

# HUMAN RESOURCE MANAGEMENT STRATEGIES AND ENHANCEMENT OF STAFF RETENTION IN PUBLIC SECTOR ORGANISATIONS: AN EMPIRICAL INVESTIGATION IN KABALE DISTRICT LOCAL GOVERNMENT

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**ABSTRACT:** *In Kabale District Local Government, the study determined the relationship between human resource management strategies and enhancement of staff retention. It was driven by the following objectives: to determine the relationship between rewards and staff retention in Kabale District Local Government; to investigate the relationship between training and staff retention in Kabale District Local Government; and to establish the relationship between performance appraisal and staff retention in Kabale District Local Government. The research project advocated a cross-sectional research design backed by qualitative and quantitative methods. A total of 325 respondents who agreed to participate in the study were chosen using simple random sampling and purposive sampling techniques. Questionnaires and interview guide were used for data collection and descriptive and inferential statistics were used for analysis with the use of Statistical Package for Social Sciences version 22.0. According to study results, rewards have a strong positive relationship with staff retention in the Kabale District Local Government, with a Pearson correlation of  $r=.994^{**}$ . The results revealed a correlation of  $r=.905^{**}$ , proving that staff training and staff retention are highly positive and significantly related. The correlation coefficient for the data, which was  $.934^{**}$ , revealed a strong relationship between performance appraisal and staff retention in the Kabale District Local Government. The study found that rewards have a considerable favorable impact on staff retention. According to the study's findings, staff training and employee retention in the Kabale District Local Government have a substantial beneficial association. According to the report, improving training will probably result in better employee retention in Kabale District Local Government. According to the study's findings, performance reviews and staff retention in the Kabale District Local Government significantly positively correlate. This indicates that giving employees' feedback on their performance appraisal and fostering positive working relationships with their supervisors will boost staff retention in the Kabale District Local Government. The report recommended that the Kabale District Local Government enhance its reward system and establish a structure for rewards that allocates funds for employee rewards. Kabale District Local Government must make sure that the criteria for promotions are just and should be based on an employee's successful performance. The report advised Kabale District Local Government should provide sufficient funding to allow workers to participate in specialized trainings to boost knowledge and skills and inspire employees to stay in the area for a long time. The district management should regularly give employees feedback on their performance reviews as early as possible to allow them to identify their areas of strength and implement corrective action.*

**Keywords:** Human resource management strategies, Staff retention, rewards, training, performance appraisal; public sector organisations; local government

## INTRODUCTION

Human resource management strategies include recruitment, selection, remuneration, bonus determination, career growth, training, development, performance appraisal, discipline management, grievance handling, and communication systems (Oyeniyi, Afolabi, Olayanju & Mufutau, 2014).

Employers make a concerted effort to develop an environment that encourages current employees to stay with the company by putting policies and procedures in place that cater to their various demands. This is known as effective staff retention (Mathimaran & Kumar, 2017).

## Background to the Study

The public sector's human resource management procedures in Uganda have been well-documented but have not always been followed. In accordance with Public Service Standing Orders Chapter (A-a) Paragraph 15(a), the Permanent Secretary, Ministry of Public Service shall, in conjunction with the Secretary to the Treasury, decide the terms and conditions of service and the organizational structures of the public service. A method of managing personnel in the workplace known as human resource management (HRM) first appeared in the 1980s (Armstrong, 2006). The employment regulations governing equality, dismissal,

young employees, minimum wage, and health and safety are examples of how far workers have come. In order to ensure that their firm complies with the law, modern human resource managers must stay current on these advancements.

Kakumba and Fennell (2014) demonstrate in Uganda the difficulties developing nations face in keeping hold of talented workers. The authors demonstrate how effective talent retention is not correlated with the current increase of local government administration units.

According to Aupal (2017), local government management is a challenge now that parliament is the primary approver of their budgets. Service delivery has been proven to be impacted by a lack of dedication at the local government level, as seen by irregular recruitment and promotions, unfair dismissals, victimization, and delayed salaries (Obedgiu, Bagire, & Mafabi, 2017). Due to poor performance management implementation, local administrations in developing nations lack the public's confidence and trust (Zakaria, 2014). As a result, local administrations are unable to consider the interests of various stakeholders.

Wanda (2015) claims that rewards (28.7%), training (32.3%), and performance appraisal (43.2 percent) all contribute to employee retention. The author suggested creating a policy framework aimed at enhancing employee benefits based on research done on the local government of Mbale District. For the years 2010 to 2015, UBOS estimated that Uganda's workforce experienced a turnover rate of 5% annually. According to the survey, inadequate pay is the main reason for employee churn. The public sector's expansion was largely to blame for the 71 percent of open posts that were now vacant (Uganda Bureau of Statistics, 2018).

The performance indicators taken into account in the private sector (profitability, business expansion, employee count, market size, productivity, customer satisfaction, etc.) may not be sufficient to gauge performance in the public sector, where performance scores focus more on how public policies are put into practice and how public resources are used to serve the needs and interests of the community, who should be the right beneficiaries of any public policy implementation. By 2009/10, Kabale District Local Government's approved personnel structure was 471 out of 703, indicating a 33 percent staffing shortfall (Uganda Bureau of Statistics, 2012).

