

**SUCCESSION PLANNING AND EMPLOYEE RETENTION IN LOCAL
GOVERNMENTS.A CASE STUDY OF MBALE DISTRICT
LOCAL GOVERNMENT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

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**UGANDA CHRISTIAN
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DECLARATION

I **MABONGA GEOFREY** declare that the content of this research report titled” Succession planning and employee retention in local governments. A case study of Mbale district local Government is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature

A handwritten signature in dark ink, consisting of several overlapping loops and a central vertical stroke, enclosed within a faint, hand-drawn oval border.

Date 26/08/2024

APPROVAL

I certify that this is original work drawn by **MABONGA GEOFREY** has been under my supervision and is now ready for submission to the department of business of Uganda Christian University.



Signed

MR.ERIC MWIMA
(SUPERVISOR)

Date 29th August 2024

DEDICATION

This research report is dedicated with heartfelt gratitude to those who have generously supported my academic journey. To my beloved Mother your unwavering encouragement and sacrifices has been the cornerstone of my education, inspiring me to strive for excellence every step of the way. Your belief in me has fueled my determination to pursue knowledge and make the most of the opportunities afforded to me. Additionally, to my esteemed Supervisor your guidance, wisdom, and mentorship has been invaluable throughout this research endeavor. Your dedication to nurturing my academic growth has played a pivotal role in shaping my scholarly pursuits and aspirations. This dedication is a token of appreciation for your profound impact on my educational journey.

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I extend profound gratitude to the Almighty God for the gift of life and good health, without which I would not have reached this pivotal milestone. My sincerest appreciation goes to my beloved Mother whose unwavering love, support, and sacrifices have been the bedrock of my academic journey. Their enduring encouragement and guidance have propelled me forward, instilling in me the resilience and determination to overcome challenges and achieve success. Additionally, I am immensely grateful to my esteemed Supervisor for his exceptional understanding, guidance, and invaluable advice throughout the completion of this report. His mentorship and constructive feedback have been instrumental in shaping the quality and direction of my research endeavors. Furthermore, I extend heartfelt thanks to Mr. Otingole Paul, the coordinator of research in the Business Department at Uganda Christian University, Mbale University College, for his unwavering assistance and support in the development of this report. Their contributions have been instrumental in the fruition of this endeavor, and I pray that the Almighty God rewards them abundantly for their generosity and kindness.

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ABSTRACT

This study investigates the effect of succession planning on employee retention in local governments, focusing on Mbale district local Government. Guided by three objectives, the research examines the influence of organizational targets, current human resource capacity analysis, and manpower forecasts. Utilizing a descriptive research design, data was collected from a sample size of 40 out of 45 individuals through questionnaires, interview guides, and documentary reviews. Findings reveal a significant relationship between organizational targets and employee retention, emphasizing the importance of strategic planning. Moreover, the study underscores the impact of current human resource capacity analysis and manpower forecasts on employee retention. In conclusion, effective succession planning is vital for enhancing employee retention in the district industry, emphasizing the need for strategic human resource management practices to achieve organizational objectives and ensure employee satisfaction and productivity.

LIST OF ACRONYMNS

| | |
|----------------|-----------------------------------|
| SP | - Succession Planning |
| EP | - Employee Performance |
| LD | - Leadership Development |
| HRM | - Human Resource Management |
| LG | - Local Government |
| CAO | - Chief Administrative Officer |
| KPI | - Key Performance Indicator |
| UGX | - Ugandan Shilling |
| M&E | - Monitoring and Evaluation |
| MbDLG | - Mbale District Local Government |

CHAPTER ONE

1.0 Introduction

This chapter presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, scope, significance and justification of the study and finally, a definition of concepts. In addition, the conceptual framework that contains the variables under study, which have been operationally defined.

1.1 Background to the study

The background is reviewed in four perspectives that is historical background, theoretical background, conceptual background and contextual background

1.1.1 Historical background.

The basis for human capital management lies in making arrangements for the welfare of apprentices to master craftsmen in the middle ages and colonial times. The first HR evolution came in the 18th century, when factories needed to hire and train thousands of workers quickly. These employees initially worked 16 hours a day, seven days a week in conditions even worse than those of medieval apprentices (Beer, Spector, Lawrence, Mills and Walton, 1985). Soon, however, factory owners discovered that satisfied workers produced more and introduced programs to meet their basic needs. At the same time, federal and state governments began to regulate working conditions.

Increased government regulation and the rise of labor unions led to the creation of personnel departments. During this era, which lasted from roughly 1900 to the 1960s, personnel management was essentially an administrative function tasked with tracking employee records, monitoring the performance appraisal process and implementing workplace safety, training and antidiscrimination programs. Personnel specialists also enforced standards based upon scientific management principles, such as those of Frederick Taylor, who believed jobs should be simplified so that workers could perform them in one best sequence of motions. Productivity increases or decreases provided there is a key measurement of personnel department effectiveness (Baird, McGrath-Champ and Kaye, 1999).

In the last part of the 20th century, the term "human resources" became popular. Theories of behavioral scientists such as Abraham Maslow and Douglas MacGregor demonstrated that the need for achievement, affiliation or self-actualization was a stronger motivator for many employees than money. The American economy increasingly became service-oriented and

knowledge-based, making recruiting and retaining talented workers even more important (Collings & Wood, 2009). Human resource managers began to suggest and implement changes such as more challenging work environments, active office social communities and free time.

HR managers today are a key part of an organization's senior management team, helping determine the company's overall business strategy (Donkin, 2001). They partner with operations departments to align the goals of employees with those of the organization and facilitate creativity and innovation rather than simply train workers to perform a function in the traditional way. They also offer key advice on corporate culture as businesses merge, open offices internationally or recruit a diverse workforce.

1.1.2 Theoretical background

This study adopted the March and Simon (1958) Theory of Organizational Equilibrium as the theoretical basis for analyzing and understanding succession planning and employee retention in local governments.

March and Simon (1958)'s theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements. Their model linked turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations. Simply March and Simon's theory states that as long as an organization pays an individual monetary inducement that matches or exceeds the individual's input into the organization; the individual will remain a member of the organization. Thus both the individual and the organization strive to maintain a balance or state of equilibrium between the inducements and how much work the individual is willing to provide. The two factors that determine an employee's loyalty are perceived desirability and perceived ease of leaving the organization. Both factors independently operate to influence an employee's motivation to stay or leave the organization. According to March and Simon (1958), as an individual's job needs align more with any additional work responsibilities he or she may be performing, that employee's job satisfaction could increase and he or she is more likely to remain with the organization. This theory was relevant to the study as it suggests that employees may stay with their organization when they are satisfied with their work and pay, and believe that the available options are few.

1.1.3 Conceptual background

The key concepts in this study were succession planning which was the independent variable and employee retention which was the dependent variable.

Braham (2014) stated that succession planning is a process of ensuring that human resource requirements of an organization are defined and plans are made for satisfying those requirements. Walker (2012) defined succession planning as the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions. According to Mullins (2013), succession planning is the process of planning for the work force needs of an organization to ensure that the personnel needs are constantly met and this is achieved through demand and supply analysis. Demand analysis involves analyzing internal factors such as the current and expected skills, requirements vacancies, departmental expansions and reductions. Every manager must make an estimate of the people he/she requires over a period of time to match the plan of the organization with needs of workers (Branham, 2014).

According to Randal (2010), succession planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfill organizational needs. Further still, Reilly (2008) suggested that succession planning is a process based upon the determination of an organization's human resource supply and demand while Essemu (2011) looked at succession planning as the biggest task of the personal manager; the process by which an organization ensures that it has the right number and the right kind of people in the right place at the right time capable of effectively and efficiently accomplishing the task that will assist the organization achieve its overall objective. Phillips and Connell (2010) looked at labor as the aggregate of all human physical and mental effort used in creation of goods and services. Brotherton (2010) explained that employee retention is basically the process of replacing an existing employee with a new employee.

Existing employees leave a certain company due to various reasons like resignation, death, transfers and retirements. The rate at which the existing employees are replaced by new employees is called the employee turnover rate. There are basically four different types of turnover: Voluntary, Involuntary, Functional and Dysfunctional. Lockyer (2010) opined that in a voluntary turnover the employee leaves due to his own free will, including reasons like a better job offer, conflict with the staff or the higher authorities or lack of opportunities in advancement

in the present job. Phillips and Connell (2010) commented that involuntary turnover is when the existing employee is fired by the authorities and the employee unwillingly leaves his job which can be caused due to poor performance or conflict with the staff or authorities. Pizam (2015) explained that functional turnover occurs when an employee who performs weakly or poorly leaves on his own wish. In this case the paper work is much less for the company concerned. Finally, Powers and Barrows (2009) stated that dysfunctional turnover occurs when an employee who performs very well leaves the company because they have a better opportunity somewhere else.

1.1.4 Contextual background

Worldwide researches have suggested that employee retention is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management district employees in the US is about 50%, and about 25% for management staff. Estimates of average annual employee turnover range from around 60 to 300 percent, according to the research conducted by the American District and Motel Association. Staff turnover is high in the hospitality industry, and anyone considering a management position within this segment should understand the reasons people leave their jobs in order for him or her to be in a better position to contain this problem. High turnover in the hospitality industry occurs for many reasons. Large contributors are seasonality, pay and hours, lack of leadership, customer service issues, labor pool, and training (American District and Motel Association, 2016).

According to Hinkin & Tracey (2010), though debate varies, suggested reasons for high turnover include: low-skilled and low-paying work, unsocial working hours, low job satisfaction and the lack of career advancement within each establishment. A turnover culture has been created and reinforced within the hospitality industry. Local governments generally regard high turnover as part of the work-group norm and employees frequently hold the belief that they are entering jobs with limited career development opportunities.

In spite of being one of the most widely studied areas due to its significance to labor productivity and subsequent organizational success, employee turnover is also a key competitive parameter in all industries (Lashley & Chaplain, 2007). Employee turnover is often conceptualized in terms of demographic (e.g. gender, age, educational level), occupational (e.g. skill level, experience, tenure, status), organizational (e.g. firm size, industry, job contents, working environments) and individual (e.g. pay scale, reward, advancement opportunity, job security, job involvement).

Due to the 'hidden' nature of its costs, many district executives fail to realize how serious a problem of employee retention can be (Davidson et al., 2006). Whereas direct costs are relatively easy to measure, indirect costs are not so clear cut and are difficult to quantify. Hinkin and Tracey (2006) have attempted to shed light on the structure and costs of turnover by developing an online calculator for the United States (U.S) lodging industry where turnover costs were classified into five categories: pre-departure, recruitment, selection, orientation and training, and lost productivity.

Studies on turnover cost in the District sector in developing countries like Uganda are limited and most of them have been conducted in the US. The only study on Australia was published in 1996. It suggests that the costs of employee turnover are high and exponential according to skill, ranging from A\$4,651 for a room attendant, A\$4,787 for a Food & Beverage Waiter, A\$9,468 for a Chef, to A\$12,679 for a managerial position (Deery & Iverson, 1996). This study used a small sample of six local governments. An unpublished Queensland district industry survey in 2003 of four-to fivestar local governments, found that the lowest turnover for a district was 27.5% per annum with the highest being 59.4% per annum. The survey found that the 25 local governments surveyed employed 5,294 employees, and of these, 2,383 employees had resigned in the year prior to the survey, representing a significant average turnover rate of 44.9% per annum. Employee replacement costs were estimated to account for up to a third of district HRM departmental budgets (Gold Coast district, 2003).

