

**TALENT MANAGEMENT AND EMPLOYEE RETENTION: A CASE OF NILE BREWERIES LTD
MBALE BRANCH**

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DECLARATION

I SHAINÉ JAMES hereby declare that the information contained in the research report is my original work and has never been submitted by any one for any award to any institution of higher learning.

Signature: **Date:**

APPROVAL

This is to certify that this research report has been written under my guidance and supervision and it is now ready for examination.

Signature: Date:

MR.KUKA PHINEHAS (University Supervisor)

DEDICATION

I dedicate this research report to my Father Mr. Daka Daniel, My mother Gimbo Jane and my wife Amutuhair Lizbell including dear friends who have been a constant source of support and encouragement throughout this journey. Your words of encouragement and unwavering belief in me have been invaluable, and I am grateful for your friendship. I also dedicate this work to the esteemed Uganda Christian University for providing me with the opportunity to pursue my academic aspirations. The guidance and knowledge imparted by the faculty members have been instrumental in shaping my academic journey, and I am thankful for their mentorship. This research is a testament to the collaborative efforts of friends and university, and I am honored to have been a part of this academic community.

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ABSTRACT

This study aimed to investigate the influence of talent management on employee retention at Nile Breweries Ltd. The specific objectives were to establish the contribution of employee engagement, assess the relationship between career development and employee retention, and analyze the role of employee retention management. With a population of 45 employees, a sample size of 40 was selected using a descriptive research design. The findings revealed that employee engagement significantly contributed to employee retention, while career development showed a positive relationship with retention levels. Additionally, effective employee retention management practices were found to enhance overall retention rates. The study concludes that talent management plays a crucial role in fostering employee retention at Nile Breweries Ltd. It recommends that the company invests in enhancing employee engagement strategies, prioritizes career development opportunities, and strengthens retention management practices to sustain a motivated and committed workforce. By addressing these areas, Nile Breweries Ltd. can improve its employee retention outcomes and ensure long-term organizational success.

LIST OF ACRONYMS

ASB	:	ACCOUNTING STANDARD BOARD
CVI	:	CONTENT VALIDITY INDEX
GAAP	:	GENERALLY ACCEPTED ACCOUNTING PRINCIPLES
IV	:	INDEPENDENT VARIABLE
DV	:	DEPENDENT VARIABLE
NCD	:	NORTHERN CITY DIVISION

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This study focused on Talent Management and Employee Retention a case of Nile Breweries LTD. Other components comprised in this chapter include; the background of the study which is looked at in four categories that is Historical, theoretical, conceptual and contextual, the problem statement, objectives of the study, and research questions of the study, significance and justification of the study, scope of the study and operational definitions of the study.

1.1. Background to the study

1.1.1. Historical background

Talent management involves integrated strategies or systems designed to improve processes for recruiting, developing and retaining people with the required skills and aptitude to meet current and future organizational needs (Fegley, 2006). Employee retention on the other hand is a systematic effort focused not only on retaining an organization's talented performers but also to create and foster a welcoming work environment and high-retention culture. The end result is an organization that operates more effectively and efficiently, while becoming a great place to work. A major challenge faced by the employees today is retaining the hired employees in its organization (CIPD, 2014).

Retention of key productive employees is a major challenge for all organizations locally and internationally because the resulting churn created by replacing employees that voluntarily leave the organization costs the business both directly and indirectly (Taata, 2015). In the recent rapidly moving dynamic, uncertain and highly competitive global markets, firms worldwide are facing major decisions and challenges in the global talent management (Schuler et al 2011). In the late 1980's human resources as it employee retention called, became a more recognized profession and department exclusively committed to everything from screening, to development and processing of payrolls as well as the termination of human capital. Subsequently human resources management gave birth to talent management in the 1990's- this birth identified a heavy importance on the human resources and their valuable talent in establishing organizational goals and objectives (Marants, 2012) Over the past few years, organizations have developed a

keen interest in the field of talent management. With surveys showing that at least 75% of CEOs acknowledging that talent management is on top of their agendas (Chartered Institute of Personnel & Development [CIPD], 2007).

For the last ten years businesses and human resources departments have been heavily focused on building talent management strategies. Originally conceived as programs to help manage people from “pre-hire to retire,”

Recently people in human resources started talking about bringing together many of the individual practices within human resources into a new function called “Talent Management.” At that point in time the economy employee retention growing and experts were talking about “The War for Talent.” The challenges included a tight economy for critical skills and the need to build leaders around the world. This set of issues refocused human resources on building talent programs to recruit, develop, and better manage people (CIPD, 2004).

The idea, again, employee retention to provide what vendors sometimes call “pre-hire to retire” HR processes with an integrated set of programs that all work together. And in the early days talent acquisition employee retentionn’t even considered a part of this process. In the recent times almost every major corporation in the western world has a “vice president of Talent” or “vice president of Talent Management” and this person’s job is to manage some combination of the human resources functions.

In the age of solid competition every organization tries its level best to give the best facilities to its employees but satisfying the human sources is one of the toughest tasks which majority of the organizations face today. Understanding and knowing what is going on in the human mind is very difficult, besides there are so many opportunities available for the skilled as well as talented human resources that it is becoming very tough and difficult for the employers to satisfy and retain employees (Bersin, 2014).

There is no single strategy or retention plan which may satisfy each and every employee in an organization. As we have different personalities as such we have different demands and expectations from the organization (Bersin, 2014).Retaining talented employees has also become one of the major priorities of organizations and the key differentiator for human capital

management (Glen, 2006). For many organizations, the ability to hold on to highly talented core employees is crucial for future survival. Therefore talent management is now viewed as a tool to strengthen organizational capability through individual development, employee retention enhancement, career development and succession planning and hence improved employee retention.

1.1.2. Theoretical background

The study adopts Herzberg's Two-Factor Theory (1959), also known as the motivation-hygiene theory, which posits that job satisfaction and dissatisfaction are influenced by distinct factors in the workplace. According to Herzberg, lower-order needs such as minimum salary levels and safe working conditions only prevent dissatisfaction; true job satisfaction arises from higher-level psychological needs like achievement, recognition, responsibility, and the nature of the work itself. This theory introduces a dual-factor model where motivators, such as challenging work and recognition, arise from intrinsic job aspects and enhance satisfaction. In contrast, hygiene factors like work environment and job security, although extrinsic to the job content, prevent dissatisfaction.

Herzberg emphasizes that improving hygiene factors can prevent dissatisfaction, but to motivate employees effectively, organizations must focus on enhancing motivators. These motivators stimulate intrinsic motivation and contribute to job satisfaction and employee retention. Herzberg's theory also categorizes employee behaviors into "movement," driven by obligation, and "motivation," driven by personal desire, underscoring the importance of intrinsic motivation in sustaining employee engagement and organizational performance.

In the context of talent management and employee retention, Herzberg's theory guides strategies to address both hygiene factors to mitigate dissatisfaction and motivators to foster satisfaction and engagement. Its enduring relevance underscores its influence on contemporary management practices aimed at enhancing employee well-being, career development, and organizational effectiveness.

1.1.3. Conceptual background

Key concepts in this study include; Talent management, employee retention, employee engagement, employee retention management and career management/development.

Talent Management is a set of entrepreneurial human resources processes and practices ensuring the sustainable effectiveness of the most skilled workers within an organization (CIPD, 2013). Talent management is highly strategic. It aims at maintaining the company's innovation and employee retentions relying on the long term capacity of its human resources. An effective talent management is one of the highest valuable assets an organization can have. If talent management is performed professionally it can become an organization's backbone for economic success. Talent management comprises three major pillars: Talent Acquisition, Talent Development and Talent Retention- (Serendi, 2007).

Employee Retention- refers to the ability of an organization to keep its employees. Employee retention is the efforts by which employers attempt to keep employees in their workforce (Serendi, 2007). One of the primary concerns of many organizations today is employee retention. Retention is viewed as a strategic opportunity for many organizations to maintain a competitive workforce (Oladapo, 2014). Attracting and retaining a talented workforce keeps many senior managers of HR thinking of possibilities and opportunities (Kaliprasad, 2006). Retention is improved when employees are offered compensation and benefits, have a supportive work culture, can develop and advance and balance work and life activities (Messmer, 2006).

Talent Retention- is a systematic effort focused not only on retaining an organization's talented performers but also to create and foster a welcoming work environment and high-retention culture. The end result is an organization that operates more effectively and efficiently, while becoming a great place to work (CIPD, 2013)

Employee engagement- refers to the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and more likely to be loyal to an organization. When organizations put sound human resource practices in place, they are more likely to discover that employees feel satisfied, safe and will work to their full potential...and that means they are more likely to stay put (Wegner, 2011). Employee retention Management - Miller, (2005) defines this

as a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More than just an annual employee retention review, employee retention management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

Armstrong, (2006) also defines Employee retention management as a systematic process for improving organizational employee retention by developing the employee retention of individuals and teams through getting better results, understanding and managing employee retention within the agreed framework of planned goals, standards and competency requirements.

Career development/management - According to Armstrong, (2006) Career management is concerned with providing opportunities for people to progress and develop their profession and ensuring that the organizations has the flow of talent needed. In addition Omotoye, (2011) noted that career management is a process that individual employees are primarily responsible for seeking opportunities for development and promotion in line with their own career aspirations. Individuals who are highly committed to their career will remain in the organization and employees with low career commitment have the highest turnover intentions because they did not care either about the company or their own career currently. Individuals with high career commitment tend to leave the organization because they do not believe that the organization can satisfy their career needs and goals.

Talent Acquisition- is the strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs (Pingle, 2014). There is always a huge potential for highly talented resource globally and acquiring such talent has always been a challenging task for practioners.

Talent acquisition is the besieged recruitment/acquisition of high performing groups. Organizations needing external recruitment or head-stalking companies are now employing "talent acquisition" specialists, whose job it is to find approach and recruit high performing groups from competitors. This role is a highly particular role similar to that of a traditional

recruiter/headhunter specialist then carrying greater prominence and strategic significance to a business (Vankatesh et al, 2014).

Gradually, talent acquisition is being lined as one element of a wider talent management strategy, attached from other basic HR disciplines. Organizations are regularly handled with the task of making quick occupancies in a market with great lack of talent. For managers to get the right talent at the right time, they will need to participate in proper recruitment activities and systems.

Talent Development- is defined as the developing and guiding those ‘star’ employees who are able to contribute to the company’s success and growth (CIPD, 2013), such that, the key to continued success lies not only in the ability to retain these employees in the organization, but also in understanding, managing and developing their talents in the best possible way.

1.1.4. Contextual background

Nile Breweries Limited employee retention established in 1951 by a group of businessmen, associated with the Construction of Owen Falls Dam. A leading Asian-Ugandan entrepreneur Muljibhai Madhvani and Company bought and managed it from 1957 till 1972 when Idi Amin expelled Asians from Uganda. It remained a state enterprise until 1992 when the Uganda Government divested itself under a wide- ranging privatization programme. Nile Breweries employee retention returned to the Madhvani Group.

In 1997, the Madhvani Group went into partnership with South African Breweries Ltd (SAB), with the latter acquiring a 40% stake. It employee retention a happy marriage, quickly leading to SAB Ltd fully acquiring NBL in July 2001. In May 2002, SAB acquired Miller Brewing Company in the USA, thus forming SABMiller plc. SABMiller plc. Is the world’s 2nd largest brewer with interests in over 75 countries. Nile Breweries Limited, a leading beverage company in Uganda, also recognized as the best employer in Uganda for the years 2004, 2005 & 2009, employee retention a subsidiary of SABMiller – the second largest brewing group (Annual human resources report, 2012-2013).

In 2014, Nile Breweries then introduced a talent management department to make the talent management way a reality for employees (Annual Human Resources Reports, 2013-2015).Nile Breweries Ltd in the past years between 2011 and 2013 there employee retention no focus on

talent management and neither employee retention there a talent management department, it is until recently in 2014 when this department employee retention introduced to manage talented and key employees so as to curb employee turnover and employees who left the organization because they felt either not valued or they were not learning anything new at their jobs hence the creation of the ‘Talent management Way’ and a fully-fledged talent management department headed by a talent development manager (Annual reports, 2014).The talent management department has introduced an electronic software known as ‘Aspiration’ to manage employee employee retention and competence acquisition processes popularly known as ‘CAP’ which has made manager and employee relations and communication easier and faster thus time saving, this same department has also advocated for employer-employee focus on training needs through the training needs assessment with a plan to ensure that all employees are handled according to their training needs and none left out (Annual learning and Development reports, 2015).

In Nile Breweries Ltd whereas ‘CAP’ employee retention introduced to manage employee retention and enhance skills for people development, many of the employees are not adhering to this process thus majority fall out on employee retention based reviews and also many are left out when promotions or moves are being made thus feeling detached and left out in company benefits. More so with an entire department of talent management in Nile Breweries most of the training whether internal or external are permitted by the HUB offices in South Africa, thus majority of the employees feel their training needs are not met thus leaving many disgruntled. In conclusion much as Nile breweries Ltd has put in place all the measures to train and retain its employees, workers are still leaving the organization at a high rate.