The 2017 Auditor General's Report (Auditor General, 2017) noted understaffing in the Kabale District Local Government which had an impact on its performance, particularly with regard to budget implementation. This may not be a sufficient justification for the poor service delivery found in the two reports, though. One of the likely reasons for the district's poor service delivery cannot be ruled out is management laxity in providing benefits to staff so they can work for the local government for longer. The goal of the current study was to establish the relationship between human resource management strategies and enhancement of staff retention in public sector organisations in Uganda with due emphasis on Kabale District Local Government.

### **Statement of the Problem**

Public sector organizations create strategies and policies to foster a workplace that encourages workers to remain in their existing roles so that the factors of production can be readily arranged. Kabale Local Government has institutional markers in place for developing a strong workforce, including employee performance appraisal, staff training, workshop facilitation and job postings. The district's budget execution has been hampered by the manpower shortage which has led to poor service delivery (Auditor General, 2017). The local government of Kabale district was 33 percent understaffed in comparison to the permissible personnel structure, according to a 2012 Uganda Bureau of Statistics evaluation. The study highlights how service delivery is hampered by current employees who are overworked in addition to enjoying consistent salary and benefits. For the years 2010 to 2015, UBOS estimated that Uganda's workforce experienced a turnover rate of 5% annually. According to the survey, inadequate pay is the main reason for employee churn. The public sector's expansion was largely to blame for the 71 percent of open posts that were now vacant (Uganda Bureau of Statistics, 2018). These reports highlight management's negligence in providing assistance to staff members who wish to remain in the local government for a longer period of time, even though they do not adequately reflect the district local government's human resource problems. Local governments will find it very challenging to retain talented and competent individuals in the absence of deliberate steps to help workers rebuild confidence and trust in their employers. Based on this background, this study was conducted to establish the relationship between human resource management strategies and enhancement of staff retention in public sector organisations in Uganda with due emphasis on Kabale District Local Government.

### **General Objective**

The general objective of the study was to establish the relationship between human resource management strategies and enhancement of staff retention in public sector organisations in Uganda with due emphasis on Kabale District Local Government.

### **Specific Objectives**

- i. To determine the relationship between rewards and staff retention in Kabale District Local Government.
- ii. To identify the relationship between training and staff retention in Kabale District Local Government.
- iii. To analyse the relationship between performance appraisal and staff retention in Kabale District Local Government.

### Research Hypotheses

- i. Rewards have no significant relationship with staff retention in Kabale District Local Government.
- ii. Staff training has no significant relationship with staff retention in Kabale District Local Government.
- iii. Performance appraisal has no significant relationship with staff retention in Kabale District Local Government.

## LITERATURE REVIEW

### Rewards and Staff Retention in Local Governments

Cole (2015) emphasized that provision of stable monetary rewards contribute to employee commitment and stability on the job. Armstrong (2011) points out that monetary rewards have a powerful effect on freedom from worry, fear, and contamination by the organization environment. If fair monetary rewards are adjusted to employees and their basic needs are accessible, their levels of commitment would rise and would be contented to continue working for an organization.

Smith (2017) states that money brings the workers in the organizations but not necessarily to keep them. He adds that money satisfies the employee but it not sufficient to retain the employee. Money is not considered a primary retention factor (Brannick, 2019). In earlier studies carried out, it was found out that the retentive effects were the major reason that UK employers originally established occupational schemes in the nineteenth and early twentieth century's. In the context of this study therefore, it is arguably true to assert that though pension can impact upon employee tenure, it varies from country to country and organization to organization and is different when it comes to public service.

Luthan (2016) looked at the impact of non-monetary rewards (incentives on the business unit outcome and commitment of employees amongst support staff of Virginia Polytechnics Institute and they found out that there was a positive relationship between non-monetary incentives and employee organizational commitment. When employees were provided non-monetary rewards like housing, flex time, telecommunicating, vacation, learning and development opportunities, recognition of achievements, tasks or other assignments and sincere praise, their organizational commitment increase leading to low employee turnover and the reverse was true.

### Training and Staff Retention in Local Governments

According to a study by Bodjrenou, Ming, and Bomboma (2016), on-the-job training promotes retention and commitment while training and development is a crucial element in employee retention. At any age, training is a crucial component of employee retention. According to research by Raminder (2017), work training is a crucial component of both professional (technical) and personal (behavioral) growth. For an organization to grow, especially with performance and technical advancements, it is essential that training and development programs are accessible to all personnel. Employee integration is possible during training sessions or orientation days, which helps employees feel a sense of belonging. Employees' self-assurance in their performance at work would also rise, as research has shown that anxieties about one's own talents significantly lower engagement (Saks & Gruman, 2014).

One of the key elements in employee retention is investment in career and training opportunities. Businesses will always invest in the training and development of those employees who they anticipate returning and providing a return on their investment in (Mathimaran & Kumar, 2017). This implies that businesses with highly trained staff are more likely to maintain a competitive advantage in today's market. With the level of competition rising, an employee's performance and ability to meet market difficulties on a worldwide scale will increase as they gain more information. Zahoor, Ijaz, and Muzammil (2015) examined the effect of human resource practices on employee retention and discovered that training and development opportunities and career development opportunities substantially associated with staff retention.

