did not have a significant effect on employee retention given that they had significant p-value which were greater than the critical significance at 0.01. This clearly showed that although power did not affect employee retention as a whole, the above P values show that only coercive power greatly affected employee retention unlike the other four bases of power.

4.5 SUMMARY

In this chapter, analysis was done objective by objective; i) To find out the effect of influence on employee retention in selected Disabled People's Organizations in Uganda. ii) To assess the effect of power on employee retention in selected Disabled People's Organizations in Uganda. Quantitative data analysis was done with the help of SPSS and qualitative analysis was done by content analysis furthermore the findings were also explained in detail.

Influence and Power did not have a significant effect on employee retention in Disabled People's Organizations. This is evidenced by the findings in the tables (6 and 19) as well as the quotations from the various key informants which were in agreement with the questionnaire respondents. Issues highlighted as major factors affecting employee retention in Disabled people's Organizations include; career development, lack of promotion opportunities, project based structure system, donor policy and dependency and low salary.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussion, conclusions and recommendations. It is divided into four major sections. The first section presents the summary. The second section presents the discussion. The third section presents the conclusions. The fourth section presents the recommendations.

5.2 Summary of Major Findings

The purpose of the study was to investigate the effects of organizational politics on employee retention in selected Disabled People's Organizations in Uganda. A summary of the study findings is presented below.

5.2.1 Effect of Influence on Employee Retention in Selected Disabled People's Organizations

Influence had an insignificant effect on employee retention in Disabled People's Organizations in Uganda whereby better work relations which were the dimension of influence fortified employee retention in DPOs and vice versa. Therefore supervisor-employee and co-worker relations did not

affect employee retention. They had a weak and insignificant correlation respectively ($p=0.001<.718$, $p=0.01<.579$) which implied that both supervisor-employee and co-worker relations did not have a significant effect on employee retention in Disabled People's Organizations.

5.2.2 Effect of Power on Employee Retention in Disabled People's Organizations in Uganda.

Power had a positive but insignificant effect on employee retention in Disabled People's Organizations in Uganda. That is power does not significantly affect employee retention. The results indicated that $r=0.258$ $p=0.209>0.01$. Out of the five types of power, four types (legitimate, reward, referent and expert power) did not have a significant effect on employee retention in DPOs except coercive power. Hence there is a strong effect of coercive power on employee retention as opposed to other types of power (reward, legitimate, referent and expert power). This implied that use of coercive power may bring about compliance among workers however leads to physical and psychological withdraw of the employees hence lowers employee retention.

5.3 Discussion

Under this section the results of the study are interpreted and implications of the findings provided as per each objective.

5.3.1 Effect of Influence on Employee Retention in Disabled People's Organizations in Uganda

The first hypothesis stated, "Influence has a significant effect on employee retention". Influence was conceptualized as supervisor-employee relations and co-worker relations. Spearman correlation index indicated a weak negative and insignificant correlation between influence and employee. The findings are supported by Gebremedhin (1999), who argues that best performance is realized when workers are motivated and working under appropriate work relations with both supervisors and co-workers (as cited in Acayo, 2012). In addition, the findings were also in direct agreement with Putman (2002), who stated that good work relationship between supervisors and workers is a key factor in employee satisfaction (as cited in Kyohairwe, 2012), hence intentions to stay working for an organization with favorable work place relationship increase.

According to Raabe and Beehr (2003), comment that good supervisor- employee relations and co-worker relations can be very motivating and help to build feelings of confidence and satisfaction. Co-worker effects on colleagues or peers can be strong and are affected through multiple means (for example, peers can directly offer advice and information on how to accomplish goals, inform each other of potential chances for advancement and socially reinforce good or bad behaviors. Ontario (2004) stated that, the supervisor support is so essential to retention that it can be said that employees leave bosses not jobs (as cited in Fatima, 2011).

Fatima (2011), agrees with Ontario that association between workers and the boss is a significant factor that influences employee retention as supervisors are the "human face" of the organizations. Positive supervisor-employee workplace relationships increase organizational success by

decreasing cost related to employee retention. If bosses are supportive, encouraging and let employees learn from mistakes, the employees feel a sense of pride in their jobs. Fatima (2011), further argues that better work relations enhances employee retention hence good work relations can be part of a comprehensive retention improvement strategy. In addition, it was established that work relations were good in Disabled People's Organizations. This explains therefore, that strong work relations among employees and with their supervisors, contributed to retention of staff in Disabled People's Organizations in Uganda.