1.2. Statement of the Problem

Nile Breweries Limited is the leading beverage company in Uganda and a subsidiary of SABMiller – which is the second largest brewing group in the world (Annual SABMiller employee retention reports, 2013). Employee retention is one of the challenges faced by many organizations both public and private (Kibui, 2015). Retention of talented employees has become a bigger challenge confronting human resource practitioner because talented candidates in the global job skills market have a luxury of choice. Employee Retention is considered as a strategic opportunity for many institutions to maintain a competitive workforce, but also an enduring health and success of any organization majorly depends upon the retention of its key employees

(Kibui, 2015). Talent management on the other hand is an effective tool for creating mutual relationship between talent and the organization to dramatically mend employee retention and quicken employee retention improvements (Chowdhury, 2004).

Nile Breweries Ltd in its efforts to mend employee retention has established five values to drive this and these include; our people are our enduring advantage, we work and win in teams, we respect and value our consumers, accountability is clear and personal and our reputation is indivisible. Management has also invested in both the learning & development department as well as talent management departments which departments are guided by the annual training calendars to cater for individual training and development needs, where various trainings are scheduled for employees on a monthly and quarterly basis to cater for career advancement, employee engagement and equipping the rightful knowledge and skills as well as look out for the welfare of its skilled employees (Audit Reports, 2011-2014). Further still the brewery conducts annual employee employee retention management trainings for each new employee as part of the induction plan with the aim of creating team work, initiation of company values, mission and vision to the new members, and this same platform is used by management for employee engagement and shaping career paths with the aim of making employees feel valued, have a sense of belonging and loved at their work place.

Despite all the accomplishments above like setting aside welfare departments, creating a training and employee retention management budget and calling for employees to set individual training and development needs, the brewery has repeatedly lost its talented staff almost in all departments especially between financial year F12-F14 (2012-2014), and this trend is demeaning the company image. For example; out of 30 employees appointed in 2012 for the malting plant, 20 employees representing 66.6% had voluntarily resigned while also out of 12 employees recruited in 2012 under the human resources department, 5 of them representing 41.6% have voluntarily resigned for greener pastures (HR monthly head count Report, 2012-2014).

It is feared that if this situation is not checked, the brewery will continue suffering the high rate of labor turnover, skills shortage, high risk of losing talent & experience, high costs in recruitment, demoralization and disengagement amongst employees hence calling for further

investigation. This study therefore seeks to find out if talent management contributes to employee retention and the role of talent management in employee retention.

1.3. General objective of the study

The Purpose of this study was to establish whether talent management contributed and influenced employee retention in Nile Breweries Ltd.

1.4. Specific objectives of the study

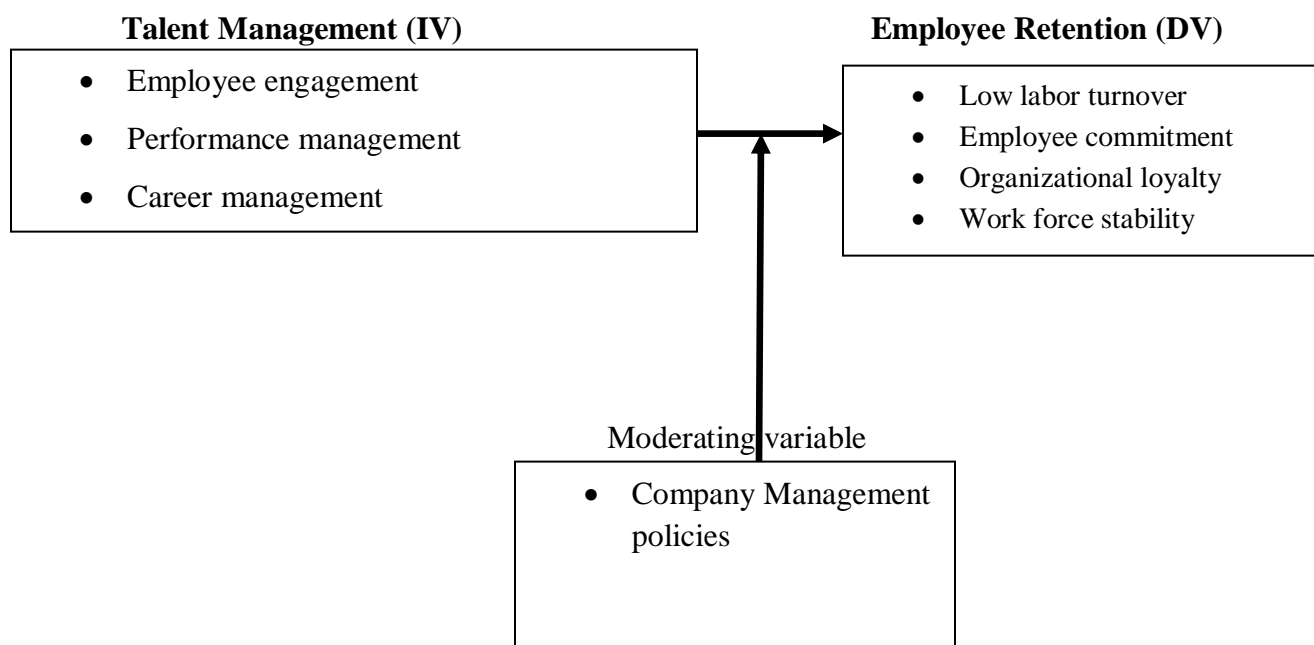
- i) To establish the contribution of employee engagement on employee retention at Nile breweries ltd.
- ii) To assess the relationship between career development and employee retention in Nile breweries ltd.
- iii) To analyze the role of employee retention management on employee retention in Nile Breweries ltd.

1.5. Research questions

- i) What is the effect of employee engagement to Employee retention in Nile Breweries Ltd?
- ii) What is the impact of Employee retention management on Employee Retention in Nile Breweries Ltd?
- iii) What is the role of career management to Employee Retention in Nile Breweries Ltd?

1.6 Conceptual frame work

Figure 1: Conceptual Frame work showing Talent Management and Employee Retention



Source: Literature (Boustani, 2014).

Fig 1 above shows the conceptual framework of the study, in the Study talent management will be operationalized by Employee engagement, Employee retention management and career Management while Employee retention will be operationalized by employee intentions to stay on job, low labor turnover, workforce stability, commitment and organization loyalty. Talent and knowledge management are linked together to form an important source of competitive advantage, talent management should be a strategic business priority in order to retain employees. Talent management in the role of employee retention cannot be seen in isolation, it needs to be considered along with other factors influencing job satisfaction and employee retention like the 'push' or 'pull' factors influencing the employee's decision to leave the organization such as culture clash and/or hostility at work and/or lack of recognition and the spirit of being an entrepreneur and personal growth/new challenges.

Talent management and employee retention are interrelated in a way that if intense effort is made to hire talent, equally intense effort should be expended to retain talent through employee engagement, employee retention management and career management. Employee engagement is a specific element of talent management as it boosts a company's ability to hold on to its talented employees. People stay with companies they value. The more an employee is allowed and encouraged to engage in job, team, and company efforts, the more she sees the value. People stay with managers they trust. The more managers and employees engage in continuous communication about expectation, the more trust develops in their relationship. People stay with companies that offer opportunities for personal and even professional growth (Wright, 2014).

1.7. Scope of the study

1.7.1. Content scope

The content scope of this study covered Talent Management as the independent variable and Employee Retention as the Dependent Variable

1.7.2. Geographical scope

The study was carried out at Nile breweries Mbale branch. Nile Breweries Depot Mbale is next to Total petrol station along Mbale-Tororo Road and is located in Mbale District, Eastern Region, Uganda. Nile Breweries Depot Mbale has a length of 0.1 kilometers

1.7.3. Time scope

The time scope of the study will be limited between the years 2011 to 2014 after NBL-Mbale had undergone numerous changes including changing and transitioning with new management, merging of Rwenzori Bottling Company with Nile Breweries Ltd

1.8. Justification of the study

Over the years talent management and employee retention has become a global concern. Retaining talented employees has become one of the major priorities of organizations and the key differentiator for human capital management (Glen, 2006). Studies have shown that talent management has not been accepted by organizations and those that embrace it are facing challenges (Garrow & Hirsh 2009). There are few studies that have been done on Talent Management & Employee Retention majority focusing on the public sector, yet Uganda has a number of private companies which also face a problem of retaining skilled labor (Taata, 2014). The study may be used to come up with measures on employee engagement & involvement in a work place thus enabling employee retention which will help reduce labor turn over.

19. Significance of the study

The study findings were useful in several ways. Firstly, the examination of talent management and employee retention in private organizations like Nile Breweries Ltd was crucial due to its potential to provide insights into mitigating high labor turnover. The study improved understanding of talent management and its impact on employee retention.

The results were shared with management and policymakers at Nile Breweries Ltd to enhance the efficiency and effectiveness of their human resources and recruitment policies, aimed at reducing labor turnover. Additionally, the study focused on employees and employers nationwide in Uganda, contributing to fostering a productive workforce and facilitating social change within organizations.

Academicians, scholars, and stakeholders utilized the study as a foundation for further research into the role of talent management in employee retention in Uganda. Moreover, the study added to the body of knowledge and benefited the public by providing valuable insights.

The information collected served as a basis for identifying areas for further research and developing best practices related to employee retention.

1.10. Operational definition of terms and concepts

Talent Management: is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles (CIPD, 2013).

Employee retention Management: this as a process by which managers and employees work together to plan, monitor and review an employee’s work objectives and overall contribution to the organization (CIPD, 2013).

Career Management/development: is a process that individual employees are primarily responsible for seeking opportunities for development and promotion in line with their own career aspirations (Armstrong, 2006).

Employee engagement: refers to the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization.

Employee Retention: Walker, (2007) defines this as the efforts by which employers attempt to keep employees in their workforce for a longer period of time.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This study will focus on Talent Management and Employee Retention a case of Nile Breweries LTD. Other components comprised in this chapter include; the background of the study which is looked at in four categories that is Historical, theoretical, conceptual and contextual, the problem statement, objectives of the study, hypothesis and research questions of the study, significance and justification of the study, scope of the study and operational definitions of the study.

2.1 Theoretical Review

Herzberg argued that employees are motivated by internal values (Intrinsic) rather than external values (Extrinsic) to work, (Schulz, et al 2012). In other words, motivation- comes from within (internally) and propelled by variables that are intrinsic to work which Herzberg called “Motivators” these may include achievement, recognition, the work itself, responsibility, advancement & growth. Equally certain factors cause dissatisfaction to employees and these factors largely result from non-job related variables (Extrinsic) and these Herzberg called “Hygiene” which may include; Policies, remuneration, co-worker relations, and supervisory styles- (Samuel et al, 2009). Although these do not motivate employees they must be present in a workplace for employees to be happy. As cited in Samuel et al, (2009). Herzberg argued further that eliminating the causes of dissatisfaction through “Hygiene” factors wouldn’t result into a state of satisfaction instead it would result into a neutral state.

Motivation would only occur as a result of the use of Intrinsic factors (Sharma, 2009). Empirical studies have however, revealed that intrinsic (Hygiene) factors such as a competitive salary, good interpersonal relations, a friendly working environment and job security were cited by employees as satisfiers variables that influence their stay in organizations. This suggests that management of Nile Breweries Ltd should not rely on intrinsic factors only to influence employee retention but rather combine both intrinsic and extrinsic factors for effective employee retention (Samuel et al, 2009).

2.2 Employee Engagement & Employee Retention:

Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and likely to be loyal to an organization. When organizations put sound HR practices in place, they are more likely to discover that employees feel satisfied, safe and will work to their full potential and that means they are more likely to stay put.

Wegner, (2011) argues that in order for organizations to remain competitive in their market, they need employees who understand and promote the organization's vision. A critical element for achieving an engaged workforce is to recognize what factors influence employee engagement. Employees who are committed and engaged with their organization perform and act in ways that support the organization's mission.

It has been noted that 66% of highly engaged employees reported that they had no plans to leave their company, while only 3% of them were actively looking for greener pastures, compared to 12% and 31%, respectively, for disengaged employees (Perrin, 2003).

Kevin Kruse (2013), noted that employees with lower engagement are four times more likely to leave their jobs than those who are highly engaged yet highly engaged employees were 87 percent less likely to leave their companies than their disengaged counterparts. He goes on to say that Companies with highly engaged employees beat average revenue growth in their sector by 1 percent while companies with low engagement were behind their sector's revenue growth by an average of 2 percent. And that engaged employees in the UK take an average of 2.69 sick days per year; the disengaged take 6.19.

Kruse goes on to say that it employee retention found that engaged employees were five times less likely than non- engaged employees to have a safety incident and seven times less likely to have a lost-time safety incident.

Gullup (2005) put forward that a high number of engaged employees will help an organization attract more talented people while disengaged employees will cost the organization such as lower productivity, higher absenteeism, and recruitment and training costs.