When training and development programs are tailored to the needs of the employees, retention rates can rise. Training programs can meet the needs of employees if they believe the material is relevant, useful, and desirable (Maqsood *et al.*, 2015). If businesses want to keep their core personnel, they must pay close attention to the money they invest in training and development. Training is essential for a retention plan to be effective (Khan, Yusoff, & Khan, 2014). Training encourages employees to want to work for the company for a longer amount of time. Programs for career development and professional training ought to be a crucial component of organizational policies. Employers ought to encourage staff members to take part in training programs.

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## Performance Appraisal and Staff Retention in Local Governments

According to the 2017 Ugandan Public Service Guidelines for Managers and Staff, the performance evaluation process must adhere to the values of fairness, transparency, objectivity, and openness. Fairness: The assessment process should be led by objective, reasonable decisions made by appraisers and appraisees that are free from bias. As a result, the two parties to the exercise acknowledge the criteria that have been established. Due to the appraisee's ability to develop trust in the appraiser and strive toward achieving the goals specified, impartiality eventually results in longer periods of employment.

Roberts (2017) asserts that an effective staff appraisal process requires proper and orderly feedback and when this is done just once a year, there will be feedback deficiency. On the contrary feedback should be an ongoing thing and not a once in a while do. In essence good feedback is the raw material of employee participation, growth and retention because it's critical in maximizing benefits. Without good and timely feedback employees will never know formally their shortcomings so as to make necessary and professional adjustments for better performance and achieving desirable employee career development along the way. This may force them to move on to other organizations owing to the fact that their expectations about the results of the appraisal might be low. The study reveals that this exercise is once in a year and this can cause feedback deficiency. It would be good if Kabale District Local Government made it an ongoing exercise on a monthly or quarterly basis.

## METHODOLOGY

### Research Design

A cross sectional research design was used because it enabled the researcher to save time and minimize expenditure of repetitive visiting of respondents. The study used both quantitative and qualitative approaches. Qualitative approach assisted the researcher to obtain detailed description of the study variables while quantitative approach helped in measurement of the relationship between the variables (Amin, 2005; Punch, 2006).

### Study Population

The population was 1755 and consisted of the employees of Kabale District Local Governments.

### Sample Size Selection

The total sample size was 325 and was determined using Sloven (1960) formula which is  $n = N / (1 + Ne^2)$ . Where, n = total sample size of the study N = total population size of the study e = sampling error (margin of error). This study will consider 5% of sampling error with 95% of confidence level in which samples have the true population value.

$$1755 / (1 + 1755 (5\%)^2)$$

$$1755 / (1 + 1755 (0.0025))$$

$$1755 / (1 + 1755 \times 0.0025)$$

$$1755 / (1 + 4.3875)$$

$$1755 / (5.3875) = 325$$

### Sampling Techniques

#### Simple Random Sampling

Simple random sampling was used in this study to select 300 members of staff of Kabale District Local Government. This was done to ensure that every respondent selected randomly had an equal and independent chance of being selected. During simple random sampling, the researcher sought a list of staff from the human resource and each staff respondent was represented by his/her name in initials. These were written on pieces of papers and were thoroughly mixed together in a box, the researcher picked one by one until a sample of 300 staff was reached. Those whose names were picked were required to participate in the study.

#### Purposive Sampling

This is the type of sampling which does not allow each elementary unit to be chosen. It is also called non – random sampling and it is used in qualitative research. Purposive sampling was used to select 25 members of staff because it provided specialized information on the area of study and it saves time and money as recommended by Mugenda & Mugenda (2003). Because of the typicality and usefulness of data, the researcher used it to select key informants of the study.

#### Data Collection Instruments

It refers to tools that aid the collection of information from respondents. The researcher used both qualitative and quantitative data collection instruments. The choice of data collection instrument was often very crucial to the success of a research and thus when

determining an appropriate data collection method, one had to take into account the complexity of the topic, response rate, time and the targeted population (Mwangi, 2015).

### Self-Administered Questionnaire

Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. It was derived from purpose of study or general objective and was scored using a five Likert Scale ranging from strongly agree to strongly disagree in regard to responses to items questioned. According to Mugenda and Mugenda (2003) measurement of the variable give the researcher information regarding the extent of individual difference on a given variable. It was therefore on this basis that the appropriate measuring instruments were used to measure the variables and to categorize data in an orderly form. The questionnaire included Likert scale constructs with a scale ranging from 1-5 where each respondent was required to rate each and every statement given describing a given variable. The scale ranged from 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. The questionnaires were administered to 300 respondents. Questionnaires were used to collect quantitative data and it was been chosen because respondents were literate and able to read and generate quantitative data.

### Interview Guide

This is an instrument which consists of unstructured questions used for in depth interviews with key respondents to validate the range of information. Interviews refer to dialogue or conversation between two or more parties. In this case the researcher interacted with administration staff using an interview guide. Interviews were used for qualitative data to capture in depth information in order to complement data that was collected by structured questionnaires.