5.3.2 Effect of Power on Employee Retention in Disabled People's Organizations in Uganda.

The second hypothesis stated, "Power has a significant effect on employee retention". Types of Power studied in this hypothesis included; coercive, reward, legitimate, referent and expert power. Spearman correlation index indicated an insignificant positive correlation between Power and employee retention. This implied employee retention in Disabled People's Organizations was not hindered by power.

Findings of this study support other findings that also established that negative power such as coercive, reward and legitimate power, contribute to low retention while positive power like referent and expert contribute to high employee retention. Zeiger (2013), for example, established that when leaders in an organization do not have the respect of the employees under them, they use negative power. This type of leader forces employees to perform by threatening them with job loss and other punishments or shows favoritism to certain employees rather than recognizing the

hard work of multiple employees. Not only does the quality of work produced decrease under this type of power, but it leads to higher turnover rates in an organization.

Similarly, Rashid and Zhao (2009), established that fairness of rewards has very little impact on retention likelihood but instead it is far more important to actively involve employees in organisational activities, offering compensation and rewards to employees.

In this study, coercive power significantly affected employee retention while reward, legitimate, referent and expert power did not. The findings of this study revealed that coercive power had a significant effect ($r=.525^{**}$, $P=.002<0.01$) on employee retention in Disabled people's Organizations. This study finding, is therefore in support with Turner (2013), who emphasized that coercion reduces employees' satisfaction with their jobs, leading to lack of commitment and general employee withdrawal. Dissatisfaction with coercive power in this study was found to contribute to low employee retention. In agreement, Lunenburg (2012), cited that although coercive power may lead to temporary compliance by subordinates, it produces the undesirable side effects of frustration, fear, revenge, and alienation. This in turn may lead to poor performance, dissatisfaction, and turnover.

However, the findings of this study differed with other studies and authorities, which indicated that power significantly affects employee retention. For example, findings of this study did not support Ogunleye and Aluko (2012), who in their study, "Influence of Leaders' perceived Source on Nigeria Subordinate Employees' Commitment and Work Attitude", found that leaders perceived power source significantly influence employees' organizational commitment and work attitude among Nigerian workers hence the desire to continue working for their organizations.

Furtherstill, Ogunleye and Aluko (2012), found that referent and expert power did not have significant effect on employees' commitment whereas reward power, coercive power and legitimate power influenced commitment. Yet the findings of this research showed that only coercive power had a significant effect on employee retention.

5.4 Conclusions

Basing on the study findings, a number of conclusions were made;

5.4.1 Influence and Employee Retention in Disabled People's Organizations in Uganda

The findings of this study showed that influence played an important role in enhancing employee retention in Disabled People's Organization. According to the findings, work relations in Disabled people's organizations did not have a significant effect on employee retention and according to the findings were generally good among the employees but were weak among board members and their employees. Hence the need for Disabled People's Organizations to maintain the existing good work relations among staff and boost the relation between employees and the governing board of these organizations.

5.4.2 Power and Employee Retention in Disabled People's Organizations in Uganda

The findings of this study showed that power did not have a significant effect on employee retention in Disabled People's Organizations in Uganda. However, coercive power was the only type of power that significantly affected employee retention while reward, legitimate, referent and expert power did not influence employee retention that much. Thus these findings are in line with

the theory on power by French and Raven in chapter two that power is conferred by the control of resources that are desired by others and the use of force ensures compliance based on fear which in the long run results in dysfunctional behavior. However, factors that were highlighted as contributing to low employee retention in Disabled People's Organization included; low pay, dependency on donor support and having a project based structure characterized with short term contracts which are non-renewable. These factors have continuously contributed to labor turnover in DPOs. This therefore implies that employees in DPOs have become accustomed to the existing politics in their organizations as a result they have developed ways of dealing with it and hence do not consider politics as a contributory factor to low employee retention.

5.5 RECOMMENDATIONS

In light of the foregoing conclusions, several recommendations were made.

5.5.1 Influence and Employee Retention in Disabled People's Organizations in Uganda

The management of Disabled People's Organizations should encourage friendly interactions between Board members of the organizations and staff as a strategy towards improving the work relation between the governing board and employees because good work relations is a motivating factor which enhances employee retention.