According to Sheel (2014), the main problem of Uganda's district is that, they always think of putting the customer first and they forget to consider the employees. However, it is very important that they must consider the employees also to run a successful business. The Uganda's district suffers from a high rate of attrition, that is, more and more employees leave but new employees are not found to replace them. This problem mainly arises because the employees are dissatisfied with their long working hours and not adequately paid. Sum (2010) said that local governments is one of the most labor intensive industries and it is a huge problem that this sub-sector does not get enough workforces. It was upon this background that the current study seeks to examine succession planning and employee retention in local governments

1.2 Problem statement

In recent years, the Mbale District Local Government has faced significant challenges in succession planning, leading to declines in employee retention and overall service delivery. In the

2020/2021 financial year, the lack of effective succession planning resulted in a 15% drop in productivity and delays in critical projects, as reported in the district's annual performance report. The government's response, which included leadership training and appointing acting officers, was insufficient, leading to a 10% increase in employee turnover and a UGX 500 million budget shortfall in 2021/2022. Although the 2022/2023 financial year saw slight improvements with a 5% increase in employee engagement due to more structured talent identification, gaps remained in aligning succession planning with long-term strategic goals, resulting in continued underperformance in key areas like project completion and budget utilization. It is, therefore, against this background that the researcher seeks to assess the effect of succession planning on employee retention in Mbale District Local Government, aiming to identify necessary interventions to enhance organizational effectiveness.

1.3 Purpose of the study

The purpose of this study was to examine the effect of succession planning on employee retention in local governments with reference to Mbale district local Government

1.3.1 Objectives of the study

The study was guided by the following specific objectives.

- i. To establish the effect of organizational targets on employee retention in Mbale district local Government
- ii. To find out the influence of current human resource capacity analysis on employee retention in Mbale district local Government
- iii. To establish the effect of man power forecasts on employee retention in local governments in Mbale district local Government

1.4.0 Research questions

- i. What is the effect of organizational targets on employee retention in Mbale district local Government?
- ii. What is the influence of current human resource capacity analysis on employee retention in in Mbale district local Government
- iii. What is the effect of man power forecasts on employee retention in in Mbale district local Government?

1.5 Significance of the study

Study findings shall be beneficial to the management of the various local governments. This is because it is expected to provide possible answers to why employees stay or leave their industry, thus providing answers as to how to tackle the critical management issue of employee turnover.

This study shall variably help the organization in formulating appropriate retention policies, making informed decisions and adopting strategies that shall boost employee retention, performance and productivity.

The study shall provide an insight into the causes of staff turnover in the district sector. In this regard, human resource practitioners and labor planners in Uganda shall obtain relevant information towards their activities of ensuring better labor plans at industry level as well as National level.

The study shall add to existing knowledge on concepts of Succession planning, Employee Recruitment and employee retention rate whereby future researchers shall want to explore and expand their knowledge on Succession planning, Employee Recruitment and employee retention. The study shall also contribute substantially to the existing theories of Succession planning, a benefit to researchers, students, writers and teachers of business discipline

1.6.0 Scope of the Study

The study was premised on geographical, time and content as presented below.

1.6.1 Content Scope

The constructs studied was succession planning which was the independent variable and employee retention in local governments which was the dependent variable. Succession planning was measured in terms of organizational targets, current human resource capacity analysis and man power forecasts and employee retention was measured in terms of employee commitment towards work, quality of work and efficiency and effectiveness

1.6.2 Geographical scope

The study was conducted at Mbale District Local Government in Mbale City. Mbale City is located in the Eastern Region of Uganda and neighbors districts such as Sironko, Manafwa, and Bududa. It is situated approximately 245 kilometers east of Kampala, the capital city of Uganda. The geographical scope covers the administrative boundaries of Mbale District, including both rural and urban settings within the city.

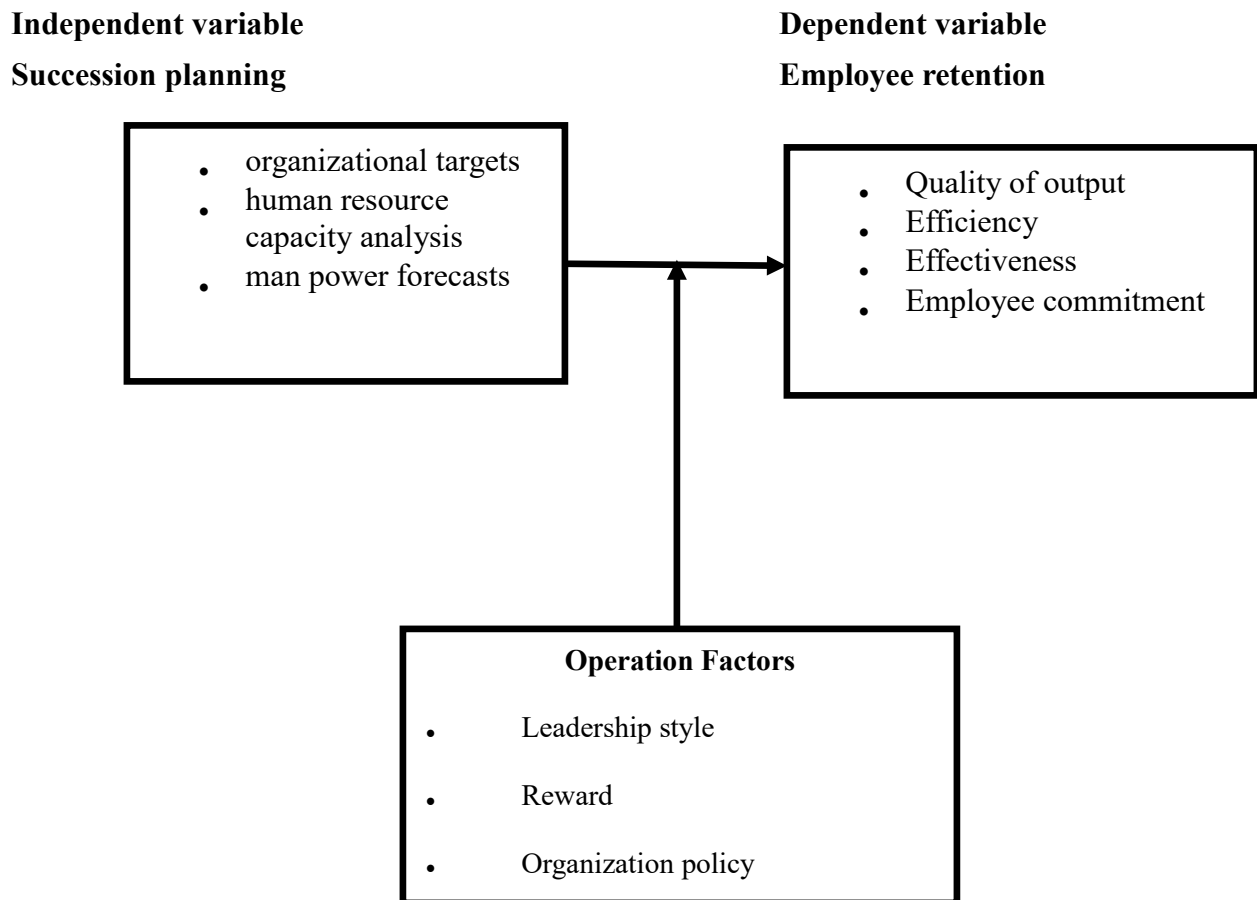
1.6.3 Time Scope

The study covered a period of 3 years, specifically 2019/2020, 2020/2021, and 2021/2022. This timeframe was chosen to capture trends and developments over a significant period, allowing for a thorough analysis of succession planning practices and their impact on employee retention within

Mbale District Local Government. It includes both pre- and post-pandemic years, which may highlight shifts in management strategies and employee outcomes during different operational circumstances.

1.7 Conceptual framework

Figure 1: Conceptual framework of succession planning and employee retention



Source: Adopted from the Levingers theory (1999) and modified by the researcher (2023).

From the above conceptual framework, it is clear that Succession planning is related to employee retention. Succession planning is measured by organizational targets, current human resource

capacity analysis and manpower forecasts and employee retention is measured by employee commitment towards work, quality of work and efficiency and effectiveness Human Resource directors often sit on executive management teams to align recruiting and retention strategies with company goals and strategies. Organizational targets of succession planning include reduction of employee retention, management of labor mobility and staffing efficiency (Mobley, 2012). According to Cherotich (2012), many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge and for employees though they receive salaries but feel they have not utilized their knowledge and skills to the jobs that they are presently working, results in dissatisfaction and possible turnover cases. According to Wangui (2015), forcing a match with an employee that is not clearly right for the company culture or values will never end well and this can lead to a high turnover and even though the company is desperate to fill that position, picking a poorly matched employee is bad for the company, and the employee.

1.8 Definition of operational terms

Succession planning (HRP) is a strategic process that involves forecasting an organization's future human resource needs and ensuring that it has the right people in the right positions at the right time. It is a crucial element of overall organizational planning as it helps align the workforce with the goals and objectives of the organization. Here are some key aspects to consider when discussing succession planning:

Forecasting Future Demand: HRP begins with predicting the future demand for human resources within an organization. This involves analyzing factors such as business growth, expansion plans, technological advancements, and changes in market conditions. By understanding future requirements, HR can develop strategies to meet those needs.

Assessing Current Supply: It's essential to evaluate the current workforce to identify the skills, competencies, and experience levels existing within the organization. This assessment helps in determining whether the current workforce can meet the future demands or if there's a need for additional talent.

Skills Gap Analysis: Once the future demand and current supply are identified, a skills gap analysis is conducted. This involves comparing the skills and competencies required for future roles with the existing skill set of the workforce. The goal is to identify any gaps and develop strategies to address them, such as training, recruitment, or succession planning.

Recruitment and Selection Strategies: Based on the skills gap analysis, organizations can develop effective recruitment and selection strategies to acquire the necessary talent. This may involve hiring new employees, promoting internal candidates, or partnering with external agencies. **Succession planning** is defined as a strategic process organizations use to identify and develop internal employees with the potential to fill key leadership positions in the future. It ensures a smooth transition of leadership and continuity in critical roles by preparing and training highpotential employees to step into these positions as they become available.

Employee Development: HRP includes strategies for the ongoing development of existing employees. This may involve training programs, mentorship initiatives, and other opportunities to enhance skills and competencies, making the workforce more adaptable to changing organizational needs.

1.9 Conclusion

The chapter started with an introduction which outlined the key areas covered, this was followed by the background to the study in which historical, theoretical, conceptual and contextual backgrounds were discussed. The chapter proceeded with problem statement and handled the purpose of the study which was examining the effect of succession planning on employee retention in local governments. Objectives of the study were determined as well as research questions which were basically derived from the research objectives. The scope of the study was determined as content, geographical, and time. Lastly the chapter handled significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature on the effect of Succession planning and employee retention in local governments, the influence of current succession planning and employee retention in local governments and the effect of man power forecasts on employee retention in local governments. This was used to compare and establish the variations and/or similarities between this study findings and what literature provides.

2.1 Theoretical review

2.1.1 Theory of Organizational Equilibrium

This study adopted the March and Simon (1958) Theory of Organizational Equilibrium as the theoretical basis for analyzing and understanding succession planning and employee retention in local governments.

March and Simon (1958)'s theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements. Their model linked turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations. Simply March and Simon's theory states that as long as an organization pays an individual monetary inducement that matches or exceeds the individual's input into the organization; the individual will remain a member of the organization. Thus both the individual and the organization strive to maintain a balance or state of equilibrium between the inducements and how much work the individual is willing to provide. The two factors that determine an employee's loyalty are perceived desirability and perceived ease of leaving the organization. Both factors independently operate to influence an employee's motivation to stay or leave the organization.

According to March and Simon (1958), as an individual's job needs align more with any additional work responsibilities he or she may be performing, that employee's job satisfaction could increase and he or she is more likely to remain with the organization. This theory was

relevant to the study as it suggests that employees may stay with their organization when they are satisfied with their work and pay, and believe that the available options are few.

2.2 Actual Review

2.2.1 The effect of organizational targets on employee retention

The first Human Resource evolution came in the 18th century, when factories needed to hire and train thousands of workers quickly whereby employees initially worked 16 hours a day, seven days a week in conditions even worse than those of primitive trainees (Beer et al., 2015). Soon, however, factory owners discovered that satisfied workers produced more to meet organizational targets and introduced programs to meet employees' basic needs and federal and state governments began to regulate working conditions.