### Validity and Reliability of Questionnaire

#### Validity

The researcher conducted a pre-test of questionnaires on a group of 10 respondents within Kabale District Local Government. This involved judging and scoring the relevant questions in the instruments in relation to the study variables and a consensus judgment given in each variable. The Content Validity Index (CVI) was arrived at using the CVI formula by Amin (2005);

$$CVI = \text{Number of items declared valid} / \text{Total Number of items.}$$

$$26/29 = 0.9$$

After computing the CVI as a way of determining the level of accuracy of the instrument, the researcher interpreted the CVI on the basis of Polit *et al.* (2007) who states that the average Content Validity Index of 0.70 and above is good enough for the researcher to go ahead with data collection.

#### Reliability

In this study, the reliability in the pilot study was tested for internal consistency using the Cronbach alpha coefficient with the help of Statistical Package for Social Sciences. The rationale for internal consistency was that the individual items should all be measuring the same constructs and thus correlates positively to one another (Kipkebut, 2010).

The reliability alpha coefficients for human resource management strategies items were as follows: rewards,  $\alpha = .940$ , staff training,  $\alpha = .852$ , performance appraisal  $\alpha = .951$ , staff retention  $\alpha = .955$ . The results showed a Cronbach-alpha coefficient of greater than 0.60, which was used to indicate a factor as reliable (Suhr & Shay, 2009).

**Table 3.2: Reliability Statistics**

	N of Items	Cronbach's Alpha
Rewards	8	.940
Staff training	6	.852
Performance appraisal	6	.951
Staff retention	6	.955

### Data Analysis and Presentation

The researcher used Statistical Packages for Social Sciences version 22.0 software to analyze the data. Quantitative data were entered into Statistical Package for Social Sciences and were analysed using descriptive and inferential statistics. Inferential statistics involved the use of Pearson correlation coefficient and regression to determine the associations between the independent and the dependent variables. The qualitative data from the interview responses, documentary review were analyzed using thematic procedures. This involved organizing the statements and responses (through summaries, coding and testing out main study themes)

and useful conclusions and interpretation were generated based on patterns and explanations of the study findings and research objectives.

## FINDINGS

### Descriptive Statistics on Rewards

The findings on the descriptive statistics on the statements about rewards were presented in table 4.1 below;

**Table 4.1: Descriptive Statistics on Rewards**

	N	Mean	Std. Deviation
My pay is good in relation to the cost of living	300	2.86	1.565
My pay is low compared to the position I hold	300	4.56	.497
I am paid over time when I work for long hours	300	2.80	1.462
I will be paid pension when statutory retirement clocks	300	4.85	.361
A promotion criterion in Kabale District local government is fair	300	2.87	1.445
Promotion is based on performance	300	2.93	1.508
I have been able to get great skills through my current position at work	300	3.37	1.460
I am given responsibility which makes me feel work is important and to take charge of office operations	300	3.17	1.542
Valid N (listwise)	300		

**Source: Primary Data, 2022**

The majority of respondents, as shown by the highest mean value of 4.85 in Table 4.1, agreed that they will receive a pension payment when their mandatory retirement age came into effect, and the standard deviation of .361 showed that there was minimal diversity among the respondents' answers. This encouraged several employees of the Kabale District Local Government to work over the recommended retirement age in the hopes of receiving a retirement payout.

The mean value in Table 4.1, 4.56 suggests that the majority of respondents thought their pay was inadequate given the position they held, but the standard deviation is low. The responses to 497 are quite consistent. This suggests that some employees were dissatisfied with their income and were compelled to leave the Kabale District Local Government in search of positions with greater pay.

The majority of respondents, with a mean value of 3.37 and a standard deviation of 1.460, agreed that employees of Kabale District Local Government had been able to gain excellent skills in their current positions at work. Since most respondents were in agreement, it is likely that most employees in the Kabale District Local Government gained excellent skills for their current positions allowing them to stay longer.

The results on the statement that, I am given responsibility which makes me feel work is important and to take charge of office operations had a mean value of 3.17 and a standard deviation of 1.542 implying that majority of the respondents agreed while few respondents disagreed. The findings imply that employees appreciated being given responsibilities to motivate them to work and reduce staff attrition rate.

The statement that promotion is based on performance had a mean value of 2.93 and a standard deviation of 1.508 indicating that majority of the respondents disagreed. This means that promotions were not given to the right persons who deserved them. Thus, most staff were not contented with how the promotions were given to staff resulting into low retention of some staff.

Additionally, most of the respondents disagreed that promotion criterion in Kabale District local government was fair and indicated by the mean value of 2.87 and the standard deviation of 1.445. This implies that the criterion for promoting staff in Kabale District Local Government was not based on performance and the experience of a staff. This means that some staff left probably because they could not receive promotions yet they wanted promotions accompanied with higher pay.

The results also indicated that a mean of 2.86 and a standard deviation of 1.565 meant that most of the respondents disagreed that their pay was good in relation to the cost of living. Since majority of the respondents disagreed, it implies that most staff could not be able to meet all the necessities they wanted because their salaries were low compared to the prices of those necessities.

More so, the lowest mean value of 2.80 revealed that majority of the respondents disagreed that they were paid over time when they worked for long hours its standard deviation was 1.462 which shows a higher variation in responses. This implies that no allowances

were given to some staff who worked overtime. Failure to provide allowances to staff who worked over time could also explain why retention of staff in Kabale District Local Government was low.