Board members should trust the management team that they recruited to manage their organizations because those in management have the knowledge, skill and experience to do their job. As well as promote systematic and effective communication between staff and senior management which will promote a better work place and team work.

5.5.2 Power and Employee Retention in Disabled People's Organizations in Uganda

Leaders of Disabled People's Organizations should use their power to develop better fundraising strategies aimed at raising more funds for the organizations to improve salaries and wages. Fundraising will also enable the organization become more sustainable and reduce donor dependency. DPOs should also resort to having a programme based structure rather than a project base. This will enable these organizations to run long term activities and offer long term work contracts which will boost the impact of their work as well as staff commitment to the organizations thus will enhance employee retention in Disabled People's Organizations.

5.6 Area for Further Research

Although the study was primarily based on organizational politics and Employee retention many other variables such as leadership styles, motivation, recruitment and selection that affect employee retention need to be researched on by future researchers. A similar research in the same organizations targeting the board as one of the respondents could be done so as to forge a way forward to improve employee retention in Disabled People's Organizations because the board seems to be highly involved in the overall management of these organizations.

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APPENDENCES

APPENDIX 1: QUESTIONNAIRE FOR RESPONDENTS***

EFFECTS OF ORGANISATIONAL POLITICS ON EMPLOYEE RETENTION IN SELECTED DISABLED PEOPLE'S ORGANISATIONS

Introduction

I am Juliet Namagulu a student of Uganda Management Institute pursuing a Masters degree in management Studies at Uganda Management Institute.

The purpose of this questionnaire is exclusively for academic purposes as a requirement for Masters in Management Studies. Its administered to assess your views on the effect of organizational politics on employee retention based on your working condition and experience related with your profession, relation with your supervisors and fellow workmates and in general your observation about your current work place. I assure you that all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore your genuine, frank and timely responses are vital to determine the success of this study.

I kindly request you to fill in this questionnaire honestly.

NB: No need of writing your name

SECTION A: Personal Profile

1. Total years of experience

- a) 1-5 years
- b) 6-10 years
- c) 11-15 years
- d) 16+ years

3. Number of Years in the current organization

- a) 1-3 years
- b) 4-6 years
- c) 7-9years
- d) 10+ years

4. Name of Section / Department:

5. Educational Level:

- a) PHD: b) Masters: c) Bachelors: d) Diploma: e) Certificate:

6. Gender:

- a) Male b) Female

7. Terms of employment:

- a) Permanent b) contract c) Temporary

SECTION B: INDEPENDENT VARIABLES (Organizational Politics and Power)

From question 1-34, tick (√) on the scales of 1-5 how strongly you agree or strongly disagree with the statements given.

	1	2	3	4	5
--	----------	----------	----------	----------	----------

Scale	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
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A	INFLUENCE	1	2	3	4	5
	Supervisor employee relation					
1	My supervisor communicates effectively with me.					
2	My supervisor respects my opinion on issues that affect my work.					
3	My supervisor involves me in decision making on issues that affect my work.					
	Co-worker relations					
4	My colleagues provide me with helpful information and advice.					
5	My colleagues provide me with clear and effective feedback.					
6	My workmates back stab me to look good in front of others					
7	We work as a team in this organization.					
B	POWER					
	Statements on Coercive power					
8	Leaders in this organization, withdraw certain benefits from us if we did not go along with their demands.					
9	Managers in this organization use threats to control workers					
10	Fear of disciplinary actions makes me cooperate with my supervisor					
	Statements on Reward Power					

11	I cooperate with my manager because h/she has the ability to make recommendations on my appraisal					
12	Managers in this organizations give special help and benefits to employees who cooperate					
13	Those who mediate the rewards are looked upon as powerful	1	2	3	4	5
14	I am rewarded according to my skills and competence					
	Statements on Legitimate Power					
15	I follow the orders of my supervisor because h/she has the right to be obeyed					
16	The managers in this organization have the right to exercise authority over employees					
17	I follow orders in this organization simply because I am told to do so by my manager					
	Statements on Referent Power					
18	I cooperate with some leaders in this organization because they are fair					
19	I consider some of the managers in this organization to be friends					
20	I really admire the way my managers work so I try to follow their lead.					
	Statements on Expert Power					
21	I usually get good advice from my supervisor					
22	I have the competence and good judgment about my work to know what is best					

23	My supervisor does not have the skill to carry out his/her duties.					
----	--	--	--	--	--	--

SECTION C: DEPENDENT VARIABLE (Employee retention)

	EMPLOYEE RETENTION	1	2	3	4	5
24	I am comfortable with my current employment					
25	Good Pay motivates me to keep working for this organization					
26	The leadership in this organization has forced many employees to leave this organization.					
27	I frequently think of quitting my job.					