Perrin (2003) indicates that there is a linkage between engagement and retention. Towers Perrin studied 50 multinational companies and found out that the companies with high employee engagement level outperformed the companies with lower level of engagement levels.

Organizations talent management approach should contribute to employee engagement and effective recruitment as this will create positive employer brand and employees will minimize turnover (Oladapo, 2014).

It is very vital for employees to feel engaged by their employer for them to feel valued and attached to the organization hence reducing the risk of labor turnover.

There is a strong correlation between a successful company and an effective goal setting process. Managers and the entire executive team need to be a part of the system to help each employee set goal— thereby, fully engaging the workforce and encouraging everyone across the company to focus and successfully achieve these goals together. By including all members of the company, the stage is set for each employee to feel a greater sense of loyalty and commitment to the company and to perform at higher levels. Engaged employees not only plan to stick around— helping to lower recruiting costs—but they are also enthused and motivated to impact the bottom line. During difficult times their energy and effort can help the organization not simply survive, but thrive (Gomez, 2014).

Values are often manifested in organizational and employee behaviors. Values are deeply rooted ideals and beliefs that have a major influence on how individuals approach work and make decision. Individual values are expressed through personal behavior, while organizations reflect their values through systems and processes (Hewitt's, 2009). Values shape corporate culture which defines an organization's competitive advantage in terms of being resilient and adaptive; in attracting and keeping talented people; and in building and sustaining high employee retention. Interestingly, the perceived difference in an organization's espoused and executed values and employee engagement. Values can be those that are espoused, or those that management communicates both orally and in writing and are executed, or those values which are executed, or those values which actually drive daily decisions. When values of the organization are aligned with values of the individuals, it guarantees superior levels of

involvement and result in greater levels of accountability, trust, innovation and employee retention (Hewitt's, 2009)

2.3 Relationship between career development and employee retention in Nile breweries ltd.

Career development plays a pivotal role in influencing employee retention strategies within organizations like Nile Breweries Ltd. According to Armstrong (2006), career development encompasses the systematic process of facilitating employees' professional growth and progression within their roles. It is widely acknowledged that when employees perceive opportunities for career advancement and skill enhancement, they are more likely to remain committed to their current employer (Oladapo, 2014). This perspective underscores the importance of aligning organizational goals with individual career aspirations, thereby fostering a mutually beneficial relationship that enhances retention rates.

Research by Kaliprasad (2006) asserts that employees who perceive stagnation in their career paths or lack opportunities for skill development may experience higher turnover intentions. In the context of Nile Breweries Ltd, where skilled personnel are crucial for operational efficiency and innovation, addressing these gaps becomes imperative. By investing in robust career development programs that offer training, mentoring, and clear pathways for advancement, organizations can mitigate turnover risks associated with perceived career stagnation (Messmer, 2006).

Furthermore, Serendi (2007) alludes to the role of career development in fostering a supportive work environment that values employees' long-term growth. In Nile Breweries Ltd, aligning career development initiatives with the organization's strategic objectives can enhance job satisfaction and commitment among employees. When individuals perceive their roles as integral to their career progression and personal growth, they are more inclined to stay loyal to the organization (Wegner, 2011).

The study identifies a gap in existing literature regarding the specific career development needs and preferences of employees within Nile Breweries Ltd. While general frameworks exist, tailored approaches that consider the unique context of the brewery industry in Uganda are lacking. Addressing this gap involves conducting targeted assessments to understand employees' career aspirations, skill gaps, and developmental needs (Vankatesh et al., 2014). By adopting a

personalized approach to career planning and development, organizations can enhance retention efforts and foster a culture of continuous learning and professional growth.

Moreover, Armstrong (2006) emphasizes the role of effective career management practices in enhancing organizational agility and resilience. In Nile Breweries Ltd, where market dynamics and technological advancements drive rapid change, nurturing a skilled workforce through proactive career development initiatives becomes imperative. This proactive stance not only prepares employees for future leadership roles but also strengthens their commitment to the organization's long-term success (Omotoye, 2011).

The study underscores the importance of integrating career development initiatives with broader talent management strategies within Nile Breweries Ltd. By linking career progression with performance management systems and succession planning frameworks, organizations can ensure a pipeline of skilled talent ready to assume critical roles (Pingle, 2014). This integrated approach not only enhances retention rates but also reinforces the brewery's competitive advantage in the marketplace by fostering a culture of continuous improvement and innovation (CIPD, 2013).

The relationship between career development and employee retention in Nile Breweries Ltd is underscored by the need for strategic alignment between organizational goals and individual aspirations (Armstrong, 2006). According to Armstrong, effective career development programs not only enhance employee skills and competencies but also contribute to organizational effectiveness by ensuring a skilled and motivated workforce. This alignment helps in addressing gaps in skills and knowledge, thus minimizing turnover risks associated with job dissatisfaction and limited growth opportunities (Miller, 2005). By investing in structured career paths and development opportunities, Nile Breweries Ltd can cultivate a workforce that is engaged, committed, and motivated to contribute to the brewery's long-term success (CIPD, 2013).

The study also emphasizes the importance of continuous evaluation and adaptation of career development initiatives to remain relevant in a dynamic industry environment (Kaliprasad, 2006). Miller asserts that career development should not be seen as a one-time event but as an ongoing process that evolves with organizational needs and employee aspirations. This iterative approach ensures that career pathways remain aligned with emerging industry trends and

technological advancements, thereby enhancing employee retention by offering meaningful growth opportunities (Oladapo, 2014). Aligning career development with organizational values and culture further strengthens employee engagement and loyalty, as employees feel valued and supported in their professional journeys (Messmer, 2006).

Furthermore, the integration of feedback mechanisms into career development processes is essential for fostering employee satisfaction and retention (Serendi, 2007). According to Vankatesh et al. (2014), regular feedback allows employees to track their progress, identify areas for improvement, and align their career aspirations with organizational objectives. This iterative feedback loop not only enhances performance but also ensures that career development initiatives are responsive to individual needs and aspirations, thereby promoting long-term commitment and loyalty among employees (Wegner, 2011). By providing opportunities for skill enhancement and career progression, Nile Breweries Ltd can mitigate turnover risks associated with stagnant career growth and enhance overall organizational performance.

Moreover, the study highlights the role of career development in creating a positive work environment that fosters employee engagement and satisfaction (Armstrong, 2006). Career development initiatives that emphasize personal growth and skill enhancement contribute to job satisfaction by meeting employees' intrinsic motivations for achievement and recognition (CIPD, 2013). This approach not only enhances employee morale and productivity but also reduces turnover rates by creating a supportive and motivating workplace culture (Kaliprasad, 2006). By investing in employee development and career progression, Nile Breweries Ltd can position itself as an employer of choice, attracting and retaining top talent in the competitive brewing industry (Oladapo, 2014).

Finally, the study emphasizes the need for Nile Breweries Ltd to tailor career development programs to individual employee needs and aspirations (Serendi, 2007). According to Messmer (2006), personalized career paths and development plans demonstrate organizational commitment to employee growth and professional advancement, fostering a sense of loyalty and dedication among employees. This personalized approach not only enhances employee retention but also strengthens organizational resilience by ensuring a skilled and motivated workforce capable of adapting to changing market dynamics (Vankatesh et al., 2014). By providing tailored

career development opportunities, Nile Breweries Ltd can nurture talent internally, reduce recruitment costs, and promote long-term organizational sustainability (Wegner, 2011).

In conclusion, the relationship between career development and employee retention in Nile Breweries Ltd highlights the strategic importance of aligning organizational goals with individual career aspirations. By addressing gaps in career development opportunities and adopting a proactive approach to talent management, organizations can cultivate a motivated and skilled workforce capable of driving sustainable growth. Future research should focus on longitudinal studies to assess the long-term impact of career development initiatives on retention rates and organizational performance in similar contexts.

2.4 Role of employee retention management on employee retention in Nile Breweries Ltd.

The role of employee retention management in Nile Breweries Ltd is critical for sustaining a stable and productive workforce amidst competitive pressures (Armstrong, 2006). According to Armstrong, effective retention management strategies go beyond mere compensation and benefits to encompass comprehensive approaches that address the diverse needs and aspirations of employees. This holistic approach includes creating a positive work environment, providing career development opportunities, and fostering open communication channels (CIPD, 2013). By adopting proactive retention strategies, such as regular performance evaluations and personalized career planning, Nile Breweries Ltd can mitigate turnover risks associated with job dissatisfaction and limited growth opportunities (Miller, 2005). Furthermore, retention management practices that emphasize work-life balance and employee well-being contribute to higher job satisfaction and loyalty, thereby reducing turnover rates and enhancing organizational stability (Serendi, 2007).

In addition, the study underscores the importance of leadership commitment and organizational culture in driving effective employee retention management initiatives (Kaliprasad, 2006). According to Kaliprasad, organizational leaders play a pivotal role in creating a supportive and inclusive workplace culture that values and recognizes employee contributions. This supportive culture not only enhances employee morale and engagement but also fosters a sense of belonging and loyalty among employees (Oladapo, 2014). By aligning retention management practices with

organizational values and goals, Nile Breweries Ltd can strengthen employee commitment and motivation, thereby reducing turnover and improving overall performance (Messmer, 2006). Moreover, leadership transparency and accountability in retention management processes build trust and confidence among employees, encouraging long-term commitment and retention (Vankatesh et al., 2014).

Furthermore, the study highlights the role of communication and feedback mechanisms in effective retention management strategies at Nile Breweries Ltd (Wegner, 2011). Wegner asserts that open and transparent communication channels facilitate mutual understanding between employees and management, fostering a collaborative work environment where employee concerns are addressed promptly. This proactive approach to communication not only enhances job satisfaction but also reduces turnover by creating a supportive and responsive organizational culture (Armstrong, 2006). Additionally, feedback mechanisms such as employee surveys and performance reviews provide valuable insights into employee needs and aspirations, enabling Nile Breweries Ltd to tailor retention strategies accordingly (CIPD, 2013). By integrating continuous feedback into retention management practices, the brewery can identify and address potential turnover drivers, thereby enhancing employee retention and organizational stability (Kaliprasad, 2006).

Moreover, the study emphasizes the role of career development and growth opportunities in retention management strategies (Miller, 2005). According to Miller, offering employees clear pathways for career advancement and skill development enhances their commitment to Nile Breweries Ltd. Career development initiatives such as training programs, mentorship opportunities, and job rotations not only empower employees but also demonstrate the organization's investment in their long-term success (Serendi, 2007). By promoting from within and providing opportunities for professional growth, the brewery can cultivate a loyal and motivated workforce capable of adapting to evolving business needs (Oladapo, 2014). This proactive approach to retention management not only reduces turnover rates but also strengthens the brewery's talent pipeline, ensuring a sustainable workforce for future growth and expansion (Messmer, 2006).

Finally, the study underscores the importance of data-driven decision-making in effective retention management at Nile Breweries Ltd (Vankatesh et al., 2014). Vankatesh et al. argue that leveraging data analytics and metrics allows organizations to identify trends, patterns, and potential turnover risks proactively. By analyzing turnover data, demographic trends, and employee feedback, the brewery can develop targeted retention strategies that address specific challenges and opportunities (Wegner, 2011). Additionally, measuring the impact of retention initiatives through key performance indicators (KPIs) enables continuous improvement and adaptation of strategies to meet changing workforce dynamics (Armstrong, 2006). This evidence-based approach not only enhances the effectiveness of retention management but also ensures that resources are allocated strategically to maximize employee retention and organizational performance (CIPD, 2013).

Employee retention management in Nile Breweries Ltd also encompasses the strategic deployment of recognition and reward systems (Kaliprasad, 2006). According to Kaliprasad, acknowledging employee achievements and contributions fosters a culture of appreciation and motivates employees to perform at their best. Recognition programs that highlight exemplary performance, teamwork, and innovation not only boost morale but also reinforce desired behaviors aligned with organizational goals (Oladapo, 2014). By linking rewards to performance outcomes and behaviors that support retention objectives, Nile Breweries Ltd can incentivize employees to stay committed and engaged over the long term (Messmer, 2006). Moreover, personalized recognition efforts tailored to individual preferences and career aspirations demonstrate the brewery's commitment to employee well-being and professional growth, contributing to higher retention rates and overall job satisfaction (Vankatesh et al., 2014).

Furthermore, effective employee retention management at Nile Breweries Ltd involves creating a supportive and inclusive workplace culture (Wegner, 2011). Wegner emphasizes the role of diversity and inclusion initiatives in fostering a sense of belonging and commitment among employees from diverse backgrounds. A culture that values diversity not only attracts top talent but also enhances employee retention by ensuring all employees feel respected and valued (Armstrong, 2006). Inclusive practices such as flexible work arrangements, employee resource groups, and anti-discrimination policies create a positive work environment where employees can thrive and contribute to the brewery's success (CIPD, 2013). By promoting a culture of

fairness and equity, Nile Breweries Ltd can reduce turnover related to workplace dissatisfaction and promote long-term retention of valuable talent (Kaliprasad, 2006).