### Correlation Analysis of Rewards and Staff Retention in Kabale District Local Government

The correlation between rewards and staff retention was determined and the results were indicated in table 4.2;

**Table 4.2: Correlation between Rewards and Staff Retention**

		Rewards	Staff Retention
Rewards	Pearson Correlation	1	.994**
	Sig. (2-tailed)		.000
	N	300	300
Staff Retention	Pearson Correlation	.994**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

Source: Primary Data, 2022

From Table 4.2, the Pearson correlation of  $r=.994^{**}$  reveals a positive but statistically significant relationship between rewards and employee retention, which means that staff provision of pension when statutory retirement clocks, paying enhanced salaries to staff, providing great skills, allocating responsibilities to staff that make employees feel work is important, offering promotions based on performance and following the right criterion, and provision of allowances are all good examples of how to keep staff happy and enhance their retention.

### Model Summary of Rewards and Staff Retention in Kabale District LG

Table 4.3 shows the model summary of rewards and staff retention

**Table 4.3: Model Summary of Rewards and Staff Retention in Kabale DLG**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.994 <sup>a</sup>	.988	.988		.15009

a. Predictors: (Constant), Rewards

Source: Primary Data, 2022

Results indicated in Table 4.3 shows that rewards accounts for 98.8% of the variation in staff retention in Kabale District Local Government ( $Adjusted R^2 = .988$ ). However, the model failed to explain 1.2% of the variations in staff retention. This implies that there could be other factors that influence staff retention in Kabale District Local Government other than rewards which are not explained by this regression model.

### Analysis of Variance on Rewards and Staff Retention in Kabale District Local Government

The analysis of variance on rewards and staff retention in Kabale District Local Government is presented in table 4.4 as follows;

**Table 4.4: Analysis of Variance on Rewards and Staff Retention in Kabale DLG**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	556.861	1	556.861	24718.633	.000 <sup>b</sup>
	Residual	6.713	298	.023		
	Total	563.574	299			

a. Dependent Variable: Staff Retention

b. Predictors: (Constant), Rewards

The findings indicated in table 4.4 shows that the values of F (24718.633) and Sig statistics (.000<sup>b</sup>) indicates that the regression model is statistically significant because the sig. value (.000<sup>b</sup>) less than 0.05, indicating that rewards has a significant influence on

staff retention. The high residual sum of Sum of Squares (6.713) indicated that the model does not explain the variations in staff retention and there could be other factors that explain for a higher proportion of the variation in employee retention in Kabale District Local Government.

### Regression Coefficient of Rewards and Staff Retention in Kabale District Local Government

The regression coefficient of rewards and staff retention in Kabale District Local Government is presented as follows;

**Table 4.5: Regression Coefficient of Rewards and Staff Retention in Kabale DLG**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.249	.028		-44.125	.000
Rewards	1.237	.008	.994	157.222	.000

a. Dependent Variable: Staff Retention

#### Source: Primary Data, 2022

According to regression coefficient in Table 4.5; rewards has a positive significant influence on staff retention in Kabale District Local Government since the Beta Value (.994) is positive and its corresponding Sig. value (.000) is less than 0.05. The Beta value indicates that one unit improvement in rewards results into .994 improvements in staff retention in Kabale District Local Government. This is supported by  $B = 1.237$ ,  $p=0.000$ . The results imply that a unit change in rewards leads to a positive change in staff retention by the rate of 1.237. The null hypothesis which states that there is no significant relationship between rewards and staff retention in Kabale District Local Government is thus neglected and the alternative is accepted.

### Training and Staff Retention in Kabale District Local Government

Analysis of the findings was done as indicated here under;

#### Descriptive Statistics on Training in Kabale District Local Government

Table following table shows descriptive statistics on training in Kabale District Local Government;

**Table 4.6: Descriptive Statistics on Training in Kabale District Local Government**

	N	Mean	Std. Deviation
My supervisors mentor me to understand the work	300	3.90	1.302
I was given induction training after first appointment.	300	4.13	1.058
There is general awareness about existing training programs in the district.	300	2.81	1.364
There are regular training opportunities given to me	300	2.52	1.441
The nature of my work that is, work load and perceived work freedom, permit me to go for training outside the work place.	300	3.30	1.489
Knowledge and skills gained from training enhance my capacity to deliver better services.	300	3.05	1.589
Valid N (listwise)	300		

#### Source: Primary Data, 2022

From table 4.6, the mean value of 4.13 and the standard deviation of 1.058 indicates that majority of the respondents agreed that staff in Kabale District Local Government were given induction training after first appointment. The findings imply that induction training was the major training method used in Kabale District Local Government.

The results indicate that supervisors mentor me to understand the work had a mean value of 3.90 and the standard deviation of 1.302 meaning that most respondents agreed with the statement. This implies that most staff were mentored by their supervisors as a means of training them for better performance.

The nature of my work that is, work load and perceived work freedom, permit me to go for training outside the work place was agreed by most of the respondents as revealed by the mean value of 3.30 and the standard deviation of 1.489. The findings meant that off job training was offered to staff in Kabale District Local Government. This training would improve knowledge and skills of staff and this would motivate staff in the local government and contribute to reduce staff turnover rate.