SECTION D: RELATIONSHIP BETWEEN INDEPENDENT AND DEPENDENT VARIABLES

28) What other unique factors motivate and encourage you to continue working for this Organization?

.....

29) What enforcing factor could cause you to resign from your job?

.....

Thank you for participating in the study

APPENDIX II

INTERVIEW GUIDE FOR TOP MANAGERS

1. Position held:.....
2. How long have you been working with this organization?.....
3. How long have you been in top management?.....
4. Were you promoted to this current job?.....
5. In your opinion what are the causes of labour turnover in your organization?
.....
6. How does organizational politics affect employee retention in your organization?
.....
.....
7. Is there a struggle for power among your employees? If yes please elaborate
.....
.....
8. As a supervisor are you open to criticism and disagreement from your subordinates? Elaborate please.
.....
.....
9. How would you describe your relationship with the people who are under your supervision?
.....
.....
10. Are employees encouraged to speak out critically when they are critical of well-established ideas?
.....

11. How are pay and promotion decision in your organization determined?

.....

12. Participative management is key to managing political behavior. How are employees allowed to participate in the decision making process in this organization.

.....
.....

13. As a manager how do you ensure that your staff attain effective performance?

.....

14. How is the selection system for hiring people into the organization operated?

.....
.....

15. What criteria do you use to evaluate staff performance in your organization?

.....

16. What are some of the reasons that cause labor turnover in your organization?

.....

17. What department is mostly losing staff?.....

18. What do you think are the causes of poor employee retention in your organizations?

.....
.....

19. How would you rate employee retention in your organization?.....

20. On average how many employees have left your organization over the last one year?.....

21. What steps (if any) is management taking to retain employees in your organization?

.....
.....

Thank you for participating

APPENDIX III

INTERVIEW GUIDE FOR FORMER EMPLOYEES

The purpose of this Interview is exclusively for academic purposes as a requirement for MMS. Its administered to assess your views on the effect of organizational politics on employee retention based on your working condition and experience related with your profession, relation with your supervisors and fellow workmates and in general your observation about your previous work place. I assure that all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore your genuine, frank and timely responses are vital to determine the success of this study, so I kindly request you to fill in this questionnaire honestly.

NB: No need of writing your name

A) Background

- i. Current job.....
- ii. Work experience.
 - a) 1-3 years
 - b) 4-6years
 - c) 7-9 years
 - d) 10+ years
- iii. Period you worked at your former work place
 - a. 1-3 years
 - b. 4-6years
 - c. 7-9 years
 - d. 10+ years
- iv. Department you were attached
- v. Position held

vi. Terms of Employment

Section B: Power, Influence and Retention

1. In your opinion what were the causes of labour turnover in your organization?
2. Do you think organizational politics affected employee retention in your organization?
3. Where your former managers open to criticism and disagreement?. If no why?
4. Where employees stabbing each other to look good in the face of their employers?
5. In your former workplace, where the pay and promotion decisions applied politically or they were applied based on the policies in place?
6. To what extent did you have the opportunity to take part in making job related decisions that affect you?
7. Where the actions of your supervisor in your former work place (e.g. communicating, giving feedback etc) appear to be directed at helping others yet in the actual sense it was meant to protect himself or herself?
8. Did the performance appraisals/ratings people received from their supervisors reflect more of the supervisor's agenda (e.g. likes and dislikes, giving high or low rates in make themselves look good etc) than the actual performance of the employees?
9. What were your expectations when you joined a disabled people's Organization? Tick any one below
 - a) High pay and better facilitation
 - b) Career progression and personal development
 - c) Good human resource policies
 - d) Others:.....

10. Describe your work environment between you and your supervisor.
11. Did you ever work under a lot of tension?
12. How was your working relation between you and your colleagues?
13. What prompted you to leave your former work place?
14. How would you rate employee retention at your former work place?
15. What do you think were the causes of poor employee retention in your previous work place?
16. What is your advise on how best to ensure employee retention in this organization?

Thank you for participating.