Increased government regulation and the rise of labor unions led to the creation of personnel departments (Baird et al., 2018). During this era that lasted from roughly 1900 to the 1960s, personnel management was essentially an administrative function tasked with tracking employee records, monitoring the performance appraisal process and implementing workplace safety, training and anti-discrimination programs. Personnel specialists also enforced standards based upon scientific management principles, such as those of Frederick Taylor (2012) who believed that jobs should be simplified so that workers could perform them in one best sequence of motions and productivity increases or decreases provided a key measurement of personnel department effectiveness.

In the last part of the 20th century, the term "human resources" became popular. Theories of behavioral scientists such as Abraham Maslow and Douglas MacGregor demonstrated that the need for achievement, affiliation or self-actualization was a stronger motivator for many employees than money (Collings & Wood, 2018).

The American economy increasingly became service-oriented and knowledge-based, making recruiting and retaining talented workers even more important (Collings & Wood, 2018). Human resource managers began to suggest and implement changes such as more challenging work environments, active office social communities and free time. According to March and Simon (2015), as an individual's job needs align more with any additional work responsibilities he or

she may be performing, that employee's job satisfaction could increase and he or she is more likely to remain with the organization.

The aims of succession planning according to Armstrong (2016) include: to attract and retain the number of people required with the appropriate skills; expertise and competencies; to anticipate the problems of potential surpluses as deficiencies of people; to develop a well-trained and flexible workforce, this contributing to the organization ability to adapt to an uncertain and changing environment; reduces dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies; Improve the utilization of people by introducing more flexible systems of work. Human resources are considered the most valuable, yet the most volatile and potentially unpredictable resources which an organization utilizes (Oroni, 2016). If an organization fails to place and direct human resources in the right areas of the business at the right time and at the right cost, serious inefficiencies are likely to arise creating considerable operational difficulties and likely business failures.

According to Helmut (2011), due to employee retention, a firm was losing experienced and skilled labor force which loss can be minimized only through efficient manpower planning. With the target of managing labor mobility, it is very difficult to maintain the qualified personnel in an organization as they was moving from one job to another in search of better prospects where Helmut (2011) stated that in a free society, human beings enjoy unrestricted mobility from one part of the country to the other. Therefore, in order to reduce the loss of experienced and skilled labor, every organization must have a sound system of manpower planning.

Literature provided by Phillips and Connell (2010) on staffing efficiency indicates that succession planning is especially useful in organizations that deal with cyclical business, constant employee transition or turnover and variable workforce demand that results into increased ability to have the right number of workers in the right locations and jobs at any given point in time.

Talent management is a big part of a succession planning process and involves mapping out the employee needs for the organization based on strategic objectives (Mobley, 2012). Human Resource directors often sit on executive management teams to align recruiting and retention strategies with company goals and strategies. In the race for top talent, companies that use

succession planning know what they need from employees and what workers expect in exchange for their abilities and performance, giving those businesses a talent management advantage hence minimizing turnover rate. Other organizational targets of succession planning include reduction of employee retention, management of labor mobility and staffing efficiency.

Roberto and Arocas (2017) opine that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect negatively on turnover intentions. This was mediated by positive employee commitment. As turnover continues to be very serious problems in many organizations including the company related to this study, the research had suggested specific practices to develop strategies as an immediate step to lower turnover. In a similar survey conducted by Lobburi (2012) on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for these workers, rewards were also cited as an important criterion for job satisfaction and negate turnover intention.

2.2.2 The influence of current human resource capacity analysis on employee retention

Human resource managers today are a key part of an organization's senior management team, helping determine the company's overall business strategy (Donkin, 2011) through partnering with operations departments to align the goals of employees with those of the organization and facilitate creativity and innovation rather than simply train workers to perform a function in the traditional way. They also offer key advice on corporate culture as businesses merge, open offices internationally or recruit a diverse workforce. March and Simon (2015) theory of organizational equilibrium emphasized the importance of balancing employee and organization contributions and inducements; a model that links turnover decisions to job satisfaction and suggested that individuals who were more satisfied with their current job would indicate an increased desire to remain with their organizations. "As long as an organization pays an individual monetary inducement that matches or exceeds the individual's input into the organization; the individual will remain a member of the organization".

Sheel (2014) did a study on the impact of succession planning on marketing executive turnover of leasing companies in China where six Human Resource (HR) practices (realistic job information, job analysis, work family balance, career development, compensation and

supervisor support) were evaluated and established that job analysis, career development, compensation, realistic job information variables were negatively and significantly correlated with MEIL while work family balance was positively correlated with MEIL and that compensation and job analysis are strong predictors of MEIL.

In another study conducted by Helmut (2011) on whether succession planning inspires employees' turnover where variables like training and development, development of teams, performance appraisal, internal communication system, employment security, person organization fit, employee empowerment and reward and compensation were analyzed and concluded that human resource management practices; person organization fit, employment security, communication and training and development contribute strongly in developing the employees' intentions to stay with organization with a strong positive inter-relationship found between succession planning and employees' turnover and concluded that adoption of succession planning enhances employees' retain-ability of organizations.

Mathis & Jackson (2010) who studied the role of Succession planning on Performance of Financial Cooperatives Based in Nairobi County and Wangui (2015) who looked at employee turnover in local Kenyan banks with a focus on Equity Bank, established that Equity Bank uses both financial and non-financial incentives to encourage its employees to stay. Romano et al., (2014) analyzed Effects of Employee Engagement on Employee Retention in Micro Finance Institutions with results indicating a declining trend of employee engagement that perhaps explains the current increasing rates of staff turnover. Gould & Davies (2015) undertook a study on influence of human resources planning on turnover of core employees in the media sector in Kenya focusing on Standard Group Limited and established that Standard Group values leadership qualities that are aligned with the retention strategies and recruitment process while Wanjiru (2017) did a survey of factors that influence employee retention in manufacturing firms in Nairobi and found out that the manufacturing firms valued gaining competitive advantage and engaging in human resource management practices to retain employee to a great extent.

According to Cherotich (2012), many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge and for employees though

they receive salaries but feel they have not utilized their knowledge and skills to the jobs that they are presently working results in dissatisfaction and possible turnover cases.

Shahzad et al. (2016) revealed a positive relationship of reward practices with the performance of district employees in Pakistan. This is important especially when countering the other factor of turnover intentions in the long run. It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Therefore, succession planning must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance as stated by Sherman et al. (2013). In a study by Chiu et al. (2012) involving data from 583 participants in Hong Kong and 121 participants in China, it was revealed that compensation components are important factors to retain and motivate employees. Scholars agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages.

Using the underlying social exchange theory (Blau, 2014) and the norm of reciprocity (Gouldner, 2010), Eisenberger et al (2014) it was suggested that individual attitudes and behaviors are affected by generalized perception of care and support from organizations. Employees feel obliged to repay organization with extra effort and loyalty when such favorable supportive treatments are discretionary-based according to Eisenberger et al. (2014). This is emphasized in a study by Newman (2012) on 437 Chinese employees from multinational companies which revealed that perceived supervisory support has a direct relation to turnover intentions. Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees. This will contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance job satisfaction for the employee and meet goals of the organization. Workplace employer-employee relationship was the employment topics into the 20th century especially when there are growing attention to employee rights.

This is more so when the need arises to balance employee rights and employee discipline. Managers have reported that it has become very stressful and unpleasant for managers and supervisors when they need to mete out disciplinary actions. In today's organizations' context of discipline, most opt for counselling rather than punishment to achieve individual and organizational objectives (Sherman et al., 2013). As more and more businesses recognize the enthusiastic and committed employees that add values to their organization, the values created are not just in terms of productivity but also enhancing customer satisfaction, retention, profitability and long term stakeholder value (Cook, 2016). In a research article by Greenbaum (2012), from Oklahoma State University, a study was undertaken in regards to condition under which supervisor undermining is related to perceptions of leader hypocrisy that then lead to employee turnover intentions. Based on 200 scenario-based experiments and 300 survey based study, the results revealed a general support to the author's hypothesis that supervisors' hypocritical behaviors do motivate staff turnover intentions. Another study by Beatrice (2018) on 1187 registered nurses in the west revealed that unsupportive work environment and poor leadership quality which is an indicator of poor employee and employer relationship have implication for nurses to resign in a year.

According to Sherman et al. (2013), training has become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies.

It is acknowledged that training forms the backbone of strategy implementation and that industries such as the security industry must have trained security officers, who must be competent in the basic laws, rescue operations, emergencies response and also crowd control and public management to be able to perform their job. The lack of these will definitely result in complaints, further injuries to public and damages to properties. It has always been extolled in law enforcement manual and frequently heard sayings that law enforcement agencies must always be one step ahead of the criminals and would be perpetrators to be able to prevent crimes and what better ways can officers be prepared if not through continuous training to hone the officers' knowledge, skills, abilities to cope with new processes and systems (Raffee, 2011).

To highlight the importance of training for new comers, research by Lam et al (2012) revealed that the Hong Kong District Industry have been plague by high turnover especially among those who are less than a year of service from 1985-1999 which is between 44% to 66%. Survey of 249 participants has emphasized that Training and job enrichment program beside other HRM practices are closely related to turnover intentions.

2.2.3 The effect of man power forecasts on employee retention

The greatest challenge of human resource planners especially in the current competitive labor market is to attract the right candidates for the jobs, motivate them to make them to stay with organization and discharge them in a socially responsible manner (Mungumi, 2012).

According to Mungumi (2012), reviewing and monitoring turnover rates and the factors influencing the separation of employees, the management can be in a position to improve training programs, renew pay and review working conditions among other possible mitigation actions so as to retain its employees. Besides attracting and retaining the right labor force, the manpower planner has to focus the firm's future needs in terms of demand and supply. Bowey (2015) who continued to state that diligent manpower planning and employee retention analysis will reveal patterns of employee retention/ wastage, characteristics of those employees who are likely to leave the organization. Mungumi (2012) emphasized that by carrying out a forecast, the human resource department was in a position to plan the recruitment, selection, induction, motivation, control programs, succession plans and discharge program within the organization.

According to Braham (2014), with the change in technology, the job and job requirements are also changing thus making it necessary to forecast and meet the changing manpower, which can withstand the challenges of the technological revolution. This can be done only through effective manpower planning.

According to Wangui (2015), forcing a match with an employee that is not clearly right for the company culture or values will never end well and this can lead to a high turnover and even though the company is desperate to fill that position, picking a poorly matched employee is bad for the company, and the employee.

Career development in an organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization. It is the responsibility of managers to encourage employees to take responsibility for their own careers, offering continuous assistance in the form of feedback or individual performance and making available information from the company about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Chen et al., 2014). It cannot be denied that in career development process, the organization must supply adequate information about its mission, policies, and support for self-assessment, training and development. It is important to note that significant career growth can occur when individual contribution combines with organization opportunity. Increase in skills and the opportunity to manage their career successfully helps to retain valued employees (Chang et al., 2017).

A study on Information System Auditors in the US revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them (Muliawan, 2018). As career development involves an organized, formalized, planned effort to achieve a balance between an individual's career needs and the organization's workforce requirements, it is important for an organization commitment in the program (Lips & Hall, 2017).

One adaptation of traditional HRP that takes place mostly in larger organizations is the development of a succession planning function. Storey (2015) argues that chief executives often see this function as the major rationale for any form of HRP. While in some organizations it may be focused mainly on the few top positions, the need to consider at least a five-year-period can mean that it becomes a more significant operation, and eventually drives a whole management recruitment and development programme. According to Taylor (2018), succession planners are mainly interested in ensuring that their employer has enough individuals with the right abilities, skills and experience to promote into key senior jobs, as they become vacant. According to Jackson and Schuler (2010), succession planning differs from traditional HRP in the sense that the succession planning process covers a narrower group of employees but does so with a higher degree of intensity. As succession plans concern relatively few employees, they can be considerably more sophisticated. The time span is also longer than that of traditional HRP.

Succession plans often involve forecasting and planning the progress of individuals 20 years ahead or more (Walker, 2012, Storey, 2015).

Storey (2015) argues that succession planning is most often associated with hierarchical organizations in which individuals develop careers by moving upwards and sideways over a number of years as they acquire the required skills and experience. The aim of this is to ensure that enough individuals with the potential to succeed to senior positions are available when an appointment needs to be made.