The results on knowledge and skills gained from training enhance my capacity to deliver better services had a mean value of 3.05 and the standard deviation of 1.589 implying that most respondents gained knowledge and skills through training. The knowledge and skills were instrumental in improving employee retention leading to improved service delivery by staff.

From the table, the mean value of the sub construct that there was general awareness about existing training programs in the district was 2.81 while the standard deviation was 1.364. The mean value showed that majority of the respondents disagreed while the standard deviation shows that there was higher variation in responses. The findings imply that most of the staff did not know which training programmes were available in Kabale District Local Government. Lack of general awareness of staff about the existing training programmes could probably be one of the reasons for employee turnover in the local government.

There were regular training opportunities given to me was disagreed by a mean of 2.52 and the standard deviation for this statement was 1.441 which means that there was much disparity in the responses. Since majority of the respondents disagreed, it implies that the local government did not conduct regular trainings for most of its staff to enhance their performance. This therefore meant that low employee retention was also attributed to failure of the local government to motivate most of its staff through provision of regular trainings.

**Correlation between Staff Training and Staff Retention in Kabale District Local Government**

The researcher determined the relationship between staff training and staff retention in Kabale District local government using Pearson linear correlation coefficient and the following were the results.

**Table 4.7: Correlation between Training and Staff Retention in Kabale District LG**

		training	Staff Rention
Training	Pearson Correlation	1	.905**
	Sig. (2-tailed)		.000
	N	300	300
Staff Retention	Pearson Correlation	.905**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

**Source: Primary Data, 2022**

The correlation results in table 4.7 above indicates that training has a high positive significant relationship with staff retention (.905\*\*). This means that an increase in staff training is likely to lead to improvement staff retention in Kabale District Local Government. The implication of the findings is that training influences staff retention if employees were given enough training in form of off job and on job trainings to increase their knowledge and skills to enhance their capacity to deliver better services.

**Model Summary of Training and Staff Retention in Kabale District Local Government**

Table 4.8 shows the model summary of training and staff retention in Kabale District Local Government;

**Table 4.8: Model Summary of Training and Staff Retention in Kabale DLG**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 <sup>a</sup>	.819	.818	.58538

a. Predictors: (Constant), Staff Training

The model summary in Table 4.8 indicates that the staff training accounts for 81.8% of the variation in staff retention in in Kabale District Local Government (Adjusted R<sup>2</sup> =.818). However, the model did not explain 18.2% of the variations in staff retention. The implication of this is that there could be other factors that influence staff retention other than staff training which are not explained by this model.

**Analysis of Variance of Training and Staff Retention in Kabale District Local Government**

Table 4.9 shows the analysis of variance of training and staff retention in Kabale District

**Table 4.9: Analysis of Variance of Training and Staff Retention in Kabale DLG**

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	461.458	1	461.458	1346.647	.000 <sup>b</sup>
	Residual	102.116	298	.343		
	Total	563.574	299			

a. Dependent Variable: Staff Retention

b. Predictors: (Constant), Training

From Table 4.9, the sig. value (.000<sup>b</sup>) is less than 0.05 which means the regression model is statistically significant. This means that training has a significant influence on retention of staff in Kabale District Local Government. The high residual sum of Sum of Squares (102.116) indicated that the model does not explain the variations in employee retention and there could be other factors that explain the higher proportion of the variation in retention of employees in the local government.

### Regression Coefficient of Training and Staff Retention in Kabale District Local Government

The regression Coefficient of training and staff retention in Kabale District Local Government was presented as shown in Table 4.10;

**Table 4.10: Regression Coefficient of Training and Staff Retention in Kabale DLG**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.901	.111		-8.101	.000
	Training	1.184	.032	.905	36.697	.000

a. Dependent Variable: Staff Retention

According to regression coefficient in Table 4.10; training has a positive significant influence on staff retention in Kabale District Local Government since the Beta Value (.905) is positive and its corresponding Sig. value (.000) is less than 0.05. The Beta value indicates that one unit increase in training results into .905 increases in staff retention in Kabale District Local Government. This is supported by  $B = 1.184$ ,  $p=0.000$ . The results imply that a unit change in training leads to a positive change in staff retention by the rate of 1.184. The null hypothesis which states that there is no significant relationship between training and staff retention in Kabale District Local Government is thus neglected and the alternative is accepted.

### 4.3 Performance Appraisal and Staff Retention in Kabale District Local Government

The statements on performance appraisal were presented and analysed as follows;

#### 4.3.1 Descriptive Statistics on Performance Appraisal in Kabale District Local Government

Descriptive statistics was used to analyse data on performance appraisal as indicated in table 4.11 below;

**Table 4.11: Descriptive Statistics on Performance Appraisal in Kabale District LG**

	N	Mean	Std. Deviation
Performance appraisal feedback encourages me to work hard	300	4.37	.483
I have developed good working relationship with my supervisor through performance appraisal interaction	300	3.89	1.580
I communicate well with my supervisor as he prescribes for me what to do in the performance appraisal process	300	3.29	1.337
My attitude towards work is positive because of performance appraisal feedback	300	3.18	1.278
Performance appraisal feedback enabled me to be promoted	300	3.51	1.376
Performance appraisal feedback has enabled me to know my performance gaps	300	3.79	1.114
Valid N (listwise)	300		

Source: Primary Data, 2022

Table 4.11 shows that performance appraisal feedback encourages me to work hard had a mean value of 4.37 with a standard deviation of .483 which indicates that most of the respondents in Kabale District Local Government were encouraged to work hard by the performance appraisal feedback given to them. The implication of the findings is that Kabale District Local Government put high emphasis on performance appraisal to assess how employees were performing which enabled employees know their areas of strength and weakness and therefore improve for better performance.