APPENDIX IV

PRE-TEST QUESTIONNAIRE FOR RESPONDENTS

ORGANISATIONAL POLITICS AND EMPLOYEE RETENTION IN SELECTED DISABLED PEOPLE'S ORGANISATIONS

Introduction

I am a student of Uganda Management Institute pursuing a Masters degree in management Studies at Uganda Management Institute.

The purpose of this questionnaire is exclusively for academic purposes as a requirement for Masters in Management Studies. Its administered to assess your views on the effect of organizational politics on employee retention based on your working condition and experience related with your profession, relation with your supervisors and fellow workmates and in general your observation about your current work place. I assure you that all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore your genuine, frank and timely responses are vital to determine the success of this study.

I kindly request you to fill in this questionnaire honestly and responsibly.

NB: No need of writing your name

SECTION A: Personal Profile

1. Position Held:

2. Total years of experience

- e) 1-3 years
- f) 4-6years
- g) 7-9 years
- h) 10+ years

3. Number of Years in the current organization

- a) 1-5 years
- b) 6-10years
- c) 11-15years
- d) 16+ years

4. Name of Section / Department:

5. Educational Level:

- a) PHD: b) Masters: c) Bachelors: d) Diploma: e) Certificate:

6. Gender:

- a) Male b) Female

7. Terms of employment:

-) Permanent b) contract c) Temporary

SECTION B: INDEPENDENT VARIABLE

INDIVIDUAL ATTRIBUTES

From question 1-37, tick (√) on the scales of 1-5 how strongly you agree or strongly disagree with the statements given.

	1	2	3	4	5
Scale	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

		5	4	3	2	1
A	POWER					
	Coercive power					
1	If my boss tells me to do something that I think is wrong, I do it anyway, telling myself he or she is the “boss”					
2	Our supervisors do what is best for them and not the organization					
3	It seems that individuals who are able to come through in times of crisis or uncertainty are the ones who get a head in this organization					
4	Some people in this organization deliberately distort information requested by others for purposes of personal gain either by distorting it or selectively reporting it					
5	There is a group of people in my department who always get things their way because no one wants to challenge them.					
	Reward Power					
6	My supervisor rewards performance when his/her expectations are fulfilled.					
7	Rewards come only to those who work hard in this organization					
8	My supervisor provides rewards and sanctions for worthwhile contribution of subordinates					
9	When it comes to pay rise and promotion decisions, policies are irrelevant					

10	I have ample opportunity of growth in my organization					
11	Favoritism rather than merit determines who gets a head around here					
	Legitimate power					
12	Sometimes it's easier to remain quiet than to fight the system					
13	My supervisor goes out of his way to help subordinates					
14	My supervisor pursues the goal of the organization with a single minded devotion.					
	Referent Power					
15	People who voice their opinion seem to do better than those who don't					
16	My supervisor speaks enthusiastically about our goals as a team					
17	My supervisor goes beyond self-interest for the good of the organization					
18	My supervisor protects his subordinates from external criticism					
	Expert Power					
19	There is no room for yes men good ideas are desired even if it means disagreeing with supervisors					
20	My supervisor coaches and counsels subordinates whenever required					
B	INFLUENCE					
	Supervisor employee relation					
21	My Supervisor is not present when he/she is needed					

22	Employees are encouraged to speak out frankly even when they are critical of well-established ideas					
23	I confide in my supervisors without fear that they will misuse the trust					
24	There is respect for workers from top management					
25	Employee appraisals are affected by the employees ability to inspire enthusiasm in the supervisors who appraise them in performance					
	Co-worker relations					
26	Telling others what they want to hear is sometimes better than telling the truth					
27	As long as the actions of others do not directly affect me I do not care what they do.					
28	Agreeing with powerful employees is the best alternative at this organization.					
29	Employees are back stabbing each other to look good in front of others					
30	There are cliques in this organization which hinder effectiveness in performance					
31	People in this organization build themselves by tearing others down					
32	We work as a team in this organization.					
	EMPLOYEE RETENTION					

- b) Due to family
- c) Follow my career path
- d) Job Security
- e) Dissatisfaction with the job
- f) Better opportunity in other organization
- g) Others, please specify:

.....

41) Are there any retention policies in this organization?

42) In your view how can employees be retained in your organization.

.....

Thank you for participating in the study

APPENDIX V

MORGAN & KREJCIE (1970) TABLE

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291

15	14	230	144	1300	291
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note- N is Population Size
S is sample size