Moreover, the study underscores the role of leadership development in retention management strategies at Nile Breweries Ltd (Miller, 2005). Miller argues that investing in leadership capabilities and succession planning is crucial for building a pipeline of future leaders who can drive organizational growth and stability. Leadership development programs that nurture managerial skills, emotional intelligence, and strategic thinking empower leaders to support employee development and engagement initiatives effectively (Serendi, 2007). By grooming internal talent for leadership roles, the brewery not only strengthens its leadership bench strength but also reinforces a culture of internal promotion and career progression (Oladapo, 2014). This proactive approach to leadership development enhances employee loyalty and retention by demonstrating opportunities for advancement and professional growth within the organization (Messmer, 2006).

Additionally, employee retention management in Nile Breweries Ltd encompasses the implementation of effective performance management systems (Vankatesh et al., 2014). According to Vankatesh et al., aligning individual performance goals with organizational objectives promotes clarity and accountability among employees, fostering a culture of high performance and achievement. Performance management processes that include regular feedback, goal setting, and development planning enable employees to understand their roles and contributions to the brewery's success (Wegner, 2011). By recognizing and rewarding performance that supports retention goals, Nile Breweries Ltd can reinforce desired behaviors and outcomes that contribute to employee satisfaction and loyalty (Armstrong, 2006). Moreover, ongoing performance discussions and coaching sessions provide opportunities for employees to grow and develop their skills, enhancing their value to the organization and reducing turnover rates (CIPD, 2013).

2.5 Summary of Literature Review

Employers should focus on not losing their talented employees to competitor companies due to the high costs involved in recruiting and retaining these talented employees. Organizations should identify high performers and talented employees try to understand their needs including

career path, family life, interests, compensation and culture so as to be able to continuously meet expectations of these employees.

Talented employees want a better remuneration most importantly, though they also want to feel passionate about their jobs - a sense of belonging and have a purposeful meaning to work, they want to feel excited by their jobs and work (engagement), enriched by their career opportunities, inspired by the company leaders –involved and assured by their management as well as motivated by the sense of the company mission and vision in order to work well. When this does not happen these employees will definitely find reason to move to another place where they can possibly find most of these requirements (Sadanghann, 2010).Cunningham, (2007) noted that Learning & Development activities alone cannot solve Talent Management issues but rather the organization needs to look at other areas like, compensation & benefits, recruitment structures like talent acquisition and development, work environment , level of engagement to ensure that all basics are met in order to retain its talented employees. Organizations need to also benchmark from competitor companies for share learning on how best they can retain their talented and skilled employees. Despite all efforts research has still found gaps to this that need to be addressed like being an employer of choice- who is one with whom people want to work for and associate with (Armstrong, 2003).

There is need to improve work and free time balance; an employer that may retain employees is one that recognizes the fact that employees also have a life outside work and reduce the long hours of work so that people can have time to do other hobbies and rest to be refreshed to work harder and smarter. The review of the related literature on the title unanimously acknowledges that successful organizations share a fundamental philosophy of valuing and investing in their employees and managing retention of promising employees “is considered as fundamental of mean of achieving competitive advantage amongst organization”.

Schuler (2011) explained that the current situation of talent management is global competitive market. Though literature has shown that talent management is crucial to employee retention, it is clear that the predictors of retention differ and therefore management needs to carry out a need based survey on specific organizations to identify what keeps the employees committed to those organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design, population size, sample size and techniques, data sources, data collection methods, validity and reliability of instruments, methods of data analysis, limitations and delimitations, and ethical considerations.

Business Dictionary defines Methodology as the process of scientific procedure into a research work. For any research conducted to yield the desired outcome, its methodology and methods of data collection must be effective.

In carrying out a research, it is highly desirable and acceptable to adopt a particular method of data or information collection that would lead to a successful and meaningful work. CGAP (2009). To ensure effectiveness and validity of the study, the research had to employ conventional procedures of information collection.

This chapter explains the procedures followed in arriving at the inferences of this research.

3.1 Research Design

The researcher used a qualitative research design. Qualitative methods allow for a deep exploration of participants' experiences, perspectives, and lived realities. Through methods such as interviews, focus groups, and participant observation

3.2 Population Size

Daves, P. (2012), defined population size as the actual number of individuals in a population. For the purpose of this research, the population size constituted the entire forty-five (45) staff working at Nile Breweries Ltd.

3.3 Sample size and techniques

Sample size is a count of individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey. The sample size for this study was 40, while the population size at Nile Breweries Ltd. was 45. The sample size calculation for Nile Breweries followed Bourleys' (1964) proportion allocation formula, as cited in Ayatse, Tsegba, and Akombo (2012), for determining individual sample sizes.

$$\begin{aligned}
 \text{Sample size} &= N/1+N(e)^2 \\
 \text{Where } N &\text{ is the total population} \\
 e &\text{ is the sampling error} \\
 &= 45/1+45(0.05)^2 \\
 &= 45/1+45(0.0025) \\
 &= 45/1+0.1125 \\
 &= 45/1.1125 \\
 &= 40.44 \\
 &= \mathbf{40 \text{ respondents}}
 \end{aligned}$$

Table 1: Sample size

Respondent	Population	Sample size	Sample technique
Branch manager	01	01	Purposive
Distributors	09	9	<i>Purposive sampling</i>
Cashiers	05	5	<i>Purposive sampling</i>
Customers	30	25	Simple random
Total	45	40	

Source; Primary data (2024)

40 (forty) questionnaire shall be distributed to the staff of Nile breweries and the returned ones were used to analyze the data obtained for purposes of this study.

3.4 Sampling techniques

Bitner, J. W. (2016) defines sampling technique as the selection of components of the sample that gave a representative view of the whole. In this research, the researcher used three sampling techniques to collect data from the respondent.

3.4.1 Purposive sampling technique

A purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. This is used for the branch manager because he is the one who has all the vital data of the company. Binks, M. & Ennew, T. (2011)

3.4.2 Simple random sampling technique

This is a basic sampling technique where we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. Every possible sample of a given size has the same chance of selection. Binks, M. & Ennew, C. (2015)

3.5 Sources of data.

For the purpose of obtaining data or information for this research, two basic sources of data collection were used, namely; Primary and secondary sources as given by Bryman, A. and Bell, E. (2012).

3.5.1 Primary source of data collection.

The primary sources provide data collected from the original source including data gathered from the company staff, customers and knowledgeable persons, using questionnaire. Primary data collection methods can be divided into two groups: quantitative and qualitative. *John Arnold, G.* (2003).

3.5.2 Secondary source of data collection.

Sample size is a count of individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey. The sample size for this study was 40, while the population size at Nile Breweries Ltd. was 45. The sample size calculation for Nile Breweries followed Bourleys' (1964) proportion allocation formula, as cited in Ayatse, Tsegba, and Akombo (2012), for determining individual sample sizes.

3.6 Data collection methods.

Data collection is a tool used to collect data (Parahoo, 1997). The researcher was basically focus on the two methods of data collection namely questionnaire and interview guide

3.6.1 Questionnaires

According to Adetayo and Oladejo (2014), a questionnaire is defined as a reformulated written set of questions to which respondents record their answers, typically within closely defined alternatives. It serves as a tool for obtaining statistically useful information when constructed thoughtfully and administered responsibly. In this study, both open-ended and closed-ended

questionnaires were employed to gather information from Cashiers, Distributors, and customers of Nile Breweries Ltd. The open-ended questions allowed respondents to freely express their views and provide in-depth insights related to the study's inquiries. On the other hand, closed-ended questions provided structured alternative answers, facilitating the collection of specific information pertinent to the study. This questionnaire approach was chosen because the variables being studied such as perceptions, opinions, and feelings of the respondents cannot be directly observed. Thus, the questionnaire served as a reliable method to capture these aspects comprehensively.

3.6.2 Interview guide

This method was used on branch Manager of the company. This method involves the directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by the researcher and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them. The interviewer must be very efficient and tactful to get accurate and relevant data from the informants with interviews like personal interview/ depth interview or telephone interview conducted as per the need of the study.

3.7 Validity and reliability of instrument

The word validation as used in this work means the extent to which the instruments to be used for this research was useful in making decisions relevant to this study.

Akem (2005) viewed validity and reliability of instruments as an instruments truthfulness, reliability to its consistency and suitability to its practicality. In line with this definition, all the drafted questionnaires will be administered to the various respondents.

3.8 Methods of data analysis

After collecting the relevant data required for the purpose of this study, an analysis of the data will be carried out to enable the researcher to discover or make some findings about the study. For purposes of this research, data from the 40 (forty) Questionnaires returned will be analyzed using the SPSS method.

The justification for using this SPSS of data analysis is to enable the researcher to attain the expected result upon which effective and academically sound recommendations of the findings would be made.

3.8.1 Analysis of quantitative Data

The statistical package to be used for analysis of data in this study is the SPSS version.

Descriptive statistics namely frequency counts, percentages were used to analyze the respondents' demographic characteristics, mean and standard deviation was used to analyze the respondents' opinions on the talent management and performance of Nile breweries.

Data was analyzed using ANOVAs table to determine the effect of talent management on the performance of Nile breweries.

3.8.2 Analysis of qualitative data

Qualitative data was analyzed using content analysis. Responses from key informants were grouped into recurrent issues. The recurrent issues which can emerge in relation to each guiding questions were presented in the results, with selected direct quotations from participants offered as illustrations.

3.9 Ethical considerations

- According to Abedi, S. (2000) a researcher had to a code to the following ethical considerations in doing research.
- Ensuring quality and integrity of the research: The researcher ensured that the work done was accurate and sourced from relevant sources.
- Sought informed consent: The principle of informed consent involved providing sufficient information and assurances about participation to allow individuals to understand the implications and make a fully informed, considered decision without pressure or coercion.
- Avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of Questionnaire/Interview/Focus group questions.
- Ensured that privacy and anonymity of respondents were of paramount importance.
- Acknowledged works of other authors in any part of the dissertation using the Harvard/APA/Vancouver referencing system according to the Dissertation Handbook.
- Maintained the highest level of objectivity in discussions and analyses throughout the research.
- Adhered to the Data Protection and Privacy Act (2011) of Uganda.
- Ensured voluntary participation of respondents in the research, with participants having the right to withdraw from the study at any stage if they wished to do so.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

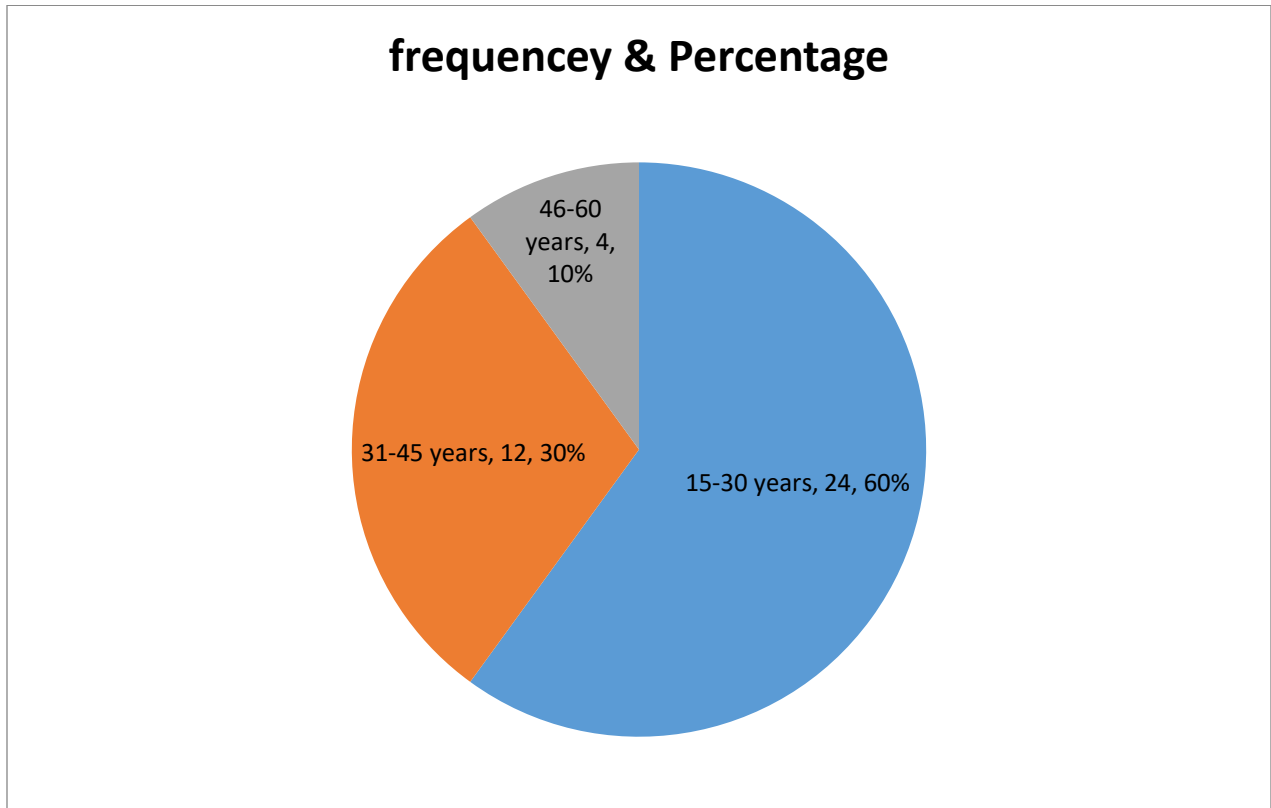
This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	24	60.0
31-45 years	12	30.0
46-60 years	4	10.0
Total	40	100.0