The mean value of 3.79 indicates that majority of the respondents agreed that performance appraisal feedback enabled me to know my performance gaps and the standard deviation was 1.114. Since majority of the respondents agreed, it implies that the feedback given to employees by the appraiser enabled them to identify and know their areas of weakness after evaluation and thus, they were encouraged to improve for better service delivery.

The results on the sub construct on performance appraisal feedback enabled me to be promoted shows that majority of the respondents agreed with the mean value of 3.51 and the standard deviation of 1.376. Since majority of the respondents agreed, it implies that promotions were given based on the feedback report from performance appraisal. The findings also meant that feedback from appraisal was fundamental force towards promotion of staff which may encourage them to stay in the local government. Most of the staff affirmed that their supervisors had given extra duties because of the feedback from performance appraisal. This further emphasises the importance in evaluating the performance of employees in Kabale District Local Government.

I have developed good working relationship with my supervisor through performance appraisal interaction had a mean of 3.89 and a standard deviation of 1.580 which shows that most of the respondents agreed there was good working relationship with supervisor through performance appraisal.

Table 4.11 shows that most of the respondents agreed that they communicate well with their supervisors as he/she prescribes for them what to do in the performance appraisal process as indicated by the mean value of 3.29 while the standard deviation for this sub construct was 1.337. The implication of the findings is that there is good communication between staff and their supervisors in Kabale District Local Government which encourages employees to reduce turnover rate.

The findings revealed that my attitude towards work is positive because of performance appraisal feedback had a mean of 3.18 and the standard deviation of 1.278. Majority of the respondents agreed with this statement, implying that employees in Kabale District Local Government had good attitude towards work due to performance appraisal and this acted as a motivation tool to encourage employees stay.

**Correlation between Performance Appraisal and Staff Retention in Kabale DLG**

The researcher determined the relationship between performance appraisal and staff retention in Kabale District Local Government and the following were the results;

**Table 4.12: Correlation between Performance Appraisal and Staff Retention**

		Performance Appraisal	Staff Retention
Performance Appraisal	Pearson Correlation	1	.934**
	Sig. (2-tailed)		.000
	N	300	300
Employee Performance	Pearson Correlation	.934**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

**Source: Primary Data, 2022**

From table 4.12, Pearson product moment correlation coefficient was conducted to determine whether there is a relationship between performance appraisal and staff retention in Kabale District Local Government. From Table 4.14, it was indicated that the Pearson correlation coefficient r is .934\*\* with a p-value of .000. Therefore, there is a statistically significant relationship between performance appraisal and employee retention. The implication is that performance appraisal has a positive influence on retention of employees when appraisal feedback is given to staff, promotions given based on appraisal feedback and performance gaps are identified and performance shortfalls improved.

**Model Summary of Performance Appraisal and Staff Retention in Kabale District**

The following table shows the model summary of performance appraisal and staff retention in Kabale District Local Government;

**Table 4.13: Model Summary of Performance Appraisal and Staff Retention**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
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1	.934 <sup>a</sup>	.873	.872	.49059
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a. Predictors: (Constant), Performance Appraisal

#### Source: Primary Data, 2022

Findings in table 4.13 shows that performance appraisal accounts for 87.2% of the variation in staff retention as indicated by the Adjusted  $R^2 = .872$ ). Though, the model did not elucidate 12.8% of the variations in staff retention. This assumes that there are other aspects that influence employee retention in Kabale District Local Government which are not explained by this regression model.

#### Analysis of Variance of Performance Appraisal and Staff Retention in Kabale District Local Government

The Analysis of Variance of performance appraisal and staff retention in Kabale District Local Government was presented in Table 4.14;

**Table 4.14: Analysis of Variance of Performance Appraisal and Staff Retention**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	491.853	1	491.853	2043.631	.000 <sup>b</sup>
	Residual	71.721	298	.241		
	Total	563.574	299			

a. Dependent Variable: Staff Retention

b. Predictors: (Constant), Performance Appraisal

Table 4.14 shows a summary of ANOVA and F statistic which reveals the value of (2043.631) is significant at .000 confidence level. The value of F is large enough to conclude that the set of independent variable which is performance appraisal is a major factor in influencing staff retention in Staff District Local Government.