Rothwell (2014) states that three candidates are typically identified for each senior post: one who is ready now and could succeed immediately if necessary; one who was ready, if needed, in two or three years' time and one who was ready in five years' time. Taylor (2018) comments, in addition, succession planners have an input into decisions about the numbers of graduates that are employed on graduate training programs each year. In technical terms, succession planning involves collecting and manipulating data about individuals and tracking their performance and progress as they move from job to job over a period of time.

According to Taylor (2018), career planning emphasizes much more on the individual's responsibility for his/her own career development. 'Mentoring' and 'coaching' systems, whether formal or informal, may be introduced to assist in this. Storey (2015) argues that common problems associated with this kind of planning are related to key people leaving, or to managers' lack of broad experience. The requirements of different types of organizations (static; fast growing; international etc.) for detailed planning clearly vary (Ibid). Storey further states that the need for creating 'bridges' between different occupations and for the identification of 'development positions', are both significant techniques in career planning. The predominant influence of this type of planning is that of the organization's needs, as interpreted by particular managers, at certain phases of its development and it is said that career planning may be interpreted very differently by those who experience it (Storey, 2015). Storey continues to say that the 'myths' of the organization in this sense may also be significant: "those who decode them appropriately are those who obtain advancement."

Contingency planning is seldom given any attention by authors within the HR field, but according to Taylor (2018), it can be seen as an approach that is almost universally applicable.

Contingency planning involves planning possible responses to a variety of potential environmental scenarios, and the result is that HRP effectively switches from being a reactive process undertaken in order to assist the organization in achieving its aims. Taylor further argues that it becomes a proactive process undertaken prior to the formulation of wider organizational objectives and strategies. The main purpose of contingency planning in the HR field is the provision of information on which decisions about the future directions the organization takes are made (Taylor, 2018).

Skills planning is appropriate in situations where there is a variety of different methods by which employee needs can be met (Speechly, 2014). The basic principle of this method is to shift away from a focus on planning for people and instead concentrate mainly on skills. Taylor (2018) argues that instead of forecasting the future supply of and demand for employees, skills planning involves predicting what competencies was needed one to five years ahead, hence, leaving open the question of the form in which these was obtained. Further, skills-based plans incorporate the possibility that skills needs are to be met either wholly or partially through the employment of short-term employees, outside consultants, as well as by permanent members of staff (Taylor, 2018).

Most of the highlighted studies in the literature review did not explicitly address the effect of succession planning on employee retention. A scarcity of literature in the area of study exists, particularly in the developing countries like Uganda. There was information gap in district with reference to Mbale district local Government in particular thus the essence of this very study.

2.3 Conclusion

From the Literature review, several researchers seem to concur that there is a relationship between succession planning and rate of employee retention. These conclusions was however confirmed or dispelled after empirical evidence was obtained from the research.

CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the Research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher used a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate on an assessment of succession planning on employee retention in Mbale district local Government. The study focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 45 respondents to represent the entire population of Mbale district local Government of different departments whom comprised of Chief Administrative Officer (1), Accountants (2), Secretaries (4), Assistant Chief Administrative Officer (1), Auditors (2), Parish Chiefs (20), and Councilors (12).

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Mbale district local Government which included Director human resource manager, Stakeholders, Councillors. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination (the selection method of choosing the number of observations to include in the sample) was an important feature of any empirical study.

The researcher used the formula of Slovenes (1960) which include;

$$n = \frac{N}{1 + N(e^2)}$$

Where; n is the
sample size

N is the whole population

1 is the constant e² error
in sampling (0.05)

$$\begin{aligned} &= 45 / 1 + 45(0.05)^2 \\ &= 45 / 1 + 45(0.0025) \\ &= 45 / 1 + 0.1125 \\ &= 45 / 1.1125 \\ &= 40.44 \\ &\therefore = 40 \text{ respondents} \end{aligned}$$

Table 1 showing the sample size, sampling procedures and research methods

| Respondents | Population | Sample size | Sampling procedures |
|---------------|------------|-------------|------------------------|
| CAO | 1 | 1 | Purposive sampling |
| Accountants | 2 | 1 | Purposive sampling |
| Secretaries | 4 | 3 | Purposive sampling |
| ACAO | 1 | 1 | purposive sampling |
| Auditors | 2 | 1 | Purposive sampling |
| Parish chiefs | 20 | 19 | Simple random sampling |
| Councilors | 12 | 11 | Purposive sampling |
| Total | 45 | 40 | |

Source: Mbale district local Government (2024)

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure will include:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, Housekeeping supervisors among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure used in sampling parish chiefs

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars' .secondary data constitute of abstracts of the various scholars

relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically will focus will on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the Director Accountants, Auditors, and Councillors from Mbale district local Government where the researcher allowed the study respondents to fill the questionnaire in the study population. This allowed free responses from the respondents that engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were used in getting required information about the study. The questionnaire used on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2003). The value of CVI used interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher used to test the content validity index (CVI).

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Analysis.

According to Robinson (2004) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2003) various analytic procedures “provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher identified the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.8 Ethical Consideration.

- i. Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.
- ii. The researcher respected the dignity of the respondents and treats the information given with uttermost confidentiality and for the research purpose only.
- iii. The researcher used asking prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.
- iv. Participant in a study was protected from an adverse situation. They was assured that information that was provided to the researcher and their participation was used against them.
- v. Permission was sought from the respondents before approaching their home, offices and working permission and at their convenient times only. Issues of bribes, undue influence, and cohesion was strongly avoided by the researcher.
- vi. Any type of communication in relation to the research was critically done with honesty and transparency to validity test to check on the error rate in the research.

3.9 Limitations and delimitations of the study.

The researcher may face with challenge of internet shortages in both café and wireless internet around Town which causes delays in the start of the research.

- i. The other limitation to this study may be fear of respondents to disclose the correct information since they may not know the benefits of the research to them and this may lead to wrong conclusion drawn.

- ii. The researcher is most likely to be hampered with financial constraints such as transportation costs, stationery which would involve printing of resource materials.
- iii. Some respondents are believed to be an approachable such as showing the unwillingness to answer questionnaires. Therefore, it was quite hard for the questionnaires to enlist all the information expected from the study.
- iv. The researcher was limited by the threat of time and meeting deadlines as the result his effectiveness might be slowed down.
- v. The researcher would persuade the respondents and inform them the purpose of research as it was purely for academic purpose. vi. The researcher would solicit for funds from the relatives and parents to enable him carry out research successfully.

CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter presents the response rate, background characteristics of respondents, data presentation, analysis and interpretation of study findings, based on objectives of the study.

Table 1: Response rate

| Research instrument | Targeted number | Actually conducted | Percentage |
|----------------------------|------------------------|---------------------------|-------------------|
| Questionnaires | 45 | 29 | 64.44% |
| Interviews | 45 | 11 | 24.44% |
| Total | 45 | 40 | 88.89% |

Source: Primary data (2023)

The response rate data from Table 2 shows varying levels of engagement with research instruments among targeted respondents. For questionnaires, 64.44% were completed, indicating a significant but not complete response from the intended sample. Interviews, on the other hand, had a lower completion rate at 24.44%, suggesting challenges in securing participation through this method. Overall, the total response rate was 88.89%, reflecting a generally favorable but not exhaustive participation across both instruments. These results underscore the importance of diverse data collection strategies and the need for effective outreach and engagement tactics to maximize participation rates in research studies. Efforts to enhance response rates could focus on improving accessibility, communication, and incentives for participation to ensure more comprehensive data collection and analysis.

4.1 Background characteristics

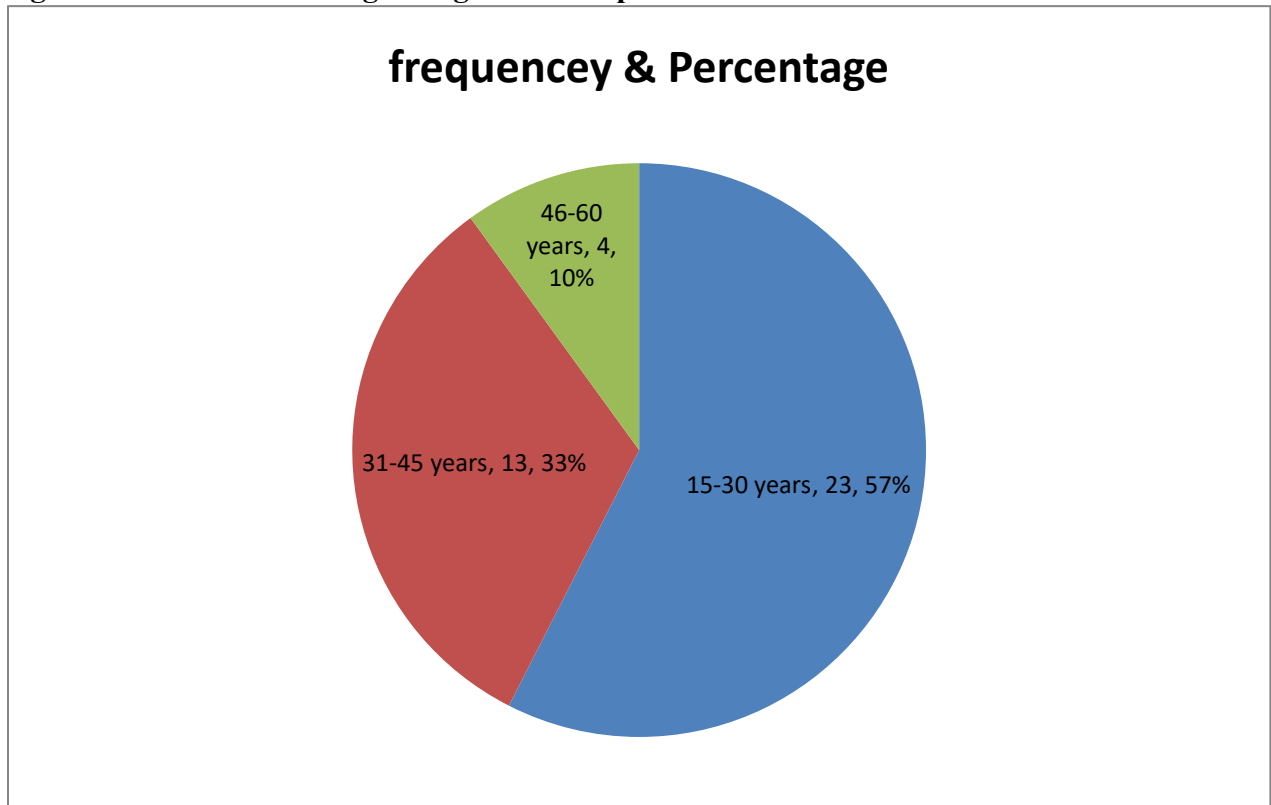
This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

| Age Group | Frequency | Percent |
|-------------|-----------|---------|
| 15-30 years | 23 | 57.5% |
| 31-45 years | 13 | 32.5% |
| 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

The age distribution presented in Table 4.1 for the study at Mbale district local Government provides valuable insights into the demographics of respondents involved in the research on Succession planning and Employee retention. The majority of respondents, comprising 57.5%, fall within the 15-30 years age bracket. This group likely represents younger employees and possibly interns or those early in their careers within the hospitality industry. Their perspectives and experiences are crucial as they may offer fresh insights into workforce dynamics, career aspirations, and the impact of HR practices on employee retention and retention.

In contrast, the 31-45 years age group accounts for 32.5% of respondents, indicating a significant presence of mid-career professionals within the district. These individuals likely bring a blend of experience and stability to the workforce, potentially influencing organizational culture, leadership dynamics, and employee development strategies. Their responses could shed light on how HR planning aligns with career progression and job satisfaction over the long term.

Furthermore, the smallest segment, comprising 10.0%, belongs to the 46-60 years age group. This group likely includes senior staff or long-term employees with extensive experience in the hospitality sector. Their perspectives are pivotal in understanding legacy practices, adaptation to industry changes, and the role of HR planning in sustaining employee retention and organizational resilience.

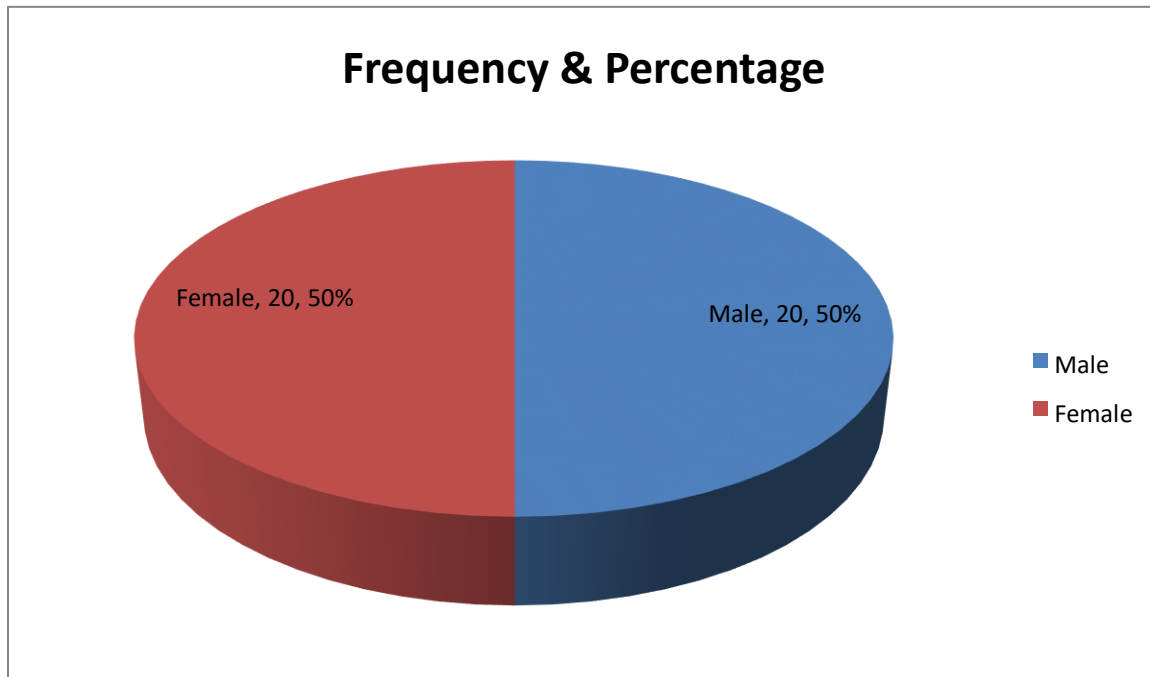
Overall, this age distribution highlights a diverse workforce at Mbale district local Government, with varying career stages and experiences contributing to the study's comprehensive examination of HR planning and its impact on employee retention. Understanding these demographic nuances is crucial for tailoring HR strategies that effectively engage and support employees across different career trajectories, ultimately enhancing organizational success and employee satisfaction in the hospitality sector.

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

The gender distribution presented in Table 4.2 for the study at Mbale district local Government reveals an equal representation between male and female respondents, each comprising 50.0% of the total sample size of 40. This balanced gender ratio suggests a workplace environment at Mbale district local Government that is inclusive and equitable, where both male and female perspectives contribute equally to discussions on Succession planning and Employee retention.

Such parity in representation is significant in the context of the hospitality industry, where gender diversity can influence organizational culture, customer satisfaction, and employee retention.

By having an equal number of male and female respondents, the study can potentially capture a wide range of insights into how HR planning initiatives impact different genders within the district workforce. This includes examining issues such as career progression opportunities, work-life balance policies, and perceptions of workplace fairness and inclusivity. Additionally, the balanced representation helps ensure that the findings and recommendations derived from the study are comprehensive and reflective of the diverse perspectives and experiences present within Mbale district local Government.

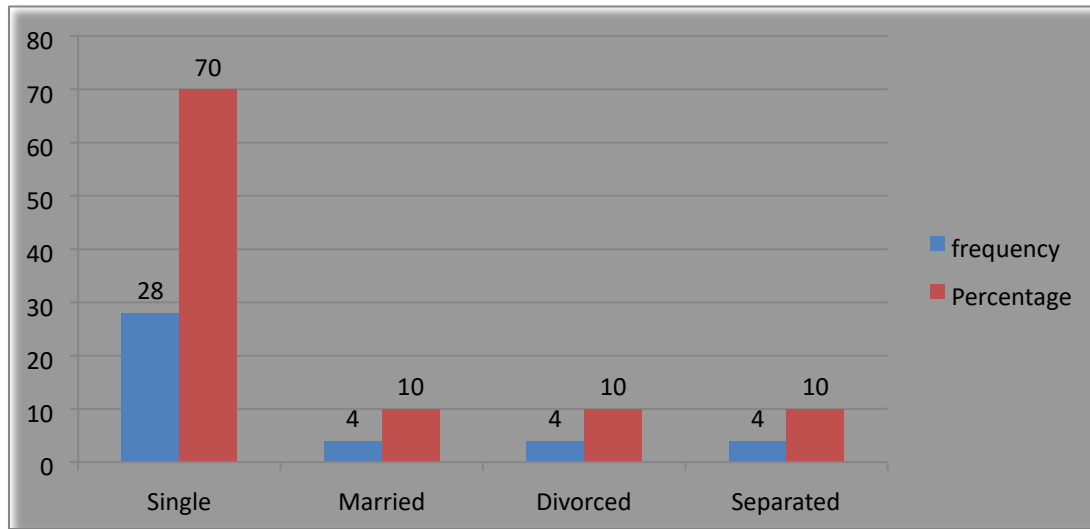
Moreover, the 50-50 split in gender distribution underscores the district's commitment to fostering a supportive and respectful work environment, where all employees, regardless of gender, have an equal voice in shaping organizational policies and practices. Moving forward, leveraging these insights can aid in developing tailored HR strategies that promote gender equality, enhance employee engagement, and ultimately contribute to the overall success and sustainability of Mbale district local Government in the competitive hospitality sector.

Table 4.3: Showing marital status of the respondents

| Response | Frequency | Percent |
|-----------------|------------------|----------------|
| Single | 28 | 70.0% |
| Married | 4 | 10.0% |
| Divorced | 4 | 10.0% |
| Separated | 4 | 10.0% |
| Total | 40 | 100.0% |

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

The marital status data presented in Table 4.3 for the study at Mbale district local Government provides insight into the personal demographics of the respondents involved in the research on Succession planning and Employee retention. The majority of respondents, comprising 70.0%, are single. This demographic likely represents younger employees or those in the early stages of their careers, who may prioritize different aspects of their professional lives and may have varying levels of commitment to their careers. Their responses could shed light on how HR practices and policies impact job satisfaction, career development, and work-life balance among single employees within the hospitality industry.

Conversely, the 10.0% each for married, divorced, and separated respondents indicates a diverse range of marital statuses within the workforce. Married employees may provide insights into the challenges and support structures related to balancing work and family life, influencing their perceptions of organizational support and benefits. Similarly, divorced and separated respondents may offer perspectives on workplace policies related to personal life challenges and the role of HR in providing assistance during such transitions.

Overall, this marital status distribution highlights the importance of considering personal circumstances and their impact on employee retention and satisfaction within Mbale district local

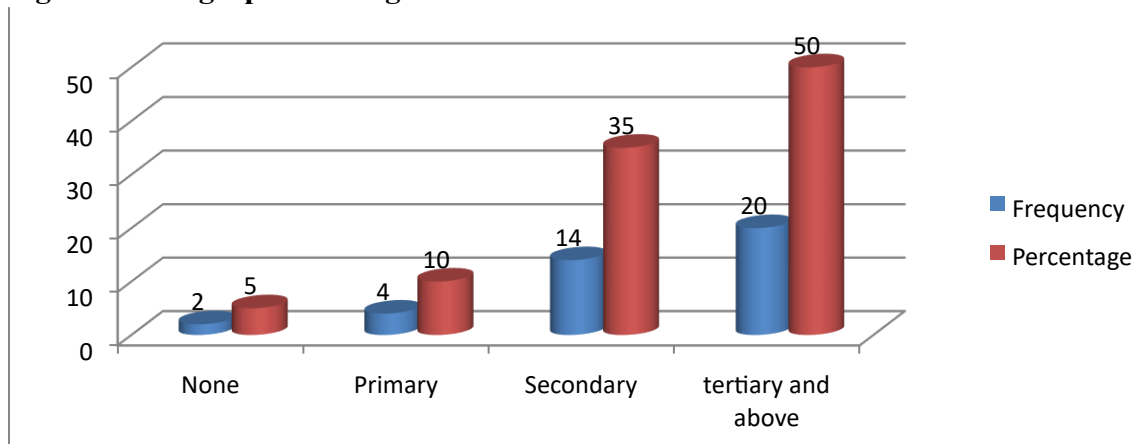
Government. Understanding these demographics can help tailor HR strategies that effectively address the diverse needs and expectations of employees at different stages of their personal and professional lives. By fostering an inclusive workplace culture that supports employees across various marital statuses, the district can enhance employee engagement, retention, and overall organizational success in the competitive hospitality industry.

Table 4.4: Showing levels of education

| Response | Frequency | Percent |
|--------------------|------------------|----------------|
| None | 2 | 5.0% |
| Primary | 4 | 10.0% |
| Secondary | 14 | 35.0% |
| Tertiary and above | 20 | 50.0% |
| Response | Frequency | Percent |
| None | 2 | 5.0% |
| Primary | 4 | 10.0% |
| Secondary | 14 | 35.0% |
| TOTAL | 40 | 100 |

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

The educational attainment data presented in Table 4.4 for the study at Mbale district local Government offers valuable insights into the educational backgrounds of the respondents participating in the research on Succession planning and Employee retention. The majority of respondents, comprising 50.0%, have attained tertiary education or above. This group likely includes employees with college degrees or higher qualifications, who may bring specialized skills and knowledge to their roles within the hospitality industry. Their perspectives are crucial in assessing the impact of advanced education on career development, job satisfaction, and organizational effectiveness at Mbale district local Government.

In contrast, 35.0% of respondents have completed secondary education, indicating a significant proportion of the workforce with foundational academic qualifications. These employees may provide insights into the practical application of educational backgrounds in their daily work, as well as perspectives on opportunities for skill development and career advancement within the district. Meanwhile, the smaller percentages of 10.0% for primary education and 5.0% for no formal education highlight the diverse educational spectrum represented among employees, reflecting varying levels of academic preparation and career paths within the hospitality sector.

Overall, this distribution underscores the importance of educational diversity in shaping workforce dynamics and HR planning strategies at Mbale district local Government. Understanding the educational profiles of employees enables tailored approaches to training, career development, and retention initiatives that cater to the unique needs and aspirations of

individuals at different educational levels. By leveraging these insights, the district can strengthen its position as an employer of choice, fostering continuous learning and professional growth opportunities that drive employee engagement and contribute to long-term organizational success in the competitive hospitality market.

4.2 Empirical findings

4.2.1 Organizational targets and employee retention in Mbale district local Government.

In this section, a description of respondent's opinion per item in the questionnaire is presented. The responses of the sampled population are presented in form of frequency tables in accordance with the research questions as cited in chapter one

For purposes of description of the results on the table above, the researcher decided to combine strongly agree plus agree to mean agree (SA + A = Agree) and strongly disagree plus disagree to mean disagree (SD + D = Disagree).

Table 2: Organizational targets and Employee retention

| Variable | Strongly Agree | Agree | No comment | Disagree | Strongly Disagree |
|--|-----------------------|--------------|-------------------|-----------------|--------------------------|
| Our Human Resource managers make sure employees are satisfied to meet organizational targets | 15 (19%) | 55(69.6%) | 1 (1.3%) | 6 (7.6%) | 2 (2.5%) |
| There is a sound system of manpower planning in the district | 32(40.5%) | 40(50.6%) | 1 (1.3%) | 4 (5.1%) | 2 (2.5%) |
| Talent management is a big part of a succession planning process in our district | 10(12.7%) | 50(63.3%) | 8 (10.1%) | 9 (11.4%) | 2 (2.5%) |

| | | | | | |
|--|-----------|-----------|----------|-----------|-----------|
| Employee retention can be minimized through introducing programs to meet employees' basic needs | 19(24.1%) | 53(67.1%) | 1(1.3%) | 5(6.3%) | 1(1.3%) |
| Our Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance | 36(45.6%) | 37(46.8%) | 0 (0%) | 4(5.1%) | 2 (2.5%) |
| Human Resource managers often implement workplace safety to ensure that district's targets are met | 24(30.4%) | 43(54.4%) | 6 (7.6%) | 5(6.3%) | 1(1.3%) |
| Human Resource managers try to align people management practices with company goals | 7 (8.9%) | 51(64.6%) | 4(5.1%) | 14(17.7%) | 3(3.8%) |
| Our Human Resource managers attract and retain the number of people required with the appropriate skills | 5(6.3%) | 14(17.7%) | 3 (3.8%) | 40(50.6%) | 17(21.5%) |

Source: Primary Data 2023

According to the data presented in Table 3, several key findings emerge regarding organizational targets and employee retention. Firstly, the majority of respondents (69.6%) strongly agree or agree that Human Resource managers ensure employees are satisfied to meet organizational targets. This underscores the pivotal role HR plays in aligning employee satisfaction with the achievement of organizational goals, highlighting the importance of employee engagement and morale in driving performance.

Furthermore, the data indicates that there is a positive perception regarding the presence of a sound system of manpower planning within the district, with 40.5% strongly agreeing and 50.6% agreeing. This suggests that the district has established effective practices for forecasting and managing its workforce, which is essential for optimizing performance and productivity.

Additionally, a significant proportion of respondents (63.3%) agree that talent management is a significant part of HR planning. However, there are notable levels of disagreement (10.1%) and no comments (11.4%), indicating potential areas of ambiguity or dissatisfaction regarding talent management strategies. This highlights the need for further examination and potential improvements in talent acquisition, development, and retention processes.

Moreover, the data suggests that a majority of respondents (67.1%) believe that employee retention can be enhanced through programs meeting employees' basic needs. However, a notable proportion (24.1%) express disagreement, indicating a divergence in perspectives on the efficacy of such programs in improving performance. This underscores the importance of addressing individual needs and motivations to optimize employee retention effectively.

Furthermore, a significant percentage of respondents (45.6%) strongly agree and 46.8% agree that HR managers understand both employee needs and expectations. This indicates a high level of trust and communication between HR and employees, which is essential for fostering a supportive work environment and addressing employee concerns effectively.

However, challenges remain in ensuring workplace safety aligned with organizational targets, as indicated by the data. While a majority (54.4%) agree that HR often implements workplace safety measures to meet targets, a notable proportion (30.4%) express uncertainty or disagreement. This suggests potential gaps in safety protocols or communication regarding safety initiatives, which need to be addressed to ensure employee well-being and organizational success.

Moreover, perceptions regarding HR's involvement in executive management teams are mixed, with 64.6% agreeing but 17.7% strongly disagreeing. This suggests a need for clearer communication and alignment between HR strategies and broader organizational goals to ensure effective decision-making and implementation of people management strategies.

Finally, the data highlights challenges in talent acquisition and retention, with only a small percentage (6.3% strongly agree and 17.7% agree) believing that HR attracts and retains the required talent with appropriate skills. This underscores the importance of developing robust recruitment and retention strategies to meet the district's staffing needs and maintain a skilled workforce capable of driving organizational success

4.2.1 Research question two; Current human resource capacity analysis and employee retention

Respondents were requested to provide their opinion on items related to current human resource capacity analysis and on employee retention. This was done using 5 likert scales ranging from strongly agree to strongly disagree. There responses are presented in the table 4.2 below.

Table 3: Current human resource capacity analysis and Employee retention

| Variable | Strongly Agree | Agree | No comment | Disagree | Strongly disagree |
|--|-----------------------|--------------|-------------------|-----------------|--------------------------|
| The district offers employee compensation and benefits | 24 (30.4%) | 42 (53.2%) | 2 (2.5%) | 7 (8.9%) | 4 (5.1%) |
| The human resource department in our district has salary and job enrichment strategies that are positively related to job satisfaction | 16 (20.3%) | 46 (58.2%) | 6 (7.6%) | 10 (12.7%) | 1 (1.3%) |
| Our district has a dedicated training program that nurtures and strengthens employee competencies | 11 (13.9%) | 39 (49.4%) | 13 (16.5%) | 12(15.2%) | 4 (5.1%) |
| The human resource managers in our district always ensure that the new employees are thoroughly trained before starting work | 26 (32.9%) | 45 (57%) | 2 (2.5%) | 5 (6.3%) | 1(1.3%) |
| There is focus on performance of employees organization by our human resource managers | 17 (21.5%) | 51 (64.6%) | 6 (7.6%) | 5 (6.3%) | 0 (0%) |

| | | | | | |
|---|------------|------------|----------|----------|----------|
| The district offers employee compensation and benefits | 15 (19%) | 57 (72.2%) | 4 (5.1%) | 3 (3.8%) | 0(0%) |
| The human resource department develops a welltrained and flexible workforce in this district. | 17 (21.5%) | 49 (62%) | 6 (7.6%) | 4 (5.1%) | 3 (3.8%) |
| Our human resource manager improves the utilization of people by introducing more flexible systems of work. | | | | | |

Source: Primary Data 2023

The findings from Table 4 provide insights into the current human resource capacity analysis and its relationship with employee retention within the district. Firstly, a majority of respondents (53.2%) agree that the district offers employee compensation and benefits, indicating that the organization recognizes the importance of rewarding employees for their contributions and efforts. Furthermore, there is a significant perception (58.2%) that the human resource department has salary and job enrichment strategies positively related to job satisfaction. This suggests that the district's HR practices are designed to enhance employee job satisfaction through competitive compensation packages and opportunities for career advancement or skill development.

Moreover, the data indicates that while the district has a dedicated training program to nurture and strengthen employee competencies, opinions are divided regarding its effectiveness. While 49.4% agree with the existence of such a program, a substantial proportion (16.5%) express no comment, suggesting potential areas for improvement or refinement in the training program to better meet the needs of employees and the organization.

Additionally, a significant proportion of respondents (57%) agree that HR managers ensure new employees are thoroughly trained before starting work, highlighting the importance placed on employee onboarding and readiness to perform their duties effectively. However, there is still room for improvement, as a notable percentage (6.3%) express disagreement or uncertainty regarding the thoroughness of employee training processes.

Furthermore, there is a strong perception (64.6%) that HR managers in the district focus on employee retention, indicating a proactive approach to managing and improving employee

productivity and effectiveness within the organization. This suggests a culture of accountability and performance management within the district's HR practices.

Additionally, a majority of respondents (72.2%) agree that the district offers employee compensation and benefits, reinforcing the importance of competitive remuneration packages in attracting and retaining talent within the organization. This indicates a commitment to rewarding employees fairly for their contributions to the district's success.

Moreover, while the HR department is perceived to develop a well-trained and flexible workforce (62%), there are areas where improvements can be made. For instance, a significant proportion (7.6%) express disagreement with this statement, suggesting potential gaps in training or flexibility initiatives that need to be addressed to enhance workforce effectiveness.

Overall, the findings from Table 4 suggest that while the district has established several HR practices aimed at enhancing employee retention and satisfaction, there are areas for improvement in training effectiveness, flexibility initiatives, and performance management strategies to further optimize human resource capacity and drive organizational success.

4.2.1 Research question three; Man power forecasts and employee retention

Respondents were requested to provide their opinion on items related to man power forecasts and employee retention. This was done using 5 likert scales ranging from strongly agree to strongly disagree. There responses are presented in the table 5 below **Table 4: Man power forecasts and Employee retention**

| Variable | Strongly Agree | Agree | No comment | Disagree | Strongly Disagree |
|---|----------------|-----------|------------|-----------|-------------------|
| The human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization. | 6(7.6%) | 53(67.1%) | 6(7.6%) | 11(13.9%) | 3(3.8%) |
| The human resource managers in our district focus on career development | 6(7.6%) | 28(35.4%) | 18(22.8%) | 24(30.4%) | 3(3.8%) |

| | | | | | |
|---|-----------|-----------|----------|-----------|---------|
| The district has regular career advancement opportunities and professional growth for its staff | 18(22.8%) | 49(62%) | 1(1.3%) | 10(12.7%) | 1(1.3%) |
| Demand in the labor market is the reason for turnover problem | 11(13.9%) | 51(64.6%) | 6(7.6%) | 10(12.7%) | 1(1.3%) |
| The prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover | 6(7.6%) | 46(58.2%) | 3(3.8%) | 24(30.4%) | 0(0%) |
| The human resource managers focus on succession planning | 25(31.6%) | 45(57%) | 3(3.8%) | 6(7.6%) | 0(0%) |
| The district plans for possible responses to a variety of potential environmental scenarios that may affect employees | 13(16.5%) | 55(69.6%) | 6(7.6%) | 5(6.3%) | 0(0%) |
| The human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization. | 10(12.7%) | 55(69.6%) | 9(11.4%) | 5(6.3%) | 0(0%) |

Source: Primary Data 2023

The data from Table 5 provides valuable insights into various aspects of human resource management within the organization, particularly focusing on recruitment planning, career development, turnover issues, and succession planning.

Firstly, it's notable that a majority of respondents (67.1%) agree that the human resource department conducts forecasts to plan for recruitment, succession plans, and discharge programs within the organization. This suggests a proactive approach to workforce management, aimed at ensuring the organization has the right talent in place to meet its current and future needs.

However, opinions regarding career development initiatives are more varied. While 35.4% agree that HR managers focus on career development, a significant proportion (30.4%) disagree, indicating potential gaps in initiatives aimed at nurturing employee growth and advancement within the organization.

Similarly, while a majority (62%) agree that the district offers regular career advancement opportunities and professional growth for its staff, there is a notable percentage (12.7%) expressing disagreement. This suggests a need for HR to review and possibly enhance existing career development programs to ensure they meet the expectations and aspirations of employees. The data also sheds light on turnover issues within the organization. While a majority (64.6%) attribute turnover to demand in the labor market, a considerable proportion (30.4%) believe that the prospect of higher pay elsewhere contributes significantly to turnover. This highlights the importance of competitive compensation and retention strategies in mitigating turnover and retaining key talent.

Moreover, the data indicates a focus on succession planning within the organization, with 57% of respondents agreeing that HR managers prioritize this aspect. This suggests a forward-thinking approach to talent management, aimed at identifying and developing future leaders to ensure organizational continuity and effectiveness.

Additionally, a majority (69.6%) agree that the organization plans for possible responses to various potential environmental scenarios that may affect employees. This indicates a proactive stance towards organizational resilience and employee well-being, ensuring preparedness for unforeseen challenges and disruptions.

In conclusion, while the organization demonstrates strengths in areas such as recruitment planning and succession planning, there are opportunities for improvement in career development initiatives and addressing turnover concerns. By addressing these areas, the organization can further enhance its human resource management practices to support employee growth, retention, and organizational success.

4.2 Testing of hypotheses

The study verified the following research hypotheses:

1. There is relationship between organizational targets and employee retention.

2. There is significant relationship between current human resource capacity analysis and employee retention.
3. There is relationship between man power forecasts and employee retention.

Table 5: Regression model summary for organizational targets and employee retention

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .055 ^a | .003 | -.010 | .64110 |

a. Predictors: (Constant), Finplan

The regression model summary presented in Table 6 reveals a weak relationship between organizational targets and employee retention. With a coefficient of determination (R Square) of only 0.003, indicating that merely 0.3% of the variance in employee retention can be explained by organizational targets, the model demonstrates limited predictive power. The negative Adjusted R Square value of -0.010 suggests that the model's fit is worse than that of a model with no predictors, signifying that the included predictors (Constant and Finplan) do not significantly contribute to explaining employee retention. The Standard Error of the Estimate, at 0.64110, further underscores the model's limited ability to predict employee retention based on organizational targets. Overall, these findings indicate the need for further exploration of additional factors that may influence employee retention within the organization, as the current model does not effectively capture the underlying dynamics of this relationship.

Table 6: Regression coefficients table for organizational targets and employee retention

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|------|-------------------|
| 1 Regression | .095 | 1 | .095 | .230 | .633 ^a |
| Residual | 31.648 | 77 | .411 | | |
| Total | 31.742 | 78 | | | |

a. Predictors: (Constant), Organizational target

b. Dependent Variable: employee retention

Table 7 presents the regression coefficients for analyzing the relationship between organizational targets and employee retention. The table includes the sum of squares, degrees of freedom, mean square, F-value, and significance level (Sig.) for the regression model. The regression coefficient for the predictor variable "Organizational target" is 0.095, indicating the change in employee retention for each unit change in organizational targets. However, the associated F-value of 0.230 and non-significant p-value of 0.633 suggest that the relationship between organizational targets and employee retention is not statistically significant. This implies that organizational targets may not be a significant predictor of employee retention in the current model. Further analysis or inclusion of additional predictors may be necessary to better understand the factors influencing employee retention within the organization.

Table 7: Regression model summary for current human resource capacity analysis and employee retention

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .301 ^a | .091 | .079 | .61219 |

a. Predictors: (Constant), *current human resource capacity analysis*

Table 8 presents the regression model summary for analyzing the relationship between current human resource capacity analysis and employee retention. The summary includes several key statistical metrics to assess the strength and significance of the relationship between the predictors and the outcome variable. The coefficient of determination (R Square) indicates that approximately 9.1% of the variance in employee retention can be explained by current human resource capacity analysis, suggesting a moderate effect size. The Adjusted R Square value, which considers the number of predictors in the model, is 0.079, indicating that the model's fit is slightly improved when accounting for the number of predictors. The Standard Error of the Estimate reflects the average deviation of the observed values from the predicted values and is 0.61219 in this model. Overall, the regression model suggests that current human resource capacity analysis may have some predictive power for employee retention, but further analysis and consideration of additional factors may be necessary to fully understand this relationship

Table 8: Regression coefficients table for current human resource capacity analysis and employee retention

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2.884 | 1 | 2.884 | 7.696 | .007 ^a |
| | Residual | 28.858 | 77 | .375 | | |
| | Total | 31.742 | 78 | | | |

a) Predictors: (Constant), current human resource capacity analysis

b) Dependent Variable: employee retention

Table 9 provides the regression coefficients for examining the relationship between current human resource capacity analysis and employee retention. The table displays the sum of squares, degrees of freedom, mean square, F-value, and significance level (Sig.) for the regression model. The regression coefficient for the predictor variable "current human resource capacity analysis" is 2.884, indicating the change in employee retention for each unit change in the capacity analysis score. The associated F-value of 7.696 is statistically significant ($p = .007$), suggesting that the relationship between current human resource capacity analysis and employee retention is significant. These findings imply that variations in the capacity analysis score are associated with changes in employee retention, highlighting the potential importance of robust human resource capacity analysis in enhancing overall organizational performance.

Table 9: Regression model summary for man power forecasts and employee retention

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .196 ^a | .039 | .026 | .62956 |

a. Predictors: (Constant), Fincont

The model weakly linked the dependent and independent variable, it generated a very weak correlation between the two variable ($R=0.196$). This suggests that improvement in organizational targets causes slight improvement on employee retention. Looking at R -square =0.039. This suggests that 3.9% of the variation in employee retention is explained by man

power forecasts. **Table 10: Regression coefficients table for man power forecasts and employee retention**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 1.224 | 1 | 1.224 | 3.088 | .083 ^a |
| Residual | 30.518 | 77 | .396 | | |
| Total | 31.742 | 78 | | | |

a. Predictors: (Constant), Fincont

The null hypothesis of this study as per the Analysis of Variance (ANOVA) in regard to this section would be that there is no relationship between man power forecasts and employee retention in Mbale district local Government but the alternative hypothesis of this study was that there is relationship between man power forecasts and employee retention in Mbale district local Government. . Based on the coefficient ($P=3.088 > 0.05$) realized by the Analysis of Variance (ANOVA) at a (1, 77) degree of freedom, the null hypothesis of this study was accepted, which implies that there is no significant relationship between man power forecasts and employee retention in this Mbale district local Government.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussions and recommendations of the study. It also provides suggestion for further study/research and draw conclusions and recommendations on the subject.

5.1 Summary of Findings

The general objective of the study was to examine how employee engagement affect employee retention in Mbale district local Government. Organizational targets, organizational targets and man power forecasts were the independent variables while employee retention dependent variable. The specific objectives of the study were; to find out how organizational targets affects employee retention in Mbale district local Government, to examine the effect of current human resource capacity analysis on employee retention in Mbale district local Government and to assess how man power forecasts affect employee retention in Mbale district local Government.

5.1.1 Organizational targets and employee retention

The findings from Table 3 underscore HR's critical role in aligning employee satisfaction with organizational targets, emphasizing the significance of fostering engagement for driving overall performance. Positive perceptions of manpower planning indicate effective forecasting for productivity optimization. However, concerns in talent management strategies suggest room for improvement in acquisition and retention processes. While programs addressing basic needs are generally viewed favorably, dissenting views highlight a need for nuanced approaches. Challenges persist in ensuring workplace safety and aligning HR strategies with broader organizational goals. Mixed perceptions of HR's involvement in executive management signal a need for clearer alignment. Overall, these findings stress HR's multifaceted role in driving performance and call for continuous improvement aligned with strategic objectives.

5.1.2 Current human resource capacity analysis and Employee retention

The findings from Table 4 reveal that while the majority of respondents acknowledge the district's efforts in offering competitive compensation and benefits, opinions are divided on the effectiveness of the training program. Despite positive perceptions regarding HR strategies

related to salary and job enrichment, there are areas for improvement, particularly in training effectiveness and flexibility initiatives. Nevertheless, the district demonstrates a commitment to optimizing human resource capacity through its focus on competitive compensation packages and workforce development. Overall, while effective HR practices form a foundation within the district, there are opportunities for further enhancement to drive employee retention and satisfaction.

5.1.3 Man power forecasts and Employee retention

The findings from Table 5 reveal a mixed picture of human resource management within the organization. While strengths such as proactive workforce planning and succession planning are evident, there are concerns regarding career development initiatives and turnover issues. Varied opinions highlight the need for enhanced programs to nurture employee growth and retention, particularly in response to competitive labor market demands. However, the organization's focus on succession planning and proactive planning for potential environmental scenarios demonstrates a commitment to organizational resilience and employee well-being. Addressing these areas of improvement can bolster human resource management practices, fostering employee growth, retention, and overall organizational success.

5.2 Discussion of Findings

5.2.1 Organizational targets and Employee retention

The findings from Table 3 shed light on various aspects of organizational targets and employee retention within the district setting. Firstly, they underscore the critical role played by Human Resource (HR) managers in ensuring that employee satisfaction aligns with organizational objectives, emphasizing the significance of fostering engagement and morale for driving overall performance. Additionally, the positive perception regarding the district's manpower planning indicates effective practices in forecasting and managing the workforce, essential for optimizing productivity. However, the data also reveals areas of concern, particularly regarding talent management strategies, where ambiguity or dissatisfaction among respondents suggests room for improvement in talent acquisition, development, and retention processes. Moreover, while there's a majority belief in the efficacy of programs meeting employees' basic needs to enhance performance, dissenting views highlight the need for a nuanced approach to address individual motivations effectively. Despite a significant level of trust and communication between HR and employees, challenges persist in ensuring workplace safety aligned with organizational targets,

indicating the necessity for addressing potential gaps in safety protocols and communication. Mixed perceptions regarding HR's involvement in executive management teams suggest a need for clearer alignment between HR strategies and broader organizational goals to facilitate effective decision-making. Finally, the identified challenges in talent acquisition and retention underscore the importance of implementing robust recruitment and retention strategies to sustain a skilled workforce vital for organizational success. Overall, these findings emphasize the multifaceted nature of HR's role in driving employee retention and organizational success, highlighting the need for continuous improvement and alignment with strategic objectives.

5.2.2 Current human resource capacity analysis and Employee retention

The insights gleaned from Table 4 shed light on various aspects of human resource capacity and its impact on employee retention within the district. Firstly, the majority of respondents acknowledge the district's efforts in offering competitive compensation and benefits, reflecting an organizational recognition of the importance of rewarding employees for their contributions. Additionally, there is a positive perception regarding HR strategies related to salary and job enrichment, indicating a focus on enhancing employee job satisfaction through rewarding career opportunities. However, opinions are divided on the effectiveness of the training program, suggesting areas for improvement to better meet employee and organizational needs. While there is recognition of HR's efforts in ensuring thorough employee training and performance management, there are still areas for refinement, particularly in addressing training effectiveness and flexibility initiatives. Nonetheless, the district's commitment to competitive compensation packages and workforce development is evident, signaling a proactive approach to optimizing human resource capacity for organizational success. Overall, the findings highlight a foundation of effective HR practices within the district, with opportunities for further enhancement to drive employee retention and satisfaction.

5.2.3 Man power forecasts and Employee retention

The insights gleaned from Table 5 offer a multifaceted view of human resource management within the organization, revealing both strengths and areas for improvement. While a proactive approach to workforce planning is evident through recruitment forecasting and succession planning, concerns arise regarding career development initiatives and turnover issues. Varied

opinions suggest the need for enhanced programs aimed at nurturing employee growth and retention strategies to mitigate turnover, particularly in response to competitive labor market demands. However, the organization's focus on succession planning and proactive planning for potential environmental scenarios demonstrates a commitment to organizational resilience and employee well-being. By addressing these areas of improvement, the organization can bolster its human resource management practices, fostering employee growth, retention, and overall organizational success.

5.3 Conclusions

Conclusions were drawn from the discussion of findings

5.3.1 Organizational targets and Employee retention

The findings from Table 3 underscore the pivotal role of Human Resource (HR) managers in aligning employee satisfaction with organizational objectives, emphasizing the importance of engagement and morale for overall performance. While positive perceptions of manpower planning indicate effective workforce management, areas of concern in talent management strategies highlight the need for improvement in acquisition, development, and retention processes. Moreover, despite a significant level of trust between HR and employees, challenges persist in ensuring workplace safety and aligning HR strategies with broader organizational goals. Overall, these findings emphasize the multifaceted nature of HR's role in driving employee retention and organizational success, calling for continuous improvement and alignment with strategic objectives to optimize outcomes.

5.3.2 Current human resource capacity analysis and Employee retention

The insights from Table 4 illuminate the effective HR practices within the district, such as offering competitive compensation and benefits and focusing on job enrichment. However, opinions are divided on the effectiveness of the training program, suggesting areas for refinement to better meet employee and organizational needs. While the commitment to competitive compensation packages and workforce development is evident, there are opportunities for further enhancement in training effectiveness and flexibility initiatives. Overall, these findings highlight a solid foundation of HR practices within the district, with potential for further improvements to drive employee retention and satisfaction.

5.3.3 Man power forecasts and Employee retention

Table 5 presents a mixed picture of human resource management within the organization, showcasing strengths in workforce planning through recruitment forecasting and succession planning. However, concerns arise regarding career development initiatives and turnover issues, suggesting a need for enhanced programs to nurture employee growth and retention. Nonetheless, the organization's focus on succession planning and proactive planning for potential environmental scenarios demonstrates a commitment to organizational resilience and employee well-being. Addressing these areas of improvement can bolster human resource management practices, fostering employee growth, retention, and overall organizational success.

5.4 Recommendations

5.4.1 Organizational targets and Employee retention

To address the challenges highlighted in Table 3 regarding talent management strategies and ensuring workplace safety, HR should prioritize implementing comprehensive talent acquisition, development, and retention processes. This could involve conducting regular assessments of talent needs, investing in training and development programs, and enhancing safety protocols and communication to foster a supportive work environment. Additionally, HR should strive to improve alignment between HR strategies and broader organizational goals by facilitating clear communication channels and ensuring that HR initiatives directly contribute to organizational objectives. Continuous monitoring and evaluation of HR practices are crucial to identifying areas for improvement and driving employee retention and organizational success.

5.4.2 Current human resource capacity analysis and Employee retention

Table 4 highlights the need for refinement in training effectiveness and flexibility initiatives to better meet employee and organizational needs. HR should conduct thorough assessments of training programs to identify gaps and areas for improvement, seeking input from employees to tailor training initiatives to their specific needs and preferences. Moreover, HR should continue to prioritize competitive compensation packages and workforce development while exploring innovative approaches to enhance job enrichment and career advancement opportunities. By

investing in these areas, HR can further optimize human resource capacity and drive employee retention and satisfaction within the organization.

5.4.3 Man power forecasts and employee retention

In response to the findings from Table 5, HR should focus on enhancing career development initiatives and implementing effective strategies to mitigate turnover. This could involve developing clear career pathways, providing mentorship and coaching programs, and offering incentives for employee retention. Additionally, HR should continue to prioritize succession planning efforts while addressing concerns related to turnover by conducting thorough exit interviews and implementing measures to address underlying issues. By nurturing employee growth and retention, HR can strengthen organizational resilience and contribute to long-term organizational success.

5.5 Contributions of the Study

The study findings have availed Mbale district local Government with the necessary data and information to guide the formulation of appropriate strategies of combating employee engagement in employee retention.

Furthermore, the findings provide additional literature on the subject matter and also contributed to the body of knowledge in this country.

It also acted as a measure for policy formulation in employee retention, Mbale district local Government and the country at large.

5.6 Limitations of the Study

While the study provides valuable insights into various aspects of human resource management within the organization, it is important to acknowledge its limitations. Firstly, the reliance on survey data from Tables 3, 4, and 5 may introduce response bias, as respondents' perceptions may be influenced by subjective experiences or personal biases. This could potentially skew the findings and limit the generalizability of the results to other organizations or industries. Additionally, the study's focus on a single organization within the district industry may restrict the applicability of findings to broader contexts, as factors such as organizational culture and industryspecific dynamics may influence HR practices differently in other settings.

Furthermore, the study's methodology may have limitations in capturing the complexity of human resource management practices comprehensively. The use of structured survey questions in Tables 3, 4, and 5 may not fully capture the intricacies of HR processes or the contextual nuances that influence employee retention and organizational outcomes. Qualitative data collection methods, such as interviews or focus groups, could provide deeper insights into HR practices and employee experiences, complementing the quantitative data presented in the study. Additionally, the study's cross-sectional design may limit the ability to assess changes in HR practices and employee retention over time, highlighting the need for longitudinal research to capture dynamic trends and developments in human resource management.

Lastly, the study's scope may omit certain important factors that could influence HR practices and employee retention within the organization. For example, external factors such as changes in labor market conditions or industry trends may impact HR strategies and organizational outcomes but were not explicitly addressed in the study. Similarly, internal factors such as leadership styles, organizational structure, and employee demographics could also play significant roles but were not fully explored. Future research could consider incorporating a broader range of variables to provide a more comprehensive understanding of the complex dynamics shaping human resource management and employee retention within organizations.

5.7 Recommended areas for Further Research.

Given limited time and financial constraints, the researcher could not exhaust everything in succession planning and employee retention and therefore suggested the following areas for future research:

1. Impact of Leadership Styles on HR Practices
2. Cross-Industry Comparative Studies
3. Longitudinal Studies on HR Interventions
4. Employee Perspectives on HR Practices

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QUESTIONNAIRE.

My name is MABONGA GEOFREY pursuing a Bachelor's degree in Human Resource Management at Uganda Christian University- Mbale University College (UCU). I am conducting a research on the effect of succession planning on employee retention in local governments; a case study of Mbale district local Government. I kindly request your honest opinion and the information you give shall be treated with the highest level of confidentiality and shall be used for only study purpose.

Instructions:

Please tick the most appropriate box.

SECTION A: BACK GROUND INFORMATION

Tick in the boxes the alternative that represents your opinion. There is no right or wrong Answer, Any response you give was respected because it represents your view. 1 Gender

| | |
|--------|------|
| FEMALE | MALE |
| 1 | 2 |

2. Age bracket

| | | | | |
|-------|-------|-------|-------|--------------|
| 18-30 | 31-43 | 44-56 | 57-69 | 70 and above |
| 1 | 2 | 3 | 4 | 5 |

3 Qualifications: What is your highest academic qualification?

| | | | | | |
|-----------------------|---------------|--------------|--------------|-----------|--------------------|
| Certificate and below | Diploma Level | Degree Level | Master Level | PHD Level | Professional Level |
| 1 | 2 | 3 | 4 | 5 | 6 |

4. Departments: In which department do you work?

| | | | | |
|----------------------------|--------------------------|----------------------|-----------------------|------------|
| Finance and Administration | Production and Marketing | Gender and community | Health and Education, | Statuary B |
| 1 | 2 | 3 | 4 | 5 |

5 Number of years worked at Mbale district local Government.

| | | | | |
|-----|-----|-----|-------------|--|
| 1-2 | 3-4 | 5-6 | 7 and above | |
| 1 | 2 | 3 | 4 | |

Instruction:

Tick the Number that best indicates your opinion on the question using the following Scale.

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

SECTIONB: THE EFFECT OF ORGANIZATIONAL TARGETS ON EMPLOYEE RETENTION

| No | Parameter | SA | A | NS | D | S |
|----|--|----|---|----|---|---|
| 1. | Our Human Resource managers make sure employees are satisfied to meet organizational targets | | | | | |
| 2. | There is a sound system of manpower planning in the district | | | | | |
| 3. | Talent management is a big part of a succession planning process in our district | | | | | |
| 4. | Employee retention can be minimized through introducing programs to meet employees' basic needs | | | | | |
| 5. | Our Human Resource managers know what they need from employees and what workers expect in exchange for their abilities and performance | | | | | |
| 6. | Human Resource managers often implement workplace safety to ensure that district's targets are met | | | | | |
| 7. | Human Resource managers often sit on executive management teams to align people management strategies with company goals | | | | | |
| 8. | Our Human Resource managers attract and retain the number of people required with the appropriate skills | | | | | |
| 9. | The human resource department focuses on salary and job enrichment strategies in order to meet targets | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 10. | The human resource department manages labor mobility and staffing efficiency | | | | | |
|-----|--|--|--|--|--|--|

**SECTION C: THE INFLUENCE OF CURRENT HUMAN RESOURCE CAPACITY
ANALYSIS ON EMPLOYEE RETENTION**

| No | Parameter | SA | A | NS | D | S |
|----|--|----|---|----|---|---|
| 1. | The district offers employee compensation and benefits | | | | | |
| 2. | The human resource department in our district has salary and job enrichment strategies that are positively related to job satisfaction | | | | | |
| 3. | Our district has a dedicated training program that nurtures and strengthens employee competencies | | | | | |
| 4. | The human resource managers in our district always ensure that the new employees are thoroughly trained before starting work | | | | | |
| 5. | There is focus on performance of employees and organization by our human resource managers | | | | | |
| 6 | The district offers employee compensation and benefits | | | | | |
| 7 | The human resource department develops a well-trained and flexible workforce in this district. | | | | | |
| 8 | Our human resource manager improves the utilization of people by introducing more flexible systems of work. | | | | | |
| 9 | The district maintains a healthy working relationship between management and employees | | | | | |

SECTION D: THE EFFECT OF MAN POWER FORECASTS ON EMPLOYEE RETENTION

| No | Parameter | SA | A | NS | D | S |
|----|---|----|---|----|---|---|
| 1. | The human resource department carries out a forecast to plan for recruitment, succession plans and discharge program within the organization. | | | | | |
| 2. | The human resource managers in our district focus on career development | | | | | |
| 3. | The district has regular career advancement opportunities and professional growth for its staff | | | | | |
| 4. | Demand in the labor market is the reason for turnover problem | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 5. | The prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover | | | | | |
| 6. | The human resource managers focus on succession planning | | | | | |
| 7. | The district plans for possible responses to a variety of potential environmental scenarios that may affect employees | | | | | |

Performance

| No | Parameter | SA | A | NS | D | S |
|----|---|----|---|----|---|---|
| 1. | In Mbale district local Government, public services are delivered effectively | | | | | |
| 2. | In Mbale district local Government, public services are delivered efficiently | | | | | |
| 3. | In Mbale district local Government, there is quality delivery of public services | | | | | |
| 4. | In Mbale district local Government, there is timely delivery of public services | | | | | |
| 5. | Mbale district local Government is responsive to the needs of the public | | | | | |
| 6. | In Mbale district local Government, there is reliable delivery of public services | | | | | |
| 7. | In Mbale district local Government, public services are accessible | | | | | |

INTERVIEW GUIDE

Introduction:

The purpose of the interview;

To gather management views on effect of succession planning and employee retention

Age.....

Sex.....

Department.....

Position.....

Level of education.....

Succession planning and performance

1. How is the succession planning strategy at Mbale district local Government aligned with the overall business objectives of the organization?
2. Can you provide examples of specific HR planning initiatives that directly support the district's strategic goals?
3. In what ways has succession planning influenced the recruitment and staffing processes at the district?
4. Can you discuss how the HR planning approach contributes to ensuring the right people are in the right roles to enhance employee retention?
5. How does succession planning identify and address the training and development needs of employees?
6. Can you share examples of training programs that have been implemented as a result of HR planning and their impact on employee retention?
7. How are performance metrics established and monitored within the context of succession planning at In Mbale district local Government?
8. Can you highlight any improvements in performance evaluation processes that have positively affected employee retention?
9. How does succession planning contribute to employee engagement strategies within the district?
10. Can you provide examples of initiatives aimed at increasing employee involvement and commitment through HR planning?

11. To what extent does HR planning play a role in succession planning and career development for employees at various levels?
12. Can you share instances where employees have advanced in their careers due to the district's emphasis on HR planning?
13. How is information communicated to employees regarding HR planning initiatives, and what measures are in place to ensure transparency?
14. Have you observed any correlation between transparent communications about HR planning and employee satisfaction and performance?
15. How has succession planning supported the district in adapting to changes in the external environment, and what impact has this had on employee retention?
16. Can you provide examples of how HR planning has facilitated a smooth transition during periods of change?
17. How is employee feedback solicited regarding the effectiveness of HR planning initiatives?
18. Have there been instances where employee feedback has led to adjustments or improvements in the HR planning process?
19. How does Mbale district local Government measure the return on investment (ROI) in terms of employee retention resulting from HR planning efforts?
20. Can you discuss any specific outcomes or improvements directly attributed to the district's investment in HR planning?

APPENDIX III: ACCEPTANCE LETTER

MBALE DISTRICT LOCAL GOVERNMENT

Tel: General Line: 045
433401/4
Direct Line: 045 4 33458
Fax: 045 4 33987
Mobile: 0772 617 898
Email: caombale@gmail.com



**CHIEF ADMINISTRATIVE OFFICER'S
OFFICE
P.O. BOX 931
MBALE**

THE REPUBLIC OF UGANDA

*IN ANY CORRESPONDENCE ON
THIS SUBJECT PLEASE QUOTE NO: CR/164/2*

May 31, 2024


The Head of Business Department,
Uganda Christian University,
Mbale University College

Permission to carry out research for Mabonga Geoffrey

This is to inform you that we have received the above student who intends to carry out a research on "Succession Planning and employee Retention in Local Governments, case study Mbale District Local Government".

Permission is hereby granted. During the period of research, he will be attached to the Human Resource Management on permission.

He will be expected to take Oath in line with section j-f (b) of the Public Service Standing Orders, 2021.


Mafabi Robert Waburoko
FOR: CHIEF ADMINISTRATIVE OFFICER



CHIEF ADMINISTRATIVE OFFICER
MBALE DISTRICT
31 MAY 2024
RECEIVED OFFICER
P.O. BOX 931, MBALE (U)

Copy: The Principal Human Resources Officer, Mbale