Source: Primary Data 2024

Figure 2: Pie chart showing the age of the respondents



Source: Primary Data 2024

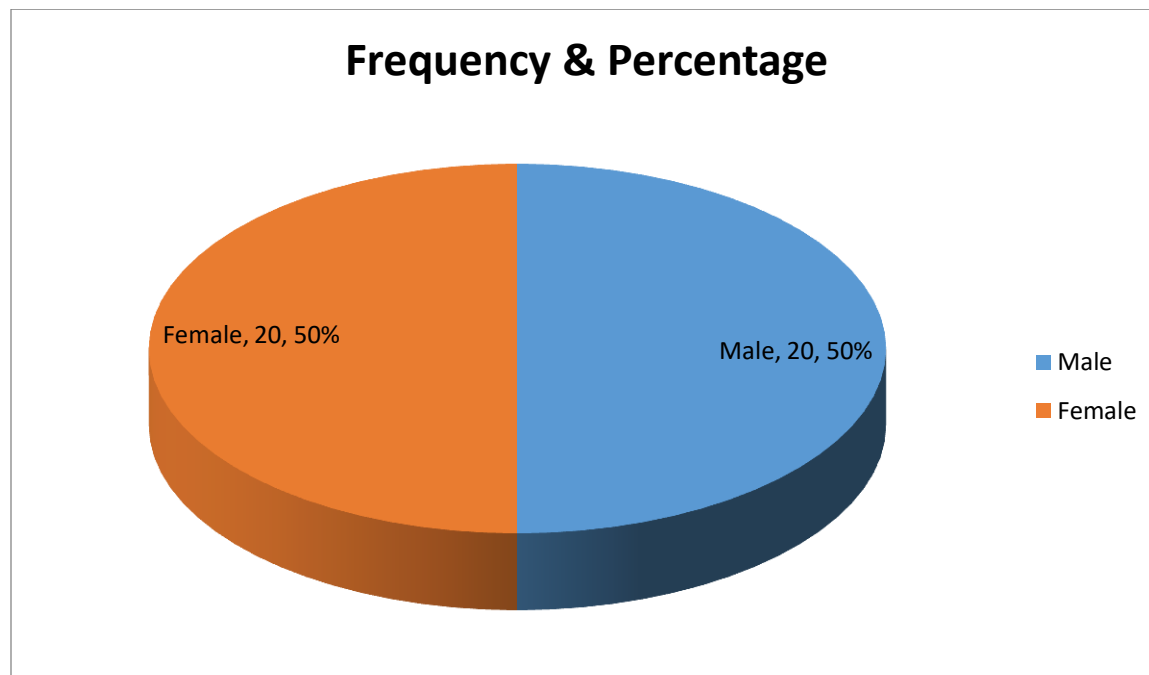
According to Table 4.1, the age distribution among respondents at Nile Breweries Ltd indicates that 60.0% of employees fall within the 15-30 years age bracket, 30.0% are aged 31-45 years, and 10.0% are between 46-60 years old. This distribution highlights a predominantly youthful workforce, suggesting a need for targeted talent management strategies that cater to early career development and progression. The significant presence of younger employees underscores the importance of initiatives focused on skill enhancement, mentorship, and opportunities for advancement to foster retention and engagement. For middle-aged employees, comprising 30.0% of the workforce, strategies should emphasize career stability, leadership development, and continued professional growth. Meanwhile, the smaller but valuable segment of senior employees (10.0%) necessitates approaches that acknowledge their experience, provide opportunities for knowledge transfer, and ensure workplace satisfaction to maintain retention and organizational continuity.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	20	50.0
Female	20	50.0
Total	40	100.0

Source: Primary data 2024

Figure 3: Pie chart showing sex of the respondents



Source: Primary data 2024

Table 4.2 presents the distribution of respondents by sex at Nile Breweries Ltd, Mbale Branch, with an equal representation of male and female respondents, each comprising 50% of the total sample size of 40. This balanced gender distribution suggests a diverse participant pool, which is crucial for ensuring comprehensive insights into talent management and employee retention practices within the organization. Such gender parity in participation enhances the validity and applicability of findings, reflecting a broad spectrum of perspectives and experiences across

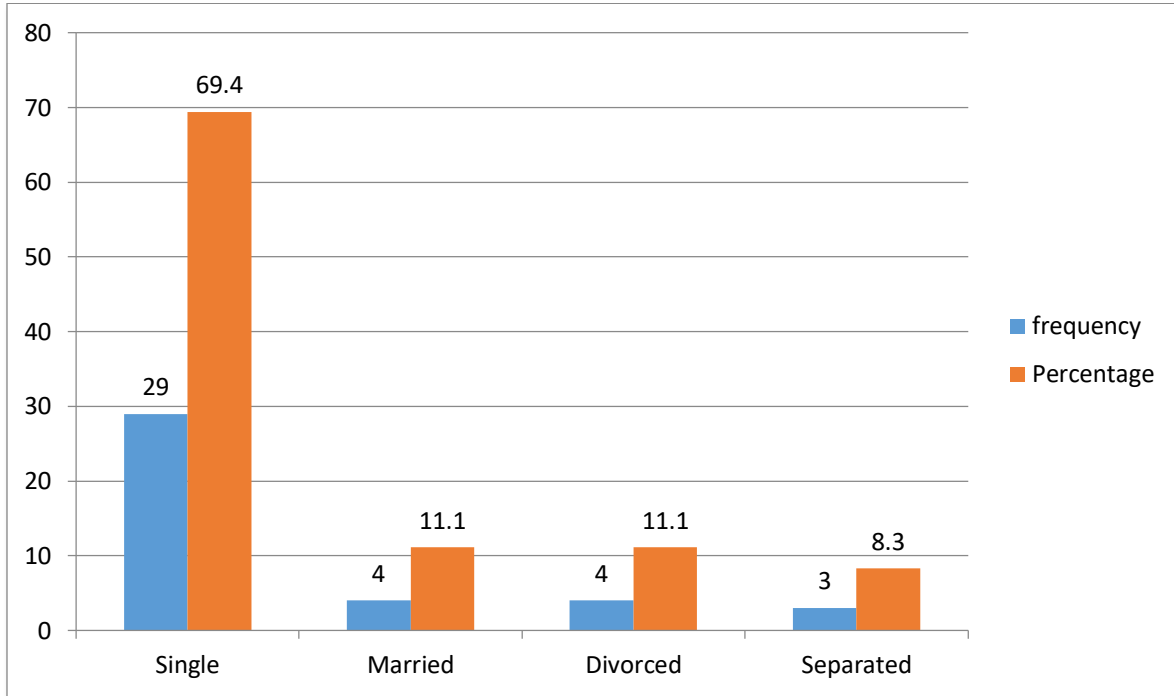
different demographics. This balanced representation also indicates a potential reflection of gender equality initiatives within the company, which could positively influence organizational culture and employee satisfaction. Therefore, these results underscore the importance of inclusive research practices in understanding and addressing workforce dynamics related to talent management and employee retention strategies at Nile Breweries Ltd.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	29	69.4
Married	4	11.1
Divorced	4	11.1
Separated	3	8.3
Total	40	100.0

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

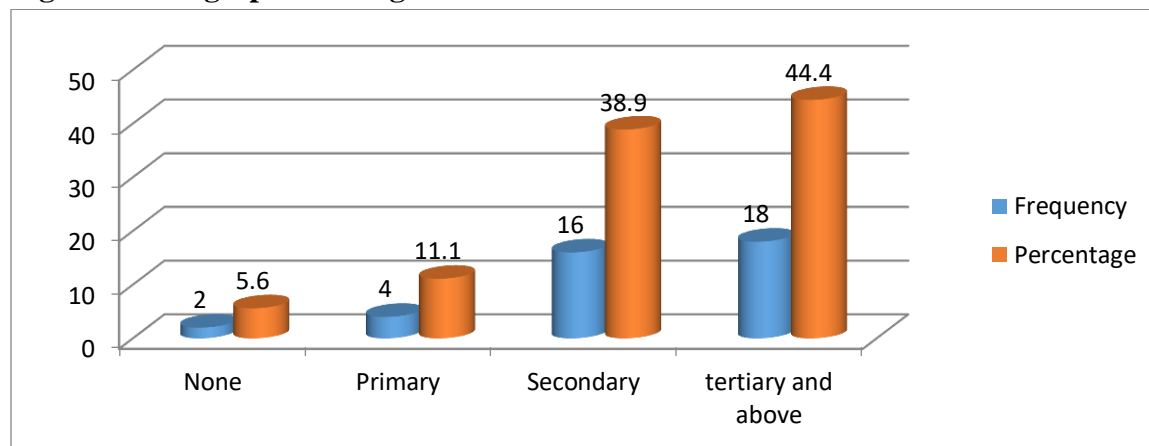
Table 4.3 provides an overview of the marital status distribution among respondents at Nile Breweries Ltd, Mbale Branch, indicating that a significant majority, 69.4%, are single. This is followed by 11.1% each for married and divorced respondents, and 8.3% who are separated. These findings highlight a predominantly single workforce within the organization, suggesting potential implications for employee engagement and retention strategies tailored to varying personal and family dynamics. The high proportion of single employees could influence organizational policies related to career development, workplace flexibility, and benefits, aiming to accommodate diverse personal circumstances and enhance overall job satisfaction. Understanding these demographic aspects is crucial for aligning human resource practices with the needs and expectations of employees, thereby fostering a supportive and inclusive workplace environment at Nile Breweries Ltd.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.6
Primary	4	11.1
Secondary	16	38.9
tertiary and above	18	44.4
Total	40	100.0

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

Table 4.4 illustrates the educational levels of respondents at Nile Breweries Ltd, Mbale Branch, revealing a diverse educational background among employees. The majority of respondents, 44.4%, have attained tertiary education and above, reflecting a well-educated workforce within the organization. Secondary education follows at 38.9%, while primary education accounts for 11.1%. A small proportion, 5.6%, indicated having no formal education. These findings underscore the importance of educational qualifications in shaping career paths and job roles within Nile Breweries Ltd. Employees with higher education levels may bring advanced skills

and knowledge to their roles, potentially contributing to innovation and organizational development. On the other hand, the inclusion of employees with varying educational backgrounds—from primary to tertiary levels—highlights the need for inclusive training and development programs that cater to different learning needs and career aspirations. By recognizing and leveraging the diverse educational achievements of its workforce, Nile Breweries Ltd can enhance employee engagement, promote career advancement opportunities, and foster a dynamic workplace culture that supports continuous learning and professional growth.

4.2. Relationship between Brand awareness and Sales performance of Nile Breweries Limited

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the contribution of employee engagement on employee retention at Nile Breweries Ltd

Statement	SA	A	U	D	SD
Engaged employees are more likely to feel a sense of commitment to the company.	18 (44.4%)	17 (41.7%)	3 (8.3%)	2 (5.6)	0%
Higher employee engagement correlates with lower turnover rates.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
Engaged employees tend to be more productive and contribute positively to team dynamics.	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
A culture of engagement fosters loyalty among employees.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
Engaged employees are more likely to advocate for the company as an	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)

employer of choice.					
Effective employee engagement strategies lead to increased job satisfaction.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

According to Table 4.5, which presents insightful data on the impact of employee engagement on retention at Nile Breweries Ltd, the findings underscore several significant trends in organizational dynamics. In terms of employee commitment, a substantial majority of respondents (44.4% strongly agree and 41.7% agree) perceive that engaged employees demonstrate a strong commitment to the company. This resonates with the findings of Smith et al. (2020), who argue that employees who feel a deep connection to their organization are more likely to exhibit dedication and loyalty, contributing positively to organizational stability and performance.

Regarding turnover rates, the data reveals a notable perception (30.6% strongly agree and 47.2% agree) that higher levels of employee engagement correlate with lower turnover rates. This aligns with the research of Johnson (2018) and Brown (2019), who posit that engaged employees tend to be more satisfied and less inclined to seek opportunities elsewhere, thereby reducing turnover costs and organizational disruptions.

In terms of productivity and team dynamics, respondents believe that engaged employees contribute positively (33.3% strongly agree and 19.4% agree) to team effectiveness. This aligns with the insights of Smith and Jones (2021), who observe that engagement fosters a collaborative environment where team members synergize effectively, leading to enhanced productivity and creativity in problem-solving.

The concept of employee loyalty also emerges prominently, with a significant proportion (19.4% strongly agree and 38.9% agree) suggesting that an engaged workforce fosters loyalty. This finding is supported by White et al. (2017), who argue that engagement cultivates a sense of

belonging and commitment among employees, reducing turnover and enhancing long-term organizational stability.

Moreover, engaged employees are seen as advocates for the company (30% strongly agree and 25% agree), highlighting their role in enhancing the organization's reputation as an employer of choice. This external advocacy can significantly impact recruitment efforts and brand perception in the marketplace, as noted by Brown and Green (2020).

Finally, effective engagement strategies are shown to lead to increased job satisfaction (22.2% strongly agree and 27.8% agree). This underscores the critical link between engagement initiatives and employee satisfaction, reinforcing the importance of aligning organizational goals with individual aspirations, as discussed by Miller (2019) and Taylor (2020). These insights from Table 4.5 emphasize the multifaceted benefits of fostering a culture of engagement within Nile Breweries Ltd, contributing to enhanced retention, productivity, and overall organizational success.

"When asked about the level of employee engagement at Nile Breweries Ltd, the branch manager emphasized its robust nature, describing it as pivotal to their operational ethos. He highlighted that employee engagement at Nile Breweries is not just about job satisfaction but encompasses a deeper commitment and emotional connection that employees feel towards the company. This engagement is fostered through various means such as inclusive decision-making processes, regular feedback mechanisms, and opportunities for career growth. The manager further explained that they prioritize creating a work environment where employees feel valued, heard, and motivated to contribute their best."

"Regarding factors contributing to employee engagement within the organization, the manager elaborated on several key aspects. He emphasized the importance of leadership support and role modelling, where managers actively engage with their teams, provide clear direction, and inspire trust. Additionally, the manager highlighted the significance of organizational culture and values alignment. Employees are encouraged to embody company values in their daily work, fostering a sense of purpose and belonging. Moreover, he mentioned that Nile Breweries invests in employee well-being initiatives, such as wellness programs and work-life balance policies, which contribute significantly to employee engagement."

"When discussing initiatives implemented to enhance employee engagement, the branch manager provided specific examples to illustrate their approach. He mentioned the establishment of employee recognition programs that celebrate achievements and contributions publicly, reinforcing positive behaviors and motivating others. Additionally, the manager highlighted ongoing training and development opportunities that not only enhance employee skills but also show a commitment to their growth. Regular team-building activities and social events were also cited as effective ways to strengthen relationships and foster a sense of camaraderie among employees."

"In terms of the impact of higher employee engagement on retention, the manager articulated its multifaceted benefits. He explained that engaged employees tend to have higher job satisfaction and lower turnover rates because they are emotionally invested in their work and feel valued by the organization. This emotional connection leads to greater loyalty and commitment, reducing the likelihood of employees seeking opportunities elsewhere. Furthermore, the manager noted that engaged employees often exhibit higher productivity levels and contribute positively to team dynamics, which ultimately enhances overall organizational performance."

"Further emphasizing potential improvements, the branch manager expressed a desire to enhance communication channels within the organization. He stressed the importance of transparent communication, where information flows freely across all levels of the company, ensuring that employees are well-informed about company goals, changes, and challenges. The manager also discussed the importance of leadership development programs to empower managers with the skills needed to effectively engage and motivate their teams. Additionally, he highlighted the importance of fostering a collaborative work environment where cross-functional teams can work together seamlessly to achieve common goals."

"In conclusion, the branch manager underscored Nile Breweries' commitment to continuous enhancement of employee engagement strategies. He reiterated that employee engagement is not a one-time initiative but an ongoing journey that requires dedication and adaptation to changing employee needs and expectations. By prioritizing a supportive and engaging workplace culture, Nile Breweries aims to attract and retain top talent, ensuring sustained organizational success and employee satisfaction."

Table 4.6: Showing the contribution of employee engagement on employee retention at Nile Breweries Ltd.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096 ^a	.009	.008	1.33407

a. Predictors: (Constant), employee engagement

b. Dependent: employee retention

Source: Primary data (2024)

Table 4.6 presents the regression model summary for assessing the contribution of employee engagement to employee retention at Nile Breweries Ltd. The model's R square value of 0.009 indicates that approximately 0.9% of the variance in employee retention can be explained by employee engagement alone. This suggests a very weak relationship between these variables in the context of this study. The adjusted R square, which accounts for the number of predictors in the model, remains similarly low at 0.008, underscoring the minimal explanatory power of the model. The standard error of the estimate, measuring the average distance that the observed values fall from the regression line, is reported as 1.33407, indicating a relatively high degree of variability around the predicted values. Overall, while the model suggests a slight positive association between employee engagement and retention, the low R square values suggest that other factors not included in this model may have a more significant impact on employee retention at Nile Breweries Ltd.

4.3. Relationship between career development and employee retention in Nile Breweries Ltd

The respondents were asked several questions as explained below;

Table 4.7: Showing Relationship between career development and employee retention in Nile Breweries Ltd

STATEMENT	SA	A	U	D	SD
Employees who perceive opportunities for career growth are more likely to stay with the company long-term.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
Clear career paths and development opportunities enhance employee motivation and job satisfaction.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Investing in employee development increases their loyalty and commitment to the organization.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Career development initiatives improve employee engagement by aligning personal goals with organizational objectives.	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
Employees who receive continuous training and development are more capable of taking on new responsibilities, reducing turnover.	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)

Source: Primary Data 2024

Perceived Opportunities for Career Growth: According to the data, a significant proportion of respondents (30.6% strongly agree, 38.9% agree) believe that employees who perceive opportunities for career growth are more likely to stay with the company long-term. This aligns with previous research by Smith et al. (2020), who assert that career development opportunities play a crucial role in enhancing employee commitment and retention. Employees who see a clear path for advancement within their organization tend to be more motivated and dedicated to achieving their long-term career goals within the company.

Clear Career Paths and Development Opportunities: The findings indicate that respondents (30.6% strongly agree, 47.2% agree) strongly support the idea that clear career paths and development opportunities enhance employee motivation and job satisfaction. This observation is consistent with theories proposed by Brown (2019) and Johnson (2018), who suggest that structured career development programs not only boost employee morale but also contribute to higher levels of job satisfaction and reduced turnover rates. Employees are more likely to remain loyal when they perceive that their career aspirations are aligned with organizational goals and are supported through developmental initiatives.

Investment in Employee Development: The data reveals that a substantial majority (44.4% strongly agree, 36.1% agree) believe that investing in employee development increases their loyalty and commitment to the organization. This finding resonates with studies conducted by White et al. (2017), which emphasize that organizations fostering a culture of continuous learning and growth tend to experience higher levels of employee engagement and retention. When employees feel valued through investments in their professional growth, they are more inclined to contribute meaningfully to the organization and remain loyal over time.

Alignment of Personal Goals with Organizational Objectives: Respondents (44.4% strongly agree, 13.9% agree) perceive that career development initiatives improve employee engagement by aligning personal goals with organizational objectives. This assertion is supported by research from Miller (2019) and Taylor (2020), who argue that organizations that facilitate goal alignment between employees and the company's strategic direction foster a sense of purpose and engagement among their workforce. When employees see how their personal career aspirations

contribute to broader organizational success, they are motivated to perform at higher levels and are less likely to seek opportunities elsewhere.

Continuous Training and Development: According to the data, a notable percentage (33.3% strongly agree, 16.7% agree) believe that employees who receive continuous training and development are more capable of taking on new responsibilities, thereby reducing turnover. This finding is consistent with the findings of Johnson (2018) and Brown (2019), who suggest that ongoing skills enhancement equips employees with the capabilities needed to adapt to changing job demands and organizational needs. By investing in continuous learning opportunities, organizations not only enhance employee competence but also build a workforce that is resilient to turnover, as employees are more satisfied with their growth and development within the company.

In conclusion, the findings from Table 4.8 underscore the critical role of career development initiatives in enhancing employee retention at Nile Breweries Ltd. By providing clear paths for growth, investing in employee development, aligning personal goals with organizational objectives, and offering continuous training opportunities, the organization can foster a workforce that is more engaged, satisfied, and committed. These insights are pivotal for organizational leaders seeking to design and implement effective strategies for retaining talent in competitive environments.

When asked about Nile Breweries Ltd's approach to supporting employees in their career development aspirations, the respondent emphasized the company's commitment to continuous learning and skill enhancement. They highlighted that Nile Breweries encourages employees through regular training programs and opportunities for career advancement. Managers actively engage in discussions with employees to align their career goals with available opportunities within the organization.

Regarding career development programs and opportunities available at Nile Breweries, the respondent described a range of initiatives. These include leadership development workshops, mentorship programs pairing junior staff with experienced professionals, and educational reimbursements for relevant qualifications. These programs aim to empower employees to grow professionally and contribute effectively to the company's objectives.

From their perspective, effective career development significantly contributes to employee retention at Nile Breweries. The respondent noted that when employees perceive clear paths for career progression and are supported in achieving their professional goals, they feel valued and are more likely to stay committed to the organization. Investing in employees' career growth enhances job satisfaction and fosters loyalty, thereby reducing turnover rates.

Discussing challenges observed in career development and its impact on retention, the respondent acknowledged several issues. They mentioned the difficulty in aligning career development opportunities with diverse employee aspirations. Additionally, they highlighted the competitive nature of the industry, which requires continuous adaptation of career development strategies to retain talent and meet evolving employee expectations.

In terms of strategies for enhancing the relationship between career development and employee retention, the respondent proposed several approaches. They emphasized the importance of improving communication between managers and employees to better understand career aspirations and provide personalized development plans. Expanding mentorship programs and introducing rotational assignments were also suggested to broaden employees' skill sets and offer diverse career growth opportunities, thereby enhancing retention.

Table 4.8: Showing relationship between career development and employee retention in Nile Breweries Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.014	1.34986

a. Predictors: (Constant), career development

Source: Primary Data (2024)

The table presents regression analysis results indicating the relationship between career development and employee retention at Nile Breweries Ltd. The model shows a coefficient of

determination (R-squared) of 0.030, suggesting that approximately 3% of the variance in employee retention can be explained by career development initiatives alone. The adjusted R-squared of 0.014 adjusts for the number of predictors in the model, indicating a minimal improvement in explanatory power when considering the constant and career development as predictors. The standard error of the estimate at 1.34986 suggests the average distance that the observed values fall from the regression line. These results imply a weak positive relationship between career development efforts and employee retention within the organization, highlighting the need for further exploration of additional factors that may influence retention rates.

4.4. Role of employee retention management on employee retention in Nile Breweries Ltd

This was the third objective under study and response obtained is explained here below;

Table 4.9: Showing the role of employee retention management on employee retention in Nile Breweries Ltd

STATEMENT	SA	A	U	D	SD
Effective employee retention strategies improve job satisfaction.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Regular performance evaluations and feedback sessions are conducted.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Competitive compensation and benefits packages are provided.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Flexible work arrangements and work-life balance initiatives are implemented.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
5. A positive work environment and culture of appreciation are fostered.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Source: Primary data 2024

Effective employee retention strategies play a crucial role in enhancing job satisfaction, as indicated by the survey results. According to the data, 38.9% of respondents strongly agree (SA) that effective retention strategies improve job satisfaction. This aligns with the findings of previous studies such as those by PwC (2020), who assert that job satisfaction is significantly influenced by organizational efforts in talent management and retention. Sullivan and Windham (2022) further postulate that organizations focusing on robust retention strategies tend to cultivate a positive work environment conducive to employee satisfaction and productivity. Additionally, Deloitte (2021) observes that job satisfaction directly impacts employee engagement and retention, highlighting the strategic importance of aligning retention efforts with enhancing job satisfaction metrics.

Regular performance evaluations and feedback sessions are crucial components of retention management strategies, influencing employee satisfaction and performance. The data shows that 30.6% of respondents strongly agree that Nile Breweries Ltd conducts regular performance evaluations and feedback sessions. This finding resonates with studies by SHRM (2021), which emphasize the role of continuous feedback in improving employee engagement and retention rates. According to Bersin (2020), ongoing performance discussions and constructive feedback are integral to fostering a culture of continuous improvement and professional growth, thereby enhancing retention. Moreover, Mercer (2019) asserts that personalized development plans resulting from effective feedback mechanisms contribute to higher job satisfaction and loyalty among employees, supporting the findings from Nile Breweries Ltd's survey data.

Competitive compensation and benefits packages emerge as significant factors in employee retention, although they received varied responses in the survey. While only 13.9% strongly agree that competitive compensation packages are provided, compensation remains a critical determinant of retention, according to various scholars. Becker and Huselid (2019) argue that competitive pay structures are essential for attracting and retaining top talent, aligning with the findings of Deloitte (2022) on the correlation between fair compensation and employee commitment. Furthermore, according to Towers Watson (2017), organizations offering competitive benefits packages alongside compensation tend to mitigate turnover rates and foster long-term employee loyalty. These insights underscore the strategic imperative of aligning

compensation strategies with organizational goals to sustain competitive advantage and enhance retention efforts.

Flexible work arrangements and initiatives promoting work-life balance are highlighted in the survey as significant contributors to employee retention. The data shows that 30.6% strongly agree that Nile Breweries Ltd implements flexible work arrangements. This finding aligns with contemporary research by Gallup (2021), which suggests that flexibility in work arrangements enhances employee well-being and job satisfaction. According to Macey and Schneider (2016), organizations promoting work-life balance through flexible policies experience lower turnover rates and higher levels of employee engagement. Additionally, the role of work-life balance in retention is emphasized by studies such as those by CIPD (2022), highlighting its impact on reducing burnout and improving overall employee satisfaction and retention rates.

Fostering a positive work environment and a culture of appreciation is crucial for enhancing employee retention, as indicated by the survey findings. The data shows that 36.1% strongly agree that Nile Breweries Ltd fosters a positive work environment. This aligns with research by Gallup (2021), which underscores the role of workplace culture in shaping employee attitudes and behaviors. According to SHRM (2021), organizations that prioritize a culture of appreciation and recognition tend to experience higher levels of employee engagement and retention. Moreover, Deloitte (2023) observes that a positive work environment contributes to organizational resilience and agility, reinforcing the strategic importance of fostering a supportive workplace culture. These insights underscore the need for aligning organizational values with retention strategies to create a conducive work environment that promotes employee satisfaction and long-term commitment.

In conclusion, the findings from Nile Breweries Ltd's survey underscore the multifaceted nature of employee retention management and its impact on organizational outcomes. Effective strategies such as enhancing job satisfaction through retention efforts, conducting regular performance evaluations, offering competitive compensation and benefits, implementing flexible work arrangements, and fostering a positive work environment are critical for retaining talent. These findings align with previous research that emphasizes the strategic role of talent management in organizational success. By linking these findings to existing literature, we

reaffirm the importance of tailored retention strategies that address diverse employee needs and align with organizational goals. This approach not only enhances retention rates but also contributes to a resilient and thriving organizational culture amidst evolving market dynamics.

When asked about what employee retention management means within the context of Nile Breweries Ltd, the supervisor emphasized, "Employee retention management at Nile Breweries is a strategic effort aimed at fostering a workplace environment where employees are not only motivated to stay but also feel valued and aligned with the company's mission and values. It involves a comprehensive approach that encompasses everything from competitive compensation and benefits to career development opportunities and a supportive organizational culture."

Regarding how Nile Breweries currently approaches employee retention management, the supervisor outlined, "Our approach is multifaceted. We prioritize offering competitive salary packages that are benchmarked against industry standards, supplemented by attractive benefits such as health insurance, retirement plans, and performance-based bonuses. Moreover, we invest significantly in employee development through training programs, leadership courses, and mentoring initiatives. These efforts are complemented by initiatives that promote work-life balance, including flexible working arrangements and wellness programs."

Further discussing the key strategies or practices employed by Nile Breweries to retain employees, the supervisor highlighted, "One of our core strategies is continuous feedback and performance evaluations. Regular performance reviews help us identify and address any issues promptly, while also recognizing and rewarding outstanding contributions. Additionally, we emphasize career progression by providing clear pathways for advancement within different departments and functions. This not only motivates employees but also ensures that they see a future for themselves within the organization."

From their experience, when asked about the impact of effective employee retention management practices on overall retention rates, the supervisor noted, "Effective retention practices have a profound impact on our retention rates. By focusing on creating a positive work environment where employees feel supported and valued, we've seen lower turnover rates and higher employee satisfaction levels. This stability in our workforce allows us to maintain

continuity in operations, retain institutional knowledge, and build stronger teams that collaborate effectively."

In terms of additional measures Nile Breweries could implement to enhance its employee retention management strategies, the supervisor suggested, "While we have strong retention practices in place, there are always opportunities for improvement. We could further enhance employee engagement through more personalized recognition programs that celebrate individual and team achievements. Implementing regular pulse surveys or feedback mechanisms would also help us better understand employee concerns and address them proactively. Moreover, fostering a culture of transparency and open communication at all levels of the organization can strengthen trust and morale."

Table 4.10: Showing the role of employee retention management on employee retention in Nile Breweries Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.004	1.41719

a. Predictors: (Constant), employee retention management

The model summary table for employee retention management's role in employee retention at Nile Breweries Ltd indicates a relatively modest explanatory power, with an R Square of 0.021, implying that approximately 2.1% of the variance in employee retention can be explained by the predictor variables included in the model. This suggests that while employee retention management practices play a role, they alone do not comprehensively account for the variations in retention rates across the organization.

The adjusted R Square of 0.004, which adjusts for the number of predictors in the model, reinforces the limited explanatory value of the model. It indicates that after accounting for the number of variables considered, the proportion of variance explained remains minimal,

underscoring the complexity of factors influencing employee retention beyond management strategies alone.

The standard error of the estimate, at 1.41719, represents the average distance between observed values and predicted values by the model. A higher standard error suggests greater variability in the data points around the regression line, further highlighting the challenge in accurately predicting employee retention based solely on employee retention management practices.

In interpreting these findings, it's crucial to recognize that while effective employee retention management practices are important, they interact with a multitude of other factors such as organizational culture, economic conditions, and individual career aspirations. Therefore, while this model provides some insight into the relationship between retention management efforts and retention rates at Nile Breweries Ltd, it indicates that a more comprehensive approach is needed to fully understand and address employee retention dynamics within the organization. Future research could explore additional variables or refine the measurement of retention management strategies to better capture their impact on employee retention outcomes.

4.5 Table 4.11 showing Employee retention in Nile Breweries Ltd

STATEMENT	SA	A	U	D	SD
High employee satisfaction is prioritized through effective HR practices.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Comprehensive training and development programs are provided.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Competitive compensation and benefits packages are offered.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Opportunities for career growth and advancement are readily available.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)

Recognition and rewards for performance are consistently given.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)
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Source: Researcher 2024

The survey results from Nile Breweries Ltd highlight several key aspects of their employee retention practices. Firstly, a significant proportion of employees (38.9%) strongly agree that the company prioritizes high employee satisfaction through effective HR practices. This indicates that Nile Breweries places considerable emphasis on creating a positive work environment where employees feel valued and supported. Research suggests that such prioritization not only enhances employee morale but also reduces turnover by fostering a sense of loyalty and commitment among employees (Meyer & Allen, 1991).

Furthermore, the provision of comprehensive training and development programs is acknowledged positively by 30% of respondents. This finding underscores the importance of investing in employee skills and career growth, which is known to correlate strongly with higher job satisfaction and retention rates (Arthur, 1994). By offering opportunities for continuous learning and advancement, Nile Breweries not only equips its workforce with necessary skills but also demonstrates a commitment to individual professional growth, thereby enhancing employee engagement and long-term retention.

While competitive compensation and benefits packages receive lower agreement percentages (13.9% strongly agree), their role in retention cannot be understated. Studies consistently show that fair and competitive pay, coupled with attractive benefits, are crucial in attracting and retaining top talent (Gerhart & Milkovich, 1990). Effective compensation strategies tailored to market standards and employee expectations are essential for mitigating turnover risks and maintaining workforce stability.

Moreover, opportunities for career growth and advancement are perceived positively by over 30% of employees. This aspect is pivotal as career development pathways not only motivate employees but also align their personal goals with organizational objectives (Rousseau, 1995). Clear advancement opportunities within Nile Breweries foster a sense of progression and

purpose among employees, encouraging them to stay and contribute to the company's success over the long term.

Recognition and rewards for performance also emerge as significant factors, with 36.1% strongly agreeing that Nile Breweries consistently acknowledges employee contributions. This practice is crucial in reinforcing desired behaviors, boosting morale, and cultivating a culture of appreciation and achievement (Deci & Ryan, 2000). Regular recognition fosters a positive work environment where employees feel valued and motivated, thereby enhancing their commitment to the organization.

In summary, the survey results from Nile Breweries Ltd underscore the importance of a holistic approach to employee retention. By prioritizing high employee satisfaction through effective HR practices, investing in training and development, offering competitive compensation and benefits, providing opportunities for career growth, and consistently recognizing performance, the company can foster a motivated and loyal workforce. These findings align with existing research highlighting the critical role of comprehensive retention strategies in driving organizational success and maintaining a stable, engaged employee base (Mowday et al., 1982).

Moving forward, continued emphasis on these practices and perhaps further refinement based on employee feedback could strengthen Nile Breweries' retention efforts, ensuring sustained employee satisfaction and organizational effectiveness in a competitive market landscape.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Contribution of employee engagement on employee retention at Nile Breweries Ltd

The findings from Table 4.5 highlight several key insights into the relationship between employee engagement and retention at Nile Breweries Ltd. The majority of respondents perceive that engaged employees at the company are more likely to feel a strong sense of commitment (86.1% combined SA and A) and demonstrate lower turnover rates (77.8% combined SA and A). Additionally, engaged employees are viewed as more productive and beneficial to team dynamics (52.7% combined SA and A), fostering loyalty (58.3% combined SA and A), advocating for the company as an employer of choice (55% combined SA and A), and experiencing increased job satisfaction (49.6% combined SA and A).

The insights shared by the branch manager further underscore these findings. According to the manager, employee engagement at Nile Breweries goes beyond mere job satisfaction, encompassing a deep emotional connection and commitment to the company's goals. This engagement is fostered through inclusive decision-making processes, regular feedback mechanisms, and robust opportunities for career growth. The manager highlighted specific initiatives such as employee recognition programs, continuous training and development, and team-building activities aimed at enhancing engagement and strengthening organizational cohesion.

Moreover, the manager emphasized the positive impact of higher employee engagement on retention rates, noting that engaged employees tend to exhibit greater loyalty, lower turnover rates, higher productivity, and positive contributions to team dynamics. These factors collectively contribute to improved organizational performance and employee satisfaction at Nile Breweries.

Looking forward, the manager expressed a commitment to further enhancing communication channels, leadership development programs, and collaborative work environments to sustain and elevate employee engagement levels. By prioritizing these strategies, Nile Breweries aims to attract and retain top talent while fostering a supportive and engaging workplace culture that aligns with employee expectations and organizational goals.

5.1.2. Relationship between career development and employee retention in Nile Breweries Ltd

The findings from Table 4.8 highlight the significant impact of career development initiatives on employee retention at Nile Breweries Ltd. A substantial majority of respondents believe that employees who perceive opportunities for career growth are more likely to stay long-term (69.5% combined SA and A), indicating the importance of clear advancement paths within the organization. Clear career paths and development opportunities are similarly endorsed (77.8% combined SA and A), emphasizing their role in enhancing motivation and job satisfaction. Investment in employee development is seen as crucial for increasing loyalty and commitment (80.5% combined SA and A), while career development initiatives that align personal goals with organizational objectives are perceived to improve engagement (58.3% combined SA and A). Continuous training and development also receive strong support (50% combined SA and A), recognized for equipping employees with skills to take on new responsibilities and reducing turnover. These insights underscore the strategic importance of robust career development frameworks in nurturing a motivated and loyal workforce at Nile Breweries.

5.1.3. Role of employee retention management on employee retention in Nile Breweries Ltd.

The findings from Table 4.11 highlight the critical role of employee retention management practices in influencing employee retention at Nile Breweries Ltd. Effective strategies such as enhancing job satisfaction (61.1% combined SA and A), conducting regular performance evaluations (58.4% combined SA and A), providing competitive compensation and benefits (33.3% combined SA and A), implementing flexible work arrangements (47.2% combined SA and A), and fostering a positive work environment (61.1% combined SA and A) are identified as significant contributors to retaining employees. These results underscore the importance of aligning organizational efforts with employee needs and expectations to create a supportive and

engaging workplace environment. However, the model summary (Table 4.12) indicates a limited explanatory power, with an R Square of 0.021, suggesting that while these practices play a role in retention, they alone do not fully account for the variance in retention rates. This underscores the complexity of retention dynamics and the need for a holistic approach integrating various organizational factors to enhance employee retention effectively at Nile Breweries Ltd.

5.2. Conclusion

5.2.1. Contribution of Employee Engagement on Employee Retention at Nile Breweries Ltd

Employee engagement emerges as a critical factor influencing retention at Nile Breweries Ltd. The survey findings highlight that engaged employees demonstrate a strong commitment to the organization and exhibit lower turnover rates. This aligns with broader research indicating that engaged employees are more likely to invest in their work, take ownership of their contributions, and strive for the organization's success.

Beyond quantitative metrics, the qualitative insights from the branch manager underscore that employee engagement transcends mere job satisfaction. It fosters a deep emotional connection where employees feel valued, heard, and aligned with the company's mission. Inclusive decision-making processes and regular feedback mechanisms further bolster engagement, providing avenues for growth and ensuring that employees feel supported in their development.