#### Regression Coefficient of Performance Appraisal and Staff Retention in Kabale District Local Government

The regression coefficient of performance appraisal and staff retention in Kabale District Local Government was presented as follows;

**Table 4.15: Regression Coefficient of Performance Appraisal and Staff Retention in Kabale District Local Government**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.664	.086		-7.755	.000
	Performance Appraisal	1.152	.025	.934	45.207	.000

a. Dependent Variable: Staff Retention

#### Source: Primary Data, 2022

According to table 4.15, performance appraisal predicts 87.2% of employee retention as designated by the Adjusted  $R^2 = .872$ . The regression model was significant and thus reliable for making conclusions and recommendations. The regression coefficient indicates that performance appraisal had a positive significant influence on staff retention since the beta value (.934) is positive and its corresponding Sig. value (.000) is less than 0.05. The beta value indicates that one unit increase in performance appraisal results into .934 increases in staff retention. This is supported by  $B = 1.152$ ,  $p=0.000$ . The results denote that a unit change in performance appraisal leads to a positive change in staff retention by the rate of 1.152. The null hypothesis which states that there is no significant relationship between performance appraisal and staff retention is neglected and the alternative is accepted.

#### Employee Staff in District Local Government

The following table shows descriptive Statistics on staff retention in Kabale District Local Government;

#### Descriptive Statistics on Staff Retention in Kabale District Local Government

The following were the results on descriptive statistics on staff retention in Kabale District Local Government

**Table 4.16: Staff Retention in Kabale District Local Government**

	N	Mean	Std. Deviation
I have enjoyed working with the local government for a long time.	300	2.86	1.565

The longer the number of years in service, the better for me	300	3.17	1.542
The district management team motivates me to work for many years	300	2.87	1.445
I have intentions of staying as an employee in the district because of job security	300	3.93	1.508
I am strongly attached to the district because the work environment is conducive	300	3.93	1.508
I always put in extra time to do my job without being pushed to do so	300	3.17	1.542
Valid N (listwise)	300		

**Source: Primary Data, 2022**

From the above table, I have intentions of staying as an employee in the district because of job security had the mean value of 3.93 and the standard deviation of 1.508. The mean value shows that majority of the respondents agreed implying that job security was the most important factor in influencing employee retention in Kabale District Local Government.

I am strongly attached to the district because the work environment is conducive had a mean of 3.93 and a standard deviation of 1.508. The results indicate that most of the staff in Kabale District Local Government agreed that they were strongly attached to the district because of the working environment.

I have enjoyed working with the local government for a long time had a mean of 3.86 and the standard deviation of 1.565. Since majority of the respondents agreed, it implies that most employees were motivated to stay in the service of Kabale District Local Government.

Regarding the item I always put in extra time to do my job without being pushed to do so, the mean score was 3.17 while the standard deviation was 1.542. This implies that employees were self-motivated to perform their duties and stay long in the local government to delivery services.

The findings in table 4.18 also shows the mean of 3.17 and the standard deviation of 1.542 which meant that most of the respondents agreed that the longer the number of years in service, the better for me. This implies that employees enjoyed working in Kabale District Local Government which contributed to increased employee retention in the local government.

The district management team motivates me to work for many years had a mean of 2.87 and a standard deviation of 1.445 which meant that employees were not motivated by the district management team since most of the respondents disagreed. This implies that there are other factors that motivate employees in Kabale District Local Government to work for many years other than the district management team such as job security and work environment.

**CONCLUSIONS**

Based on the findings of the study, the study concludes that rewards have a positive significant with staff retention. It was established that staff provision of pension when statutory retirement clocks, paying enhanced salaries to staff, provision of great skills, allocating responsibilities to staff that make employees feel work is important, offering promotions basing on performance and following the right criterion enhanced staff retention in Kabale District Local Government.

The study concludes that there is a positive significant relationship between staff training and employee retention in Kabale District Local Government. The study established that an increase in staff training is likely to lead to improvement in employee retention in Kabale District Local Government.

The study concludes that there is a significant positive relationship between performance appraisal and staff retention in Kabale District Local Government. This means provision of performance appraisal feedback and improving good working relationship with supervisor’s increases on staff retention in Kabale District Local Government.

**RECOMMENDATIONS**

Because rewards were found to have a positive influence in staff retention, the study recommended that Kabale District Local Government should improve on its reward system and should provide remuneration policy framework that provide budget line for employee rewards.

Kabale District Local Government need to ensure that promotion criterion is fair and giving promotion should be based on effective performance of a staff. This will improve employee retention as well as performance.

Since the findings revealed that most staff were paid low salaries compared to the cost of living, it is recommended that there is need for enhancement of salaries of staff in order to much the cost of living so that employees can meet his basic necessities. This will motivate staff to stay long in service thus improving performance in Kabale District Local Government.

Additionally, it was revealed that most staff disagreed that they were paid over time when they worked for long hours. Therefore, in order to ensure that employees worked overtime and stay long in the local government, overtime work should be accompanied by payment of allowances.

Since staff training is an important factor for increased performance, the study recommended that Kabale District Local Government needs to source enough fund to enable staff attend specialized trainings to increase on knowledge and skills and motivate staff for long serving in the district.

Kabale District Local Government should frequently consider the training needs of staff before undertaking any training. This will help in identifying areas where training is required thus improving knowledge and skills to enhance employee retention and performance.

The district management should frequently provide performance appraisal feedback to employees as early as possible to enable employees evaluate their weakness and put in measures to improve their performance.

When offering promotions, the management need to consider the performance of staff and this should be done by ensuring that performance appraisal is effectively done and good report is provided.

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