

**EMPLOYEE RETENTION STRATEGIES AND STAFF PERFORMANCE: A CASE  
OF UGANDA CHRISTIAN UNIVERSITY**

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**J22B05/070**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF BUSINESS  
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

**September, 2024**



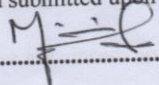
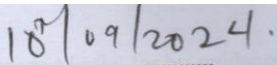
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## APPROVAL

I hereby confirm that this research report by Mirembe Lauren Joyce has been prepared under my supervision and submitted upon my approval.

supervision and submitted upon my approval.  
Signature: .....  ..... Date: .....  .....  
**MR. KABANDA MARTIN**

## **ACKNOWLEDGMENT**

First and foremost, I would like to thank the almighty God for his direction and strength thought this research journey.

I want to express my sincere appreciation to my supervisor Mr. Kabanda Martin, for his guidance and support during my research journey.

My heartfelt gratitude goes to my parents, whose continuous support, sacrifices and encouragement have been invaluable in my academic endeavors.

I would like to appreciate my sisters for their support, May the Almighty God rewards you all.

## **ABSTRACT**

The study aimed at examining employee retention strategies and staff performance at Uganda Christian university. The study was guided by 3 objectives mainly to evaluate the impact of training and development programs on staff performance, to analyze the influence of compensation benefits on staff performance, to examine the effectiveness of work life balance initiatives on staff performance. The study took a descriptive survey design was used with a sample size of 36 respondents where both qualitative and quantitative data analysis skills were used, the researcher used a random sampling technique and purposive sampling technique for selecting staff who have been instrumental in implementing employee retention strategies at UCU. The findings show a positive correlation between training and development programs, compensation and benefits and work life balance on staff performance. Staff attitudes vary, highlighting areas of development particularly in the role of parental leave, work life balance ambassadors. To improve employee retention, the report suggests implementing continuous learning frameworks, competitive benefits and remunerations and benefit packages, refined work life balance programs and organized feedbacks. The findings add to the current body of knowledge on employee retention and staff performance, enabling UCU and other higher education institutions to build evidence-based retention strategies

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## **CHAPTER ONE**

### **1.0 Introduction**

One of the primary objectives that any business or institution should have as a core priority is employee retention and employee performance optimization. The concepts of observing and adhering to these two theories are crucial in any organization that is competitive and aims to have optimum outputs. This is necessary to ensure effective and hassle-free operations within an organization.

### **1.1 Introduction**

The study examines the relationship existing between employee retention strategies and organizational performance and emphasizes their interrelationship.

The effective organizational performance has been found to be highly related to effective employee retention measures put in place within any given organization. Techniques applied to influence organizational performance have been found to inter-depend on the variables of company culture, leadership styles, and/or external market forces. Choi, Goh, Adam and Tan (2016). Employee empowerment, transformational leadership, and job satisfaction are also some of the critical factors necessary in retaining skilled people (Sawaneh & KMARA 2019). The relationship between transformational leadership and job satisfaction is mediated by employee empowerment. Choi, Goh, Adam and Tan 2016. In addition, job satisfaction is one of the major determinants of retaining employees in foreign exchange banking. Contented employees are more likely to remain within an organization. According to de Sousa Sabbagha (2016).

Employee retention is very important, yet very few companies are actually putting effective employee retention. Factors that notably make an employee dissatisfied include less pay for job, poor benefits, poor communication, and lack of respect from the superiors or management. According to Sawaneh & Kamara, 2019. According to de Sousa Sabbagha, more research needs to be done into how such techniques of leadership and management would impact on job satisfaction and employee retention. The aim of this study is to address these gaps in the literature by examining the impact of employee retention strategies on organizational performance with a

focus on the identification of the most effective forms of conservation methods and an examination of contextual elements that will express their effectiveness. Gbervbie (2008). Essentially, it means that the companies have to understand and be able to implement effective employee retention strategies which would reduce the turnover rates, hence improving the overall employee retention to enhance the performance and productivity of their employees. This present study tries to gain insight into these difficulties and help companies improve their workforce by maintaining and subsequently increasing their performance.

## **1.2 Problem statement of the study**

Igbinoba et al. 2022 and Sawaneh & Kamara, 2019 documented the importance of retaining highly trained individuals. On the contrary, there is a contextual elements and specific practices that remain unclear regarding how these tactics work best. Mokaya 2014 and Sabbagha