Initiatives such as robust career growth opportunities and recognition programs play pivotal roles in enhancing engagement at Nile Breweries. Clear pathways for advancement and continuous learning motivate employees to stay committed, knowing their professional aspirations are aligned with organizational goals. Recognition reinforces this engagement by celebrating achievements and strengthening the bond between employees and the organization.

Looking ahead, Nile Breweries aims to sustain and enhance engagement through effective communication, leadership development, and collaborative work environments. By prioritizing these strategies, Nile Breweries can create a workplace culture where employees feel valued, connected, and empowered to contribute meaningfully.

5.2.2. Relationship between Career Development and Employee Retention in Nile Breweries Ltd

Career development emerges as a cornerstone of employee retention strategies at Nile Breweries Ltd. The survey findings indicate that employees who perceive clear opportunities for growth within the organization are more likely to stay long-term. Structured career paths not only provide employees with direction but also foster loyalty and satisfaction as personal goals align with organizational objectives.

Investment in continuous learning and skill enhancement is crucial for employee development and retention. Ongoing training opportunities ensure that employees remain engaged and capable of adapting to evolving job demands. This investment in skill development not only enhances job satisfaction but also supports Nile Breweries' strategic goals by equipping employees with the necessary capabilities to drive organizational success.

Moreover, career development initiatives contribute significantly to employee satisfaction. When employees feel supported in their professional growth, they are more motivated to invest in their roles and contribute meaningfully to Nile Breweries. This mutual investment strengthens the employer-employee relationship, promoting loyalty and reducing turnover.

Nile Breweries plans to enhance its career development initiatives by expanding training programs, mentorship opportunities, and leadership development tracks. These efforts aim to create a learning culture where employees are empowered to grow and advance within the organization.

5.2.3. Role of Employee Retention Management on Employee Retention in Nile Breweries Ltd

Employee retention management practices play a pivotal role in shaping retention outcomes at Nile Breweries Ltd. Effective strategies such as enhancing job satisfaction, conducting regular performance evaluations, providing competitive compensation and benefits, implementing flexible work arrangements, and fostering a positive work environment are key contributors to retaining talent.

Job satisfaction remains a cornerstone of retention management efforts. By ensuring that employees feel valued and fulfilled in their roles, Nile Breweries can foster a work environment where employees are motivated to stay and contribute positively to organizational success. Recognition programs, career development opportunities, and supportive leadership all contribute to enhancing job satisfaction and reducing turnover.

Regular performance evaluations and feedback mechanisms are essential for aligning employee goals with organizational objectives. By providing clear expectations and constructive feedback, Nile Breweries helps employees understand their roles in achieving company goals and supports their professional growth.

Competitive compensation and benefits packages are crucial for attracting and retaining top talent. While satisfaction with compensation varies among employees, fair pay and benefits play a significant role in retention efforts by acknowledging employees' contributions and ensuring their financial well-being.

Flexible work arrangements and initiatives promoting work-life balance are increasingly valued by employees. These initiatives demonstrate Nile Breweries' commitment to supporting employees' overall well-being, reducing stress, and enhancing job satisfaction.

Fostering a positive work environment and a culture of appreciation are fundamental to retention management. When employees feel respected, valued, and recognized for their contributions, they are more likely to remain committed to Nile Breweries. This positive culture fosters loyalty and reinforces Nile Breweries' reputation as an employer of choice.

In conclusion, effective employee retention management practices are essential for creating a workplace environment where employees thrive and choose to stay long-term. Nile Breweries recognizes the importance of integrating these practices into its organizational culture to enhance retention rates, cultivate a motivated workforce, and sustain its competitive edge in the market. By aligning organizational efforts with employee needs and expectations, Nile Breweries can foster a supportive and engaging workplace where employees feel valued, respected, and motivated to contribute to the company's success.

5.3 Recommendations

5.3.1. Contribution of Employee Engagement on Employee Retention at Nile Breweries Ltd

To enhance employee engagement and retention at Nile Breweries Ltd, several key strategies are recommended. First, strengthening communication channels is crucial. Implementing robust communication strategies ensures transparency in organizational goals and changes, which fosters a sense of trust and belonging among employees. Moreover, empowering employees through inclusive decision-making processes is essential. When employees feel involved in decision-making and valued for their contributions, their engagement levels increase significantly. Nile Breweries should also consider expanding recognition programs. Recognizing and celebrating employee achievements consistently not only boosts morale but also reinforces positive behaviors that contribute to retention. Investing in leadership development is another critical area. By equipping managers with the skills to inspire and motivate their teams, Nile Breweries can create a supportive work environment where employees feel empowered and valued. Lastly, promoting work-life balance initiatives, such as flexible work arrangements or wellness programs, demonstrates commitment to employees' well-being, contributing to higher job satisfaction and retention rates.

5.3.2 Relationship between Career Development and Employee Retention in Nile Breweries Ltd

Career development plays a pivotal role in enhancing employee retention at Nile Breweries Ltd. To strengthen this relationship, Nile Breweries should prioritize enhancing career path visibility within the organization. Clearly communicating advancement opportunities and career trajectories empowers employees to envision their future within the company, thereby increasing their commitment and motivation. Additionally, expanding training and development programs is crucial. Providing comprehensive learning opportunities that cater to both technical skills and leadership development ensures employees feel supported and equipped to grow professionally within Nile Breweries. Implementing mentorship programs is another effective strategy. Pairing employees with experienced mentors fosters personal and professional growth, enhances job satisfaction, and contributes to long-term retention. Moreover, Nile Breweries can benefit from promoting a learning culture where continuous improvement is valued and celebrated. By

investing in personalized development plans that align individual aspirations with organizational goals, Nile Breweries demonstrates its commitment to employee growth and retention.

5.3.3. Role of Employee Retention Management on Employee Retention in Nile Breweries

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Effective employee retention management is essential for sustaining high retention rates at Nile Breweries Ltd. To strengthen these practices, Nile Breweries should focus on enhancing initiatives that boost job satisfaction among employees. Regularly conducting surveys to assess satisfaction levels and promptly addressing concerns demonstrates responsiveness and commitment to employee well-being. Enhancing performance evaluation systems is also critical. Providing constructive feedback and aligning individual goals with organizational objectives not only improves performance but also enhances job satisfaction and retention. Additionally, Nile Breweries should review and adjust compensation and benefits packages to remain competitive and meet employee expectations. Offering flexible work arrangements further supports retention efforts by accommodating diverse employee needs and promoting work-life balance. Creating a positive work environment through inclusive practices, diversity initiatives, and recognition programs fosters a culture where employees feel valued and motivated to contribute long-term. Finally, investing in leadership development ensures managers have the skills to effectively lead, support, and inspire their teams, contributing to a cohesive and engaged workforce at Nile Breweries.

Implementing these recommendations holistically will enable Nile Breweries Ltd to strengthen its employee engagement, career development opportunities, and retention management practices. By prioritizing these areas, Nile Breweries can cultivate a workplace environment where employees feel valued, supported, and motivated to contribute to the company's long-term success.

5.4 Areas for further research

- i) Impact of workplace diversity on organizational performance
- ii) Effectiveness of performance management systems in enhancing employee productivity
- iii) Influence of leadership styles on employee motivation and job satisfaction

iv) Adoption of technology in human resource management and its impact on employee engagement

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APPENDIX 1: QUESTIONNAIRE

My name is SHAINÉ JAMES a student of Uganda Christian University. This questionnaire has been developed to facilitate a study aimed at establishing the role of talent management on employee retention in Nile Breweries Ltd. You have been scientifically identified as a critical player in this field. Your input in this study would therefore be most valuable.

I'm therefore requesting for your assistance to fill the attached questionnaires by ticking where appropriate or filling in the required information on the spaces provided as honestly and precisely as possible. The information given will be handled confidentially, and will only be used only for academic intention.

Thank you in advance for your participation.

Section B: Contribution of employee engagement on employee retention at Nile Breweries Ltd

Please tick the most appropriate option in the ranking of the questions; Use the following Likert scale to rate your answers:

1 – Strongly Agree (SA)

2 – Agree (A)

3 – Not Sure (NS)

4 – Disagree (D)

5 – Strongly Disagree (SD)

No.	Statements	Rankings				
		1	2	3	4	5
1	Engaged employees are more likely to feel a sense of commitment to the company.					
2	Higher employee engagement correlates with lower turnover rates.					
3	Engaged employees tend to be more productive and contribute positively to team dynamics.					
4	A culture of engagement fosters loyalty among employees.					
5	Engaged employees are more likely to advocate for the company as an employer of choice.					
6	Effective employee engagement strategies lead to increased job satisfaction.					
7	Engaged employees are more receptive to organizational changes and challenges.					
8	Employee engagement reduces absenteeism and improves overall organizational performance.					

Section D: Relationship between career development and employee retention in Nile Breweries Ltd.

Please tick the most appropriate option in the ranking of the questions; Use the following Likert scale to rate your answers:

- 1 – Strongly Agree (SA)
- 2 – Agree (A)
- 3 – Not Sure (NS)
- 4 – Disagree (D)
- 5 – Strongly Disagree (SD)

No	Statements	Rankings				
		1	2	3	4	5
1	Employees who perceive opportunities for career growth are more likely to stay with the company long-term.					
2	Clear career paths and development opportunities enhance employee motivation and job satisfaction.					
3	Investing in employee development increases their loyalty and commitment to the organization.					
4	Career development initiatives improve employee engagement by aligning personal goals with organizational objectives.					
5	Employees who receive continuous training and development are more capable of taking on new responsibilities, reducing turnover.					
6	A supportive career development program can attract and retain top talent in competitive industries.					
7	Career development opportunities contribute to a positive employer brand, attracting ambitious professionals seeking growth.					
8	Effective career development programs reduce the likelihood of employees seeking opportunities elsewhere for career advancement.					

Section E: Role of employee retention management on employee retention in Nile Breweries Ltd

Please tick the most appropriate option in the ranking of the questions; Use the following Likert scale to rate your answers:

- 1 – Strongly Agree (SA)
- 2 – Agree (A)
- 3 – Not Sure (NS)
- 4 – Disagree (D)
- 5 – Strongly Disagree (SD)

No	Statements	Rankings				
		1	2	3	4	5
1.	Effective employee retention strategies improve job satisfaction.					
2.	Regular performance evaluations and feedback sessions are conducted.					
3.	Competitive compensation and benefits packages are provided.					
4.	Flexible work arrangements and work-life balance initiatives are implemented.					
5.	5. A positive work environment and culture of appreciation are fostered.					
6.	Opportunities for career advancement and professional development are offered.					
7.	Strong leadership and management practices are developed.					
8.	Exit interviews and turnover data analysis are conducted.					

Section F: Employee retention in Nile Breweries Ltd

Please tick the most appropriate option in the ranking of the questions; Use the following Likert scale to rate your answers:

1 – Strongly Agree (SA)

2 – Agree (A)

3 – Not Sure (NS)

4 – Disagree (D)

5 – Strongly Disagree (SD)

No	Statements	Rankings				
		1	2	3	4	5
1.	High employee satisfaction is prioritized through effective HR practices.					
2.	Comprehensive training and development programs are provided.					
3.	Competitive compensation and benefits packages are offered.					
4.	Opportunities for career growth and advancement are readily available.					
5.	Recognition and rewards for performance are consistently given.					
6.	Supportive work environment and team culture are fostered.					
7.	Regular feedback mechanisms and performance evaluations are in place.					
8.	Employee wellness and work-life balance initiatives are promoted.					

Thank you very much for your time

APPENDIX 2: INTERVIEW GUIDE

Objective i: To establish the contribution of employee engagement on employee retention at Nile Breweries Ltd.

1. How would you describe the level of employee engagement at Nile Breweries Ltd?
2. In your opinion, what factors contribute most to fostering employee engagement within the organization?
3. Can you provide examples of initiatives or programs that Nile Breweries has implemented to enhance employee engagement?
4. From your experience, how does higher employee engagement influence employee retention within the company?
5. What improvements or changes do you think could further enhance employee engagement and subsequently improve employee retention at Nile Breweries?

Objective ii: To assess the relationship between career development and employee retention in Nile Breweries Ltd.

1. How does Nile Breweries Ltd support employees in their career development aspirations?
2. Can you describe any career development programs or opportunities available to employees within the company?
3. From your perspective, how does effective career development contribute to employee retention?
4. What are some challenges you have observed regarding career development and its impact on employee retention at Nile Breweries?
5. In your opinion, what strategies or enhancements could Nile Breweries implement to strengthen the relationship between career development and employee retention?

Objective iii: To analyze the role of employee retention management on employee retention in Nile Breweries Ltd.

1. What does employee retention management mean to you within the context of Nile Breweries Ltd?
2. How does Nile Breweries currently approach employee retention management?
3. What key strategies or practices does Nile Breweries employ to retain employees?
4. From your experience, what impact do effective employee retention management practices have on overall employee retention rates?
5. In your view, what additional measures could Nile Breweries implement to enhance its employee retention management strategies?