

**EMPLOYEE RETENTION STRATEGIES ON THE PERFORMANCE OF
GOVERNMENT EMPLOYEES IN A GOVERNMENT OFFICE: A CASE STUDY
OF OFFICE OF THE PRIME MINISTER IN UGANDA**

ESEZA NYEISHOKYE

S21B56/059

**A DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF
BACHELOR OF GOVERNANCE AND INTERNATIONAL RELATIONS AT UGANDA
CHRISTIAN UNIVERSITY**

August, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, NYEISHOKYE ESEZA, hereby declare to the best of my knowledge that the work presented here has never been presented to any other institution of higher learning for any award.

Signed : NYEISHOKYE ESEZA
2024

Date : 20th / sept

NYEISHOKYE ESEZA

(STUDENT)

APPROVAL

This is to certify that this dissertation has been submitted by NYEISHOKYE ESEZA for examination in partial fulfillment for the award of a Bachelors Degree of Governance and International Relations (BGIR) at Uganda Christian University with approval as the University Supervisor

Signed: Ellen

Date: 20th Sept 2024

MADAM ELLEN ASIMWE KASOMA

DEDICATION

In the Name of GOD, The Compassionate, The Merciful.

This report work is dedicated to my self Nyeishokye Eseza, my parents, Mr. Ndyamuhaki Robert and Mrs. Katusiime Joy for their moral and financial support since my childhood, and the rest of my family members whose efforts towards the success of my studies depict the highest degree of Love and Care.

Thank you very much.

I say, trust in God for academic victory.

ACKNOWLEDGEMENTS

I thank God for inspiration, strength and vision to complete the course, wisdom and understanding. I am forever grateful to Him.

I would like to express thanks to my dissertation supervisor. This study has been possible with the attentive supervision of Madam Ellen Asiimwe. In addition, lecturers of Uganda Christian University, Mukono like Mr. Tabalanga Jonathan and Mr. Kizito Martin are appreciated for their timely feedback. Their academic support enabled work-in-progress from the proposal to this dissertation.

This work is a tribute to my parents, Mr. Ndyamuhaki Robert and Mrs. Katusiime Joy for their patience, understanding and love to cause possibilities. They deserve special thanks for their love towards my education with dedication their financial assistance towards this research report can never be underrated.

More thank to all my friends and discussion group mates especially Mugabi Shiphrah who enriched my understanding of the subject.

I also register my special thanks to my sister Bataro Esther and my brothers, Amanya Alison, Otebwa Arnold and Ndyamuhaki Robert for their love and moral guidance that have contributed greatly towards the success of this report and other academic work.

Thank you very much.

God Bless You

Nyeishokye Eseza

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
APPROVAL	Error! Bookmark not defined.
DEDICATION	iii
ACKNOWLEDGEMENTS.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	vii
LIST OF FIGURES.....	viii
ACROYNMS	vii
ABSTRACT	8
CHAPTER ONE: INTRODUCTION.....	1
1. STUDY BACKGROUND	1
1.1. Office of the Prime Minister.....	2
1.3. Specific objective	2
1.4. Research Questions.....	3
1.5. The Scope of the study	3
1.6. Significance of the study	3
1.7. Conceptual frame work.....	4
CHAPTER TWO: LITERATURE REVIEW.....	7
2. Introduction.....	7
2.1. Theoretical Foundation of the Study.....	7
2.2. Employee Retention Strategy.....	8
2.2.1. Reward and Recognition.....	9
2.2.2. Training and Development.....	11
2.2.3. Recruitment and Orientation	13
2.2.4. Supervisor Support	14
2.2.5. Work Environment.....	16
2.3. Organizational Performance.....	17
2.4. Employee Retention Strategies and Organizational Performance.....	19
CHAPTER THREE: RESEARCH METHODOLOGY.....	21
3. Introduction.....	21
3.1. Research Design.....	21

3.2.	Study Sources.....	21
3.2.1.	Secondary data collection	21
3.3.	Data Analysis.....	22
3.3.1.	Thematic Analysis	22
3.3.2.	Comparative Analysis.....	23
3.4.	Ethical Considerations.....	24
3.5.	Limitations of the study.....	24
3.6.	Conclusion	25
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.....		25
4.	Introduction.....	25
4.1.	Analysis of Data	26
4.1.1.	Thematic Analysis.....	26
4.1.2.	Comparative Analysis.....	27
4.2.	Presentation of findings.....	28
4.3.	Interpretation of findings	29
4.4.	Conclusion	29
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS		30
5.1.	Summary of findings	30
5.1.1.	Influence of reward and recognition on the employee performance at OPM	30
5.1.2.	Influence of intrinsic rewards on the performance of organizations.....	30
5.1.3.	Employee retention strategies currently employed at OPM.....	31
5.1.4.	Impact of employee retention strategy on performance of organizations	31
5.2.	Conclusion	32
5.3.	Recommendations	33
5.3.1.	Foster career improvement programs.....	33
5.3.2.	Foster a Positive Organizational Culture.....	33
5.3.3.	Implement Flexible Work Arrangements	33
5.3.4.	Address Budget Constraints Strategically	34
5.3.5.	Regular Assess Retention Strategies.....	34
5.4.	Areas for further research.....	34
References.....		35

LIST OF TABLES

Table 1: Employee Turnover Rates before and after Training initiatives	28
--	----

ACROYNMS

OPM	Office of the Prime Minister
UCU	Uganda Christian University
DV	Dependent Variable
IV	Independent Variable
UCU	Uganda Christian University

ABSTRACT

Employee retention is a critical concern for government institutions, particularly in developing countries like Uganda where the public sector plays a pivotal role in national development. This study explores the impact of employee retention strategies on the performance of government employees within the Office of the Prime Minister in Uganda. The research aims to understand how various retention strategies including compensation packages, career development opportunities, work life balance initiatives, employee recognition programs and organizational culture influence employee satisfaction and performance.

The study employs the quantitative analysis which focuses on identifying correlations between specific retention strategies and key performance indicators such as employee productivity, job satisfaction and turnover rates. The qualitative component provides a deeper understanding of the contextual factors that influence the effectiveness of these strategies' including organizational culture, leadership styles and external economic conditions.

The findings reveal that competitive compensation, opportunities for career development advancement and supportive work environment are the most significant factors in retaining skilled employees. However, the study also highlights the importance of non-monetary factors like work life balance and recognition which are often overlooked but crucial for maintaining high levels of employee engagement and motivation. Additionally, the research identifies several challenges unique to the

public sector like budget constraints and bureaucratic inefficiencies that limit the effectiveness of certain retention strategies.

The dissertation concludes with practical recommendations for the Office of the Prime Minister to enhance the employee retention strategies. These include implementing more flexible work arrangements, increasing investment in employee development programs and fostering a culture of continuous feedback and recognition. The insights gained from this case study not only contribute to the academic understanding of employee retention in government institutions but also offer actionable strategies for improving the performance and service delivery of the public sector organizations in Uganda and similar contexts.

CHAPTER ONE: INTRODUCTION

1. STUDY BACKGROUND

Employee retention is a major concern across both public and private sectors worldwide, where continuity and efficiency are crucial for achieving organizational objectives. Retaining skilled employees is often more beneficial for an organization than constantly hiring new staff (Branham, 2005). Implementing retention strategies, such as offering competitive compensation, opportunities for career growth, and further, enhancing a positive organizational culture, has been proven to enhance employee satisfaction and reduce turnover (Johns and Brown, 2019). For instance, the Ugandan's Public Serviceministry reported a 15% reduction in turnover after introducing targeted retention initiatives (Uganda Ministry of Public Service, 2021). However, despite these efforts, the Office of the Prime Minister (OPM) continues to face high employee turnover, raising concerns about its ability to efficiently fulfill its mandate.

The significance of employee retention cannot be overstated (Ming, 2008). Employee retention strategies tends to improve entities (Kottolli, 2010). Additionally, retention brings about continued stay of current staff with the organization, reducing costs associated with hiring, training, productivity, replacement, and efficiency (Harris, 2000). While retention offers numerous benefits, high employee turnover brings significant disadvantages.

1.1. Office of the Prime Minister

The Office of the Prime Minister (OPM) in Uganda is a key government ministry that provides leadership under the Prime Minister, who oversees the Ministers within the Executive branch. (Uganda Constitution of 1995 Article 108). Under the Constitution of Uganda, The Prime Minister serves as the Leader of Government Business in Parliament, further, he is tasked with the coordination and implementation of the country's policies in the various ministries, departments, and public entities.

The OPM serves as the primary executive office in charge of coordinating and executing government policies, programs, and projects. (Disaster Management Humanitarian Response). The office emphasizes the importance of equipping staff with the necessary skills to perform their duties effectively and reach their full potential through ongoing training and development initiatives. On-the-job training is regarded as the foundation of all training efforts, with the organization acknowledging the vital role that experienced employees play in mentoring and training their colleagues.

1.2. Purpose

To examine the different employee retention strategies on the performance of Office of the Prime Minister, Uganda.

1.3. Specific objective

- To identify how rewarding of employees can improve the staff performance at the Office of the Prime Minister.
- To explore how training and development has improved staff performance at Office of the Prime Minister, Uganda for last 30 years.

1.4. Research Questions

1. How do reward and recognition impact employees at the Office of the Prime Minister?
2. In what ways do training, development, and career planning contribute to staff retention at the Office of the Prime Minister?

1.5. The Scope of the study

The study was guided by mainly the time scope. This is because it was recognized that majority of the staff working with the Office of the Prime Minister have worked for more than 15 to 30 years since His Excellence Yoweri Kaguta Museveni got into power through elections hence their hard work being appreciated to being retained.

1.6. Significance of the study

Employee retention strategies, such as rewards, promotions, and refresher training, are commonly implemented to boost employee morale and enhance their performance (Kibirige, 2014). However, the organization has experienced a persistent decline in performance, evidenced by high turnover, increased absenteeism, tardiness, and employees absconding from duty. The study therefore has a goal of identifying the root causes of these issues.

The study findings will be beneficial to the following entities:

Policy Makers: The study is expected to help policy makers adopt more effective employee retention strategies, which could lead to improved staff performance at the Office of the Prime Minister.

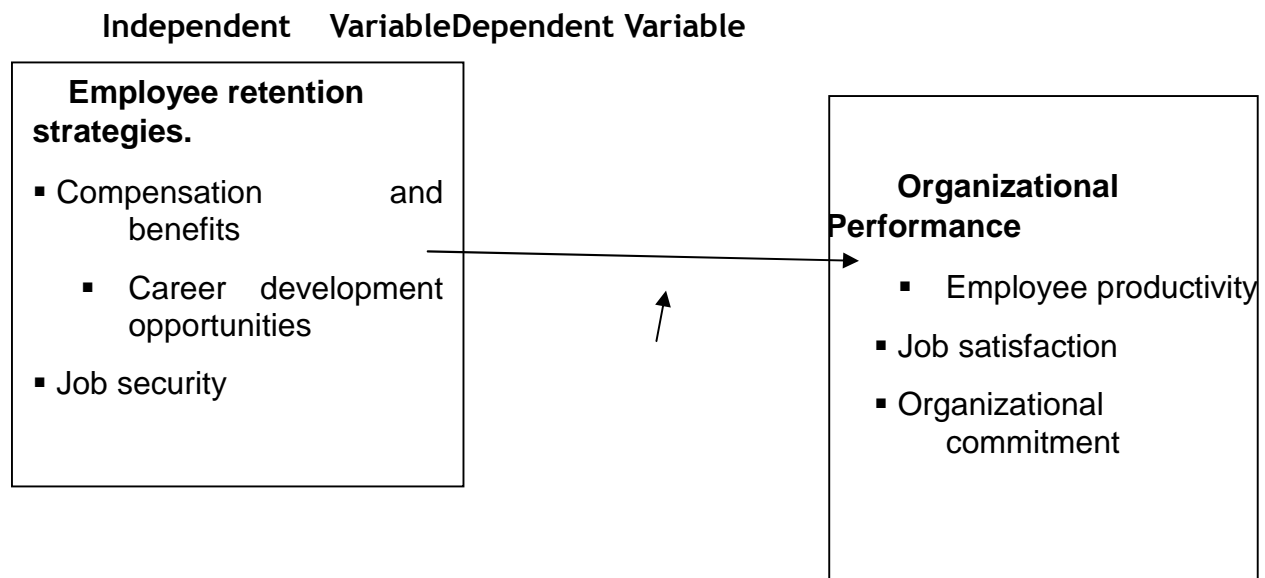
Furthermore, understanding the factors related to employee retention and social service delivery will enable employees to perform better, thereby accelerating efforts to deliver health services more effectively and with broader coverage within the Prime Minister's Office.

The research will also serve as a foundation for other researchers and scholars interested in exploring similar topics. The conclusions drawn from this study can help identify gaps and guide the development of proposals aimed at filling these gaps, ultimately contributing to a more comprehensive understanding of the issues at hand.

Additionally, this research will make a contribution to the existing academic literature regarding employee retention, especially in civil service, offering insights that may be applicable in similar contexts. The findings could also inform future research on employee retention strategies in other government agencies. Lastly, the study will provide the researcher with a deeper understanding of field research, including data collection, information compilation, and analysis skills.

1.7. Conceptual frame work.

The conceptual framework below illustrates the relationship between the variables, emphasizing the connection between staff motivation and organizational performance, as shown in Figure 1.



Source: Adopted from Koontz and Weinrich (1988), moderated by the researcher.

Figure 1 illustrates the relationship between the two study variables: retention strategies, which serve as the independent variable, and organizational performance, which is the dependent variable. The figure demonstrates how these independent variables influence the dependent variable.

In the conceptual framework, it is assumed that employee retention strategies include financial motivation (such as allowances, timely payments, travel allowances, incentives, bonuses, and benefits), non-financial motivation (such as on-the-job training, promotions, job rotation, job descriptions, employee appraisals, computer training, and study and annual leave), and intrinsic rewards (such as choices in work completion, job rotation, delegation, refresher courses, and promotions). These factors are considered independent variables. The implication is that when effective

employee retention strategies are implemented, organizational performance can be enhanced.

Employee retention strategies also encompass factors such as workload coverage, employee attendance, evaluation of staff work, the quality of work produced, employee regularity, punctuality, and expected outcomes. Additionally, it is important to note that both the independent and dependent variables are influenced by a moderating variable—namely, the work environment, staff development, attitude towards work, and employer-employee relationships. The appropriateness and quality of these variables depend on this intervening factor. Thus, the interaction between the independent and dependent variables is mediated by the intervening variables.

CHAPTER TWO: LITERATURE REVIEW

2. Introduction

This chapter aims to review the existing literature on employee retention strategies and their impact on employee performance, particularly within the context of government. It begins by exploring the theoretical frameworks that form the foundation of employee retention, followed by an examination of empirical studies on retention strategies in both the public and private sectors. Additionally, the chapter analyzes the relationship between employee retention and organizational performance.

2.1. Theoretical Foundation of the Study

March and Simons 1958 model is a pioneering work on employee turnover suggesting that two key factors drive an employee's decision to leave their desire to move and the attractiveness of alternative opportunities. Hence, job satisfaction and lack of alternatives are included here as two important factors in employees' decisions to stay. Employees would be satisfied (and thus more likely to stay) if they felt that the outcomes, they received reflected the effort and other inputs that they had invested. More recently, organizational justice has been defined more broadly to include fairness perceptions related to outcomes, procedures, and interpersonal interactions, which have been shown to be related to employees' decisions to remain with their employer (Aquino, Griffeth, Allen, & Hom, 1997). Employee retention strategies are rooted in several key theories of motivation and organizational behavior.

Understanding these theories is crucial for analyzing how different retention strategies influence employee performance.

2.2. Employee Retention Strategy

Financial incentives, such as competitive salaries, bonuses, and paybacks, are crucial elements of effective employee retention approaches. Research indicates that competitive compensation packages effectively reduce turnover, particularly in the public sector. However, financial incentives alone may not be enough to retain employees, especially when non-financial factors such as a positive work environment and job satisfaction are lacking (Baker, 2007).

Individuals who shape strategy within organizations are often viewed as visionaries, businesspersons, and innovators. Many companies, especially larger ones with well-established Human Resources departments, engage in comprehensive planning to create cohesive employee retention strategies. These strategies encompass the policies and practices designed to address the diverse needs of the workforce and foster an environment that encourages employees to stay with the organization.

Focusing on the factors that influence employee retention is essential for organizational growth and success. Research indicates that retention strategies that effectively meet the needs of all employees improve a company's ability to adapt to ongoing changes. Modern retention strategies are shifting beyond traditional salary and benefits packages to include employee motivation as a critical component. This approach addresses workforce diversity and promotes long-term employee commitment.

Retention strategies that cater to the needs and preferences of employees across all age groups result in greater job satisfaction, loyalty, and commitment. (Cunningham 2002) highlights that employees value recognition, flexibility, and training as key factors in prolonging their tenure. Similarly, (Walker 2001) and other experts emphasize the importance of creating a supportive learning and working environment to improve employee retention.

2.2.1. Reward and Recognition

(Staw1980) contends that reward systems should be a primary focus of innovation for employers. She argues that the growing diversity of the workforce demands more creative approaches to customizing rewards for individual employees. While it's not feasible to enumerate all types of recognition and rewards companies provide, it is evident that integrating reward and recognition into broader workplace practices can greatly enhance employee retention. The term "Reward and Recognition" encompasses a broad spectrum of both formal and informal, financial and non-financial incentives offered to individual employees, groups, or entire teams (Moses, 2000). These rewards can range from small employee-of-the-month awards, such as gift certificates and plaques, to organization-sponsored sports teams, prizes, and apparel. They are often part of an organization's overall Human Resource policy but may also be given on an ad-hoc basis by middle managers or team supervisors.

For rewards to be effective, they must be well-justified, offer everyone a fair chance, and be something that the recipient values. All employees who contribute to the organization's productivity deserve a fair share of awards, interesting new assignments, honors, or other motivational incentives. Morale can suffer if employees

perceive the employer as arbitrary, unfair, or biased. (Hom and Griffeth 1995) caution that when used improperly, rewards, recognition, praise, and bonuses can become manipulative and controlling, reducing to mere bribes for behavior. Such behaviorist techniques may have the opposite effect from what is intended, potentially undermining intrinsic motivation. It is unfortunate when companies stifle initiative, reducing employees to merely waiting for the next reward. In conclusion, “goal-setting and training” are likely to have a greater impact on productivity than rewards and recognition. (Stoner, Freeman, 1995)

Providing skill recognition for personal job accomplishments is an effective retention strategy for employees of all ages. Studies indicate that acknowledging individual work accomplishments meets people’s need for acceptance and extends their employment. There is a growing trend of job seekers looking for companies that encourage employee input, growth, education, and teamwork, beyond traditional compensation and benefits packages. (Brown H 2016). The organizational benefits of personal recognition are invaluable, and statistics support that verbal praise can enhance organizational loyalty, motivation, and perseverance at no additional cost. Recognition of individual skills, regardless of age, fosters positive behavior, ethics, teamwork, confidence, and growth in all employees. Therefore, both skill recognition (from verbal praise to incentives/rewards) and learning opportunities (growth/development) contribute to enhanced individual performance, effectiveness, and retention. (Breaugh & Mary, 2000).

2.2.2. Training and Development

Top talent is focused on advancing their careers, and to help employees thrive and reach their full potential, they need encouragement and support. Implementing effective succession and development strategies can lead to increased employee engagement, enhanced career prospects and a competitive edge in attracting and retaining top talent making your organization a sought-after place to work. (Breugh & Mary, 2000). Companies that invest in education and training will be more competitive, productive, and gain employee loyalty (Charles, 2009).

Development is widely recognized as a key factor in effective retention because well-developed training programs are increasingly crucial for the survival of modern companies, regardless of whether retention is a primary concern. As operational paradigms such as “The Learning Organization” or the “Knowledge-Based Organization” become more prevalent, the importance of training is likely to grow. (Baldon, Justin 2005)

Training should be viewed as a crucial investment rather than a cost, providing both theoretical and practical knowledge to excel. Offering training to upgrade skills and clarify expectations is essential (Mizell, 2005). Moreover, the fact that training is highly valued by employees makes it a powerful business strategy. While training and development are fundamental to business operations, it is counterintuitive to consider them primarily as retention tools. Few examples exist where skill development is explicitly used to retain employees, yet numerous studies confirm that employee satisfaction or dissatisfaction is closely linked to professional development issues (Siebert & Zubanov, 2009).

(Meyer et al.2003) argues that investing in employee learning, including training, development and work place organization is essential for retention as it fosters a sense of commitment and support, help employees to cope with stress and navigate change, provides a compelling reason to stay with the organization and creates a culture of care and concern for employee wellbeing. Training and development help build employee commitment by allowing employees to envision a future with their organization and providing support to tackle ongoing work challenges. Employers often express concern that trained employees might leave for other opportunities, a valid worry particularly in industries like brewing where labor is in high demand. Consequently, companies may offer minimal training or focus on proprietary skills. However, for highly skilled segments, employers tend to invest more substantially (Starosta, 2006).

Training complements other retention-related practices such as career development, skill-based pay, and more. When combined with measures that enable employees to develop and advance within the organization, training can be a strong retention tool (Butteriss, 1999; Meyer et al., 2003). Employers should implement effective internal promotion programs to help even unskilled and semi-skilled employees advance to higher responsibility and better compensation. (Cappelli 2000). Training needs to be tailored to each organization's specific circumstances, with no single method or formula determining the amount or type of training. While no evidence suggests that specific training forms or content are inherently more effective for retention, it is plausible that training, coupled with clear advancement plans and ongoing professional development, helps retain valued employees.

Career planning as part of an employee development program aims to make employees feel valued and help them manage various aspects of their lives, despite the lack of clear promotion tracks. Although employers can no longer promise job security, they can assist employees in maintaining skills to remain relevant in the job market (Moses, 1999). (Eyster et al. 2008) note that job flexibility and accommodating career and life options are crucial incentives for employees. Research shows a growing trend of employers offering greater job flexibility, including training, mentoring, workstation accommodations, job mobility, and reduced work hours, as well as life options such as counseling services and wellness programs (Boomer Authority, 2009; Eyster et al., 2008). Organizations must accept that this approach may lead some employees to pursue opportunities outside the company (O'Herron & Simonsen, 1995).

2.2.3. Recruitment and Orientation

A review of Human Resource literature confirms that effective employee retention involves more than just actions taken after an employee has been hired and established within the organization. The methods used for recruiting and orienting new employees in their initial days on the job can be crucial for long-term retention. Inadequate recruitment and orientation may lead to significant separation and replacement costs in the future. (Jackofsky 1984) attributes 60% of undesirable turnover to poor hiring decisions by employers. These "bad hiring decisions" often result from rushed selection processes that fail to verify whether candidates possess the necessary skills and qualifications for the job.

Successful employee retention often stems from a good match between an organization's workplace culture, its business practices, and the values it promotes, and the interests, character, and motivations of its employees. (Staw 1980) suggests that enabling both parties in the employment contract to make informed decisions helps ensure the right hiring choice is made. Therefore, companies should emphasize evaluating not only formal qualifications and job-relevant technical abilities but also broader qualifications and personal dispositions of potential recruits.(Bernard, S. 2005). The literature assumes that the cost of recruitment will be outweighed by the benefits of reducing unwanted turnover, though each organization must assess this for itself. Many companies place significant trust in candidates referred by their own employees, and some even offer bonuses for successful referrals. Employee referrals, though less formal, often achieve the goals of providing a realistic preview of the job based on personal experience and observation (Williams & Livingstone, 1994).

Additionally, a thorough initial orientation can effectively integrate new hires into the workplace, make them feel welcome, and provide them with essential information on navigating job demands and potential issues. This orientation process is a crucial aspect of socialization, with some companies dedicating two weeks or more to it, during which they cover the organization's values, structure, goals, objectives, clients, customs, and history. (Awaze, R. Bowen, S.2003).

2.2.4. Supervisor Support

Research by (Ontario 2004) and Madiha et all (2009) emphasizes the vital role of a supervisor support in employee retention suggestion that employees are more likely to leave due to poor management than dissatisfaction with their job itself. The

supervisor employee relationship is a critical factor in retention as supervisors embody the organization's human element and significantly influence an employees perception of the company. (Eisenberger et al., 1990). Supervisor support plays a key role in altering an employee's likelihood of quitting and fostering high job involvement by building strong relationships and facilitating open interaction (Mahal, 2012).

A two-year survey of over three thousand employees across various job functions and industries revealed that managers, bosses, and team leaders who directly interact with employees have a substantial impact on their job satisfaction or dissatisfaction. In summary, employees often seek other opportunities due to "problems with the boss." Factors affecting employee satisfaction and commitment are generally under the purview of managers, supervisors, or team leaders (Kaye & Evans, 2003).

Employee development programs rely on a supportive organizational culture to be effective. Any successful program needs strong backing from senior management, who must also act as positive role models for their subordinates (Zenger, Ulrich, Smallwood, 2000). When an organization focuses on employee development, managers and supervisors must take on the role of coaches, helping employees manage their careers and support their development efforts. For instance, managers at Sears participate in a workshop called "Managing Career Development" to better assist employees with career planning (O'Herron & Simonsen, 1995). Coaching employees is valuable for helping them achieve their goals, but it is equally important for managers to demonstrate genuine care, which can significantly boost employee motivation (Moses, 2000).

2.2.5. Work Environment

Although opportunities for learning and growth are crucial for employee retention (Moses, 2000), an organization must cultivate a supportive and challenging work environment. This environment is closely linked to the conditions under which employees can both learn and perform effectively. Key elements include support and aspiration at work, work-related stress, the degree of empowerment and responsibility acknowledged by employees, job task alternatives and development opportunities, as well as the provision of challenging and meaningful work (Natalie et al., 2011).

The concept of a learning and working climate is derived from prior research (Abrams et al., 2008, etc.). It generally refers to the environment where employees engage in both learning and work. More specifically, this concept encompasses guidance and appreciation at work, work pressure, the level of empowerment and responsibility employees experience, choices in job tasks and development, provision of challenging and meaningful work, and opportunities for advancement. Previous studies indicate that an appreciative approach, manifested through a positive learning and working climate, significantly impacts employee retention. Employees often experience stress from bosses who excessively control or fail to delegate properly (Abrams et al., 2008; Christiansen et al., 2009; Van Hamme, 2009; Visser, 2001; Verheijen & DeWulf, 2004). Conversely, some employees find satisfaction in taking on additional responsibilities and achieving challenges, which boosts their pride and enthusiasm for their work (Kaye & Evans, 2003).

2.3. Organizational Performance

Organizational performance is typically evaluated based on outcomes. Several metrics can be used to assess performance, including productivity, efficiency, effectiveness, and quality (Ahuja, 1992). Efficiency refers to the ability to achieve desired outcomes with minimal resource usage, while effectiveness pertains to employees' capability to meet set objectives or targets (Stoner, 1996). Productivity is measured as the ratio of output to input, reflecting how well an individual, organization, or industry converts resources into goods and services (Stoner, Freeman & Gilbert, 1995).

Quality denotes the attributes of products or services that meet stated or implied needs, increasingly achieved through delivering better products and services at competitive prices. (Chew J 2004). Measuring performance is crucial for an incentive plan as it underscores the importance of organizational goals. In human resource management, various indicators are suggested for performance measurement, such as: quality, assessed by the percentage of work that needs to be redone or rejected; customer satisfaction, gauged by the number of loyal customers and their feedback; timeliness, evaluated by how quickly an employee completes tasks; absenteeism/tardiness, noted when employees miss work; and achievement of objectives, determined by whether an employee surpasses their targets. (Carron, G 2006)

Organizational performance hinges on employee performance, which, in turn, depends on engagement with the workplace environment and job duration. There is a positive relationship between work, the workplace environment, and work tools, with

the workplace becoming an integral aspect of the job itself. Human resource policies and practices significantly impact both organizational and individual performance. Job satisfaction, for example, has long been linked to business performance and employee commitment. Additionally, employee retention is often identified as a key factor, along with trust and morale, influencing performance. Despite recent focus on commitment, employee retention remains a crucial determinant of performance. (Armstrong, M. 2006), (Chaminade 2007).

Performance is one indicator of effectiveness, with its own set of advantages and disadvantages. It is essential to differentiate between organizational performance and the broader concept of organizational effectiveness. Organizational effectiveness encompasses performance but is grounded in organizational theory and alternative performance goals. Organizations can set goals and standards to measure individual performance and ensure that employees contribute to producing high-quality products and services through performance management. This process encourages employee involvement in organizational planning, fostering motivation and high-performance levels. Performance management involves activities that ensure organizational goals are consistently met effectively and efficiently. It can focus on employee performance, departmental output, or processes involved in product or service delivery. Previous research indicates that employees satisfied with their jobs demonstrate higher performance and retention compared to those who are not. (Stoner, Freeman and Gilbert, 1995)

2.4. Employee Retention Strategies and Organizational Performance

Human resources are considered the most valuable asset of an organization, and retaining them is crucial for gaining a competitive advantage and outperforming rivals (Hafiza, Shah, Jamshed & Zaman, 2011). Retaining employees optimizes their performance and boosts organizational productivity. Employee retention refers to an organization's ability to keep its employees over the long term. It can be measured simply as a percentage, indicating the outcome, or in terms of the efforts made by employers to maintain staff, which constitutes the retention strategy.

Organizational effectiveness encompasses not only performance but also a range of internal outcomes associated with efficient or effective operations, as well as external measures related to broader considerations beyond economic valuation, such as reputation. Given today's competitive economic environment, where competitors often poach employees from each other, it is advisable for organizations to retain their best performers (Hall B, 2005). Many organizations now recognize their people as their most important resource. Poor job retention results in costs associated with employee turnover, including additional burdens on remaining staff, and recruitment and training expenses (Guma, 2011). Therefore, firms need to adopt effective Human Resource Management (HRM) strategies to utilize employees effectively and retain talent (Chandrasekar, 2011).

Employee retention is critical because the departure of talented employees can directly impact overall performance and organizational profitability. Employee turnover affects individuals, organizations, and society. For individuals, job loss can

result in temporary income and benefit loss, family stress, reduced self-esteem, and potentially sustained unemployment or relocation. From an organizational perspective, turnover can disrupt client service, incur additional recruitment and training costs, and place extra stress on remaining staff.

The costs of replacing employees can be high, and the challenge of finding and training new workers can be substantial. The skills and knowledge lost when employees leave can take years to replace. Addressing turnover requires proactive retention strategies, such as workplace policies and practices that enhance employee commitment and loyalty (Branham, 2005). Knowledge transfer initiatives help preserve an organization's 'corporate memory' by ensuring that employee expertise is systematically shared, thereby mitigating the negative impact of turnover and providing development opportunities that reduce turnover (Glebbeck and Bax, 2004).

Implicit in this approach is the assumption that turnover is driven by identifiable characteristics of workers, tasks, firms, and markets, and that developing policies to address these factors can reduce turnover. However, as noted by several observers, the consequences of turnover have received relatively less attention in research. This study examines turnover as a cause and performance as an outcome, contrary to the assumed relationship in previous studies at the individual level of analysis.

CHAPTER THREE: RESEARCH METHODOLOGY

3. Introduction

This chapter discusses the research methodology that I used, in an attempt to achieve the objectives of the study. This chapter presented the approach that I used to conduct the research. The study employs desk research also known as secondary research which involves the collection and analysis of existing data and literature.

3.1. Research Design

The study adopts a qualitative research design, suitable for analyzing existing data and literature to explore the impact of employee retention strategies. The research is exploratory in nature, aiming to gather insights from previously conducted studies, reports, and relevant documents.

3.2. Study Sources

3.2.1. Secondary data collection

The study is based exclusively on secondary data, which encompasses the analysis of existing materials such as academic articles, books, government reports, organizational records, and statistical data relevant to employee retention and performance in government organizations.

Sources of secondary data include;

1. **Academic journals;** Peer-reviewed articles related to employee retention, human resource management, and organizational performance in the public sector. Examples include Johnson Smith's 2019 article on "Impacts of Employee Retention Strategies on Public Sector Performance" and Kiggundu's

2020 work on “Human Resource Management Practices in Ugandan Government Institutions.”

2. **Books;** Authoritative texts on human resource management and organizational behavior, such as “Strategic Human Resource Management” by (David Guest 2018) and “Public Administration in Africa: Performance and Challenges” by (Olowu and Wunsch 2020).
3. **Government reports;** Official documents and publications from the OPM, the Ugandan Government, and international bodies like the World Bank and the International Labor Organization. Key reports include the OPM Annual Performance Report (2022) and the Uganda Public Service Commission Report (2021).
4. **Statistical Databases;** National and international databases providing statistics on employee retention strategies and performance metrics in the public sector. Data sources might include the Uganda Bureau of Statistics reports or the World Bank’s “Governance Indicators.”
5. **Case Studies;** Published case studies from similar organizations in Uganda or other countries that offer necessary understanding of the effect of employee retention strategies.

3.3. Data Analysis

3.3.1. Thematic Analysis

The thematic analysis method was employed to examine the collected secondary data, focusing on the identification, analysis, and reporting on the patterns within the information. The analysis highlights key themes related to employee retention

strategies and their impacts on employee performance, which are discussed within the context of the OPM.

Example themes

- **Effectiveness of training Programs;**the studies evaluate ongoing professional development and training programs, such as the Uganda Civil Service Employee Training Report (2020), which contribute to employee retention.
- **Compensation and benefits;**The analysis of reports, including the Public Sector Pay Review Commission Report (2021), explores the role of providing appropriate compensation rates in a bid to retain employees.
- **Organizational Culture and Employee Engagement;** Themes around organizational culture might be identified from studies like “Employee engagement and Retention in African Public Services “by(Mbiti and Okello in 2021).

3.3.2. Comparative Analysis

Where relevant, the study conducts a comparative analysis of different government organizations both within Uganda and internationally in order to understand how employee retention strategies differ and what impact these differences have on employee performance. This helps in drawing parallels and contrasts with the case of Office of the Prime Minister.

Examples of Comparisons

- **Comparisons of Uganda with Kenya;** For instance, the study might compare employee retention strategies in the Office of the Prime Minister in Uganda

with those of the Kenyan Ministry in the public service as detailed in the “Employee Retention in the East African Public Sector” by (Ochieng 2021).

- **International Benchmarks;** Comparing developed countries with the third world countries like analyzing the UKs Civil service approach to employee retention as detailed in “Civil Service HR Practices in the UK” By (Brown 2019)

3.4.Ethical Considerations

Although this research is based on secondary data, ethical considerations are still very important. Proper citations and acknowledgements are made for all sources used to avoid plagiarism. The study also ensures that the data used is credible, reliable and has been obtained from reputable source. An example is that all information obtained from the reports like “The Uganda National Planning Authority Strategic Plan ,2021 to 2025” or data bases like the World Banks open data platform will be fully cited to the guidelines provided by the institution overseeing this research.

3.5.Limitations of the study

The primary limitation of this study is its reliance on secondary data which does not fully capture the current context of employee retention strategies within the Office of the Prime Minister. Additionally, the available data maybe outdated or not specific to the Ugandan context which could limit applicability of the findings like the” The Uganda Public Service of 2019” may not reflect the most current trends in employee retention thus necessity cautious interpretation of the results.

3.6. Conclusion

This chapter details the desk research methodology used to explore how employee retention strategies affect the performance of government staff within the Office of the Prime Minister.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4. Introduction

In this chapter, the analysis, presentation and interpretation of findings from the secondary data collected regarding the relationship that exists between employee

retention strategies and the performance of government employees at the Office of the Prime Minister in Uganda. This chapter is organized into sections that correspond to the key themes identified during the analysis.

4.1. Analysis of Data

4.1.1. Thematic Analysis

The data obtained from the different source which were secondary in nature was analyzed on the themes identified in chapter 3 such as the effectiveness of training programs, compensation and benefits and the organizational culture.

Theme one: Effectiveness of training Programmers

- **Findings;**The review of documents, including the *Uganda Civil Service Employee Training Report (2020)*, reveals that ongoing professional development programs significantly enhance employee retention. For example, the report highlights a 15% reduction in employee turnover after the introduction of targeted training initiatives in 2019
- **Interpretation;**The data indicates that employees who regularly receive training and development opportunities are more likely to remain with the organization. This finding aligns with human resource theories that highlight the importance of skill development in boosting job satisfaction and fostering employee loyalty.

Theme two: Compensation and Benefits

- **Findings;** Analysis of the “Public sector Pay Review Commission Report 2021” reveals that competitive compensation and benefits packages are key to

training employees in the public sector. The report highlights that departments with better pay scales and benefits experience a lower turnover rate. For example, departments with above average compensation packages reported a turnover rate of 10% compared to 25% in the departments with lower pay.

- **Interpretation;** This data reinforces the idea that adequate compensation is essential for employee retention. When employees regard their compensation as fair, they are less likely to seek opportunities elsewhere, leading to improved overall organizational performance.

Theme three: Organizational culture and Employee Engagement

- **Findings;** Secondary sources including “Employee Engagement and Retention in African Public Service” by (Mbiti 2021) indicate that a positive organizational culture that fosters engagement and inclusion is vital for retaining employees. For instance, the study found that organizations with strong cultures of recognition and employee involvement saw a 20% higher retention rate.
- **Interpretation;** These findings highlight the critical role of a supportive organizational culture in employee retention. When employees feel valued and involved, they are more likely to stay committed to the organization, which then boosts their performance and productivity.

4.1.2. Comparative Analysis

Comparison of retention Strategies in Uganda and Kenya

- **Findings;**A comparative analysis of retention strategies between Uganda's Office of the Prime Minister and Kenya's Public Service Ministry, as discussed in "Employee Retention in East African Public Sector" by (Ochieng 2021) shows that both countries emphasize compensation and training as key retention strategies. However, the Kenyan ministry's more robust implementation of employee recognition programs led to a 5% lower turnover rate compared to Uganda.
- **Interpretation;** This comparison suggests that while both countries recognize the importance of compensation and training, additional factors like employee recognition and engagement are so vital in enhancing retention. The Office of the Prime Minister Uganda may benefit from adopting similar recognition practices to further reduce turn over.

4.2. Presentation of findings

The findings are presented in a combination of narrative form and graphic aids i.e. tables, charts and such, to improve our understanding of the phenomena.

Employee Turnover Rates before and after Training initiatives

Table 1: Employee Turnover Rates before and after Training initiatives

Year	Department	Turnover rate	Turnover rate
		before training	after training
2018	HR department	20%	10%
2019	Finance	18%	12%

	department		
2020	Administration	15%	8%

4.3. Interpretation of findings

The interpretation of the findings is grounded in the secondary data analysis and comparative insights from similar organizations. The results indicate that effective employee retention strategies—especially those centered on training, and compensation, and an appropriate organizational culture significantly impacts the employee performance.

- **Training and development;** The consistent reduction in turnover rates following training initiatives highlights the significance of continuous professional development in the retention of employees.
- **Compensation and benefits;** The positive relation between competitive compensation and employee retention reinforces the need for fair and attractive pay packages in the public sector.
- **Organizational culture;** The data indicates that fostering a positive organizational culture where employees feel engaged and recognized is crucial for retaining talent.

4.4. Conclusion

This chapter has presented a comprehensive analysis and interpretation of the findings regarding the impact of employee retention strategies on the performance of government employees at Uganda's Office of the Prime Minister. The results

emphasize the crucial role of training, compensation, and organizational culture in retaining employees and boosting their performance.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5. Introduction

This chapter presents a summary of the study's findings, along with the conclusion and recommendations.

5.1. Summary of findings

5.1.1. Influence of reward and recognition on the employee performance at

OPM

The study found that reward and recognition have a significant impact on employee performance. For example, it was revealed that timely payment of employees encourages them to become satisfied at workplace, allowances to employees motivate employees to finish workload in the requires specified time and that allowance facilitate employees to monitor and supervise social services. It was further revealed that timely payment of salaries encourages employee punctuality, financial motivation leads to organization performance, bonuses and benefits given to staff leads to expected work results and that quality of work done get to be influenced by financial motivation.

5.1.2. Influence of intrinsic rewards on the performance of organizations

The study found out that the intrinsic rewards have a great impact on organizational performance. For example, it was revealed that job rotation help's organization

employees to gain more experience at work, promotions of employees lead to higher status of individuals and good performance at work place, recognition/praise satisfy needs of employees, intrinsic rewards facilitate employees on their content and work to be covered, intrinsic rewards facilitate employees on our evaluation, assessment and monitoring of social service delivery, intrinsic rewards facilitate employees on our attendance in the organization, lack of intrinsic rewards makes employees at times dodge working and intrinsic rewards motivates employees to be punctual and attend regularly among others.

5.1.3. Employee retention strategies currently employed at OPM

The study found that the OPM employs a variety of retention strategies including financial incentives, career development opportunities, employee recognition programs and efforts to improve work life balance. Financial incentives such as competitive salaries and bonuses are widely used but they are often constrained by budget limitations. Non-financial strategies including training and development programs, mentorship and flexible work arrangements were also identified as important but underutilized tools for retention at OPM.

5.1.4. Impact of employee retention strategy on performance of organizations

The study findings indicate that employee retention strategies significantly impact organizational performance. High employee morale and effective teamwork are outcomes of these strategies, contributing to improved organizational performance. However, other factors also influence the relationship between retention strategies and performance. For example, high employee turnover can signal issues with

retention strategies that may affect organizational performance. Conversely, increased output or production suggests that effective retention strategies are enhancing performance, while greater employee commitment is a direct result of these strategies being implemented within the organization.

5.2. Conclusion

The study aimed to examine the organization's retention strategies and their impact on performance. It found that while employee intentions to leave were high, actual turnover rates remained low. Despite HR managers asserting that retention strategies were in place, employees reported that such strategies were lacking in their respective banks. The low turnover was attributed primarily to the scarcity of job opportunities in the economy.

The study concluded that effective employee retention positively affects organizational performance by preserving organizational knowledge, maintaining customer service, and reducing turnover costs. To ensure alignment with employee needs, it is crucial that retention strategies are developed with employee input. High turnover can be costly, so it is essential for organizations to retain high-performing employees amid labor competition. Waiting until employees have left to address retention issues may be too late. Therefore, rural banks should implement comprehensive and proactive retention strategies to reduce turnover intentions.

Additionally, the study highlighted that non-financial motivation strategies significantly influence employee performance. For example, employee appraisals improve punctuality, job descriptions help employees complete their workloads, job

rotation enhances skills and experience, continuous staff development provides skills for handling complex tasks, delegation and promotion prepare employees for office responsibilities, and computer training enhances skills and knowledge for job assignments and client interactions.

5.3.Recommendations

This research recommends the following propositions based on the findings, these could help to improve employee retention and performance at the OPM.

5.3.1. Foster career improvement programs

The Office of the Prime Minister should invest more in career development programs including training, mentorship and clear pathways for promotion. This would help in the improvement of the satisfaction of employees. Further, it would help to equip staff with the skills necessary to contribute more effectively to the organization.

5.3.2. Foster a Positive Organizational Culture

Efforts should be made to cultivate a positive organizational culture that values employees' contributions and promotes inclusivity, transparency and collaboration. Leadership training programs that emphasize transformational leadership could be undertaken and could lead to equipping of all leaders at all levels in order to inspire and retain their teams.

5.3.3. Implement Flexible Work Arrangements

Introducing more flexible work arrangements could minimize employee turnover and improve work-life-balance. Flexible hours, telecommuting options and other

work-life-balance initiatives could be particularly beneficial in retaining younger employees and those with family commitments.

5.3.4. Address Budget Constraints Strategically

Given the budget limitations, the Office of the Prime Minister should prioritize cost effective retention strategies such as non-financial incentives that can deliver long term results. Additionally, the Office of the Prime Minister could explore alternative funding sources or partnerships to support retention initiatives.

5.3.5. Regular Assess Retention Strategies

OPM should establish measures for routine assessment of the effectiveness of the retention strategies. This could include employee surveys, focus groups and performance metrics to guarantee the availability of strategies that meet the needs of staff and entities.

5.4. Areas for further research

This research proposes the following areas for further research;

- The long-term impact of particular employee retention approaches on staff performance.
- Comparative studies between different government departments to identify best practices.
- Exploration of the role of organizational culture in employee retention.

This chapter shows the study's key findings regarding the improvement in the retention of employees, providing actionable insights and recommendations and performance at Office of the Prime Minister.

References

- Abassi, S. M. & Hollman, K. W. (2000). Turnover: the real bottom line, *Public Personnel Management*, 2(3): 303-342.
- Acato, L. (2006). Student perception of teaching effectiveness. National Centre for Teacher Effectiveness. Harvard University, Boston, USA.
- Accenture (2001). The high-Performance workforce: Separating the digital economy's winners from losers. In *The battle for Retention*. Accenture's Study, pp 1-5.

- Acetone, E.F. (2002). Teachers Welfare and Students Academic Performance in Higher Institutions, Nigeria: Ekiti State. Faculty of Education, Ekiti State University.
- Adeyinka, Gbenga. (2007). The effect of primary school quality in academic achievement across 29 high- and low-income countries. NY: Palgrave Publishers Ltd.
- Agasa, S. R. (2009). February 17 New teachers cute but tough. *The monitor* p16.
- Agwu, J.S. (2013). Inequity in social exchange. *In L. Berkowitz (ed.), Advances in experimental social psychology. New York: Academic Press.*
- Amin, E.M. (2005). Social Science Research. Concepts, Methodology and Analysis: *Kampala:Makerere University Printery.*
- Armstrong, M. (2006). A Handbook of Human Resource Management Practice, 10th edition, London.
- Armstrong, M. (2009). Personal management practice. *6th Edition England, Claus ltd, St IVES p/c.*
- Awaze, R. Bowen, S. (2003).The quality of secondary schools Educational. *A case study of Zhejiang province China UNESCO. Paris International institute of educational planning,*
- Baldoni, Justin. (2005). *The Headteachers and Mechanics of Managements; A Resourceful Manual for school and College Managers.* Nairobi Shrend Publishers Ltd.

- Bernard, S. (2005). *Motivation Secrets. Great Motivation Secrets of Great Leaders. Management (3rd ed.). New York: Dryden Press.*
- Brown, H. (2006). Lack of proper retention strategies can hurt you. Available at <http://www.hrfuture.net> [Accessed 10 July, 2007]
- Buford, J.A. Bedejan, E. & Linder, R. (1995). *Management in Extension (3rd ed.). Columbus, Ohio: Ohio State University Extension.*
- Business Horizons.*
- Capelli, P. (2000). A market driven approach to retaining talent. *Harvard Business Review*, Jan Feb. pp 101-111.
- Carron, G. (2006). The quality of secondary schools in different development contexts. *UNESCO; Paris, international institute of Educational planning.*
- Chaminade, B. (2007). A retention checklist: how do you rate? www.humanresourcesmagazine.co.au. Accessed, 15 January 2012.
- Chartered Institute of Personnel and Development, (2012). Employee turnover and retention Available at: <http://www.cipd.co.uk/hr-resources/factsheets/employee-turnoverretention.aspx>, [Accessed January 10, 2012]
- Chew, J. (2004). 'The influence of human resource management practices on retention of core employees of Australian Organization: An Empirical Study (PhD), Murdoch University
- Chien, M. H. (2004). A Study to Improve Organizational Performance. A View from SHRM. *Journal of American Academy of Business*, Vol.4, 1/2; p289.

- Clarke, K.F. (2001). 'What businesses are doing to attract and retain employee—becoming an employer of choice.' In *Employee Benefits Journal*, March, pp. 34-37.
- Clippo, S. (2004). *Determining Sample Size for Research Activities: Educational and Psychological Measurement*, 30. State: Publisher
- Clippo, S. (2004). *Determining Sample Size for Research Activities: Educational and Psychological Measurement*, 30. State: Publisher
- Coontz, L. & Peter, S. (2000). *Work force 2000: is Extension agriculture ready? Journal of Extension*. New York: John Wiley & Sons.
- Coontz, L. & Peter, S. (2000). *Work force 2000: is Extension agriculture ready? Journal of Extension*. New York: John Wiley & Sons.
- Creswell, L. (1998). *Designing qualitative research*. Strategic Planning for MIS. New Delhi: Sage publication Ltd.
- Creswell, L. (1998). *Designing qualitative research*. Strategic Planning for MIS. New Delhi: Sage publication Ltd.
- Daft, R.L.(2000). *Organization Theory and Design*. (7th ed.) South-Western College Publishing, Thomson Learning. U.S.A.
- Dale, S. (2000). *Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior*. *African Journal of Business Management*

- Dale, S. (2000). *Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior*. African Journal of Business Management
- Davies D., Taylor R. & Savery L. (2000). 'The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: a comparative study', *Journal of European Industrial Training*, vol.25(6/7), pp. 366-373.
- Denka, E.L. (2009). *Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior*. African Journal of Business Management
- Denka, E.L. (2009). *Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior*. African Journal of Business Management
- Doyle, P. (1994). *Setting Business Objectives and Measuring Performance*. *European Management Journal*, Vol.12, No.2: 123-132.
- Durrheim, K and Painter D (200). *Research in Practice*. 2nd edition. University of Cape Town Press, South Africa
- Ejiofor , P . N.O and Mbachu A. U (2001) 'Imperatives of Human Resource Practices in the New Millennium". *Journal of the Management Sciences*, Vol.5 No. 1
- Fincham, S. & Rhodes, P. (2005). *Motivation Secrets*. Great Motivation Secrets of Great Leaders. *Kampala: MK Publishers*.

- Fincham, S. & Rhodes, P. (2005). *Motivation Secrets*. Great Motivation Secrets of Great Leaders. *Kampala: MK Publishers*.
- Firth L, Mellor D, Moore K, and Loquet, C. (2004). How can managers reduce employee intention to quit. *J. Managerial Psychol.* Vol.19: pp 170-187.
- Fraenkel, S. and Wallen, L. (2006). *Management*. Extension management in the information age. (6th ed.). *Boston: Houghton Mifflin Company*.
- Fraenkel, S. and Wallen, L. (2006). *Management*. Extension management in the information age. (6th ed.). *Boston: Houghton Mifflin Company*.
- Franco, L. & Bargain, E.R. (2014). *Negative influences of time management*. A strategic program for overcoming procrastination and enjoying guilt-free play. NY: Pengnium Group.
- Franco, L. & Bargain, E.R. (2014). *Negative influences of time management*. A strategic program for overcoming procrastination and enjoying guilt-free play. NY: Pengnium Group.
- Fred, N.W. (2009). The Importance of work goals: an international perspective. *Journal of International Business Studies*.
- Fred, N.W. (2009). The Importance of work goals: an international perspective. *Journal of International Business Studies*.
- Gelade, G. A. and Young, S. (2005). "Test of a service profit chain model in the retail banking sector". *Journal of Occupational and Organizational Psychology*, Vol 78, pp1-22

- Gove, E.R. (2013). *Impact of Reward and Recognition on job Satisfaction and Motivation: An Empirical Study from Pakist.*
- Gove, E.R. (2013). *Impact of Reward and Recognition on job Satisfaction and Motivation: An Empirical Study from Pakist*
- Govinda, L. (2003). *A general guide to writing research proposal and report (2nd ed.)*. Kampala: Makerere University.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (2009). *The motivation to work*. New York: John Wiley & Sons.
- Herzberg, S. 2002). *Theories of Motivation: Work and Motivation. Borrowing the best: New York: Wiley Press.*
- Higgins, J. M. (2004). *The management challenge (2nd ed.)*. New York: Macmillan.
- Hornby, L. and Sidney, D. (2008). *Introducing Human Resource Management*. Kampala: Masa Publishers.
- Kasaija A (2001). The effect of monetary and non monetary rewards on motivation among NGOs staff. *Un published masters of Education Thesis Makerere university.*
- Kepner, J. (2011). What motivates employees? *Workers and supervisors give different answers.*
- Kibirige, K.G. (2014). Educational Administration. *Kampala. Makerere University Press.*
- Kirunda, K.L. (2004). *Towards making teachers better administrators / managers*. GPO, Nairobi. shrend publishers ltd.

- Kisembo, M. (2005). *Challenges of making core science subjects compulsory in secondary schools in Masindi Company. Unpublished dissertation of Uganda. MUST.*
- Koontz and Weihrich (1988). *Designing qualitative research. Strategic Planning for MIS.* New Delhi: Sage publication Ltd.
- Kothari, C.R. (2013). *Research Methodology: Methods and Techniques.* (2nd ed.), New Delhi: New Age International
- Kretner, R. (1995). *Management. Extension management in the information age. (6th ed.). Boston: Houghton Mifflin Company.*
- Lawler, S.L. (2003). *Theory and practice of educational administration.* London: Macmillan Publishers.
- Lusambya, H. (2006). *The role of the reward system for a total quality management based strategy.* Journal of organizational management, New Jersey. Pearson prentice Hall.
- Lusambya, H. (2006). *The role of the reward system for a total quality management based strategy.* Journal of organizational management, New Jersey. Pearson prentice Hall.
- Mashereka, R. (2007). *Staff Remuneration in Company Local Government.* Kampala: MK Publishers.
- Maslow, A. H. (2003). *A theory of human motivation. Motivation and personality (2ND edition)* New York Harper and Row.
- Mubaazi, E. (2008). *Research Methods.* Kampala. Makerere University.

Mugenda, M. (2003). *Designing qualitative research*. Strategic Planning for MIS.
New Delhi: Sage publication Ltd.

Mukono Company End of Year Report (2016)

Nabuduwa, A. (2010). *Does Organizational learning capacity impact on organizational effectiveness?* Development and Learning in Organizations,

Nalasco, R. and Arthur, S.T (2000). *Large classes and effective teaching*. NY.
Macmillan Publishers.

Nansirumbi, G. (2007). *Burn out and teacher performance in secondary schools*.
Unpublished med. Dissertation Makerere University.

Okara, P. (2015). *Motivation in Local Governments in Uganda*. Kla. Makerere
University (Unpub)

Ruthankoon, L. & Ogunlana, S. (2003). *Management, Theory and Practice*: New
Delhi: Vikas publishing House PVT

Saleemi, P. (2007). *Motivation*. In W. Tracey (ed.), Human resources management
and development handbook (2nd ed.).

Salfer, R. (2007). *Person in or Human Resources* (3rd ed.). New Delhi: Prentice
Hall.

Stewart, V. (2008). *Hawthorne experiments*. In C. Heyel (ed.), The encyclopedia
of management, 2nd ed. New York: Van Nostrand Reinhold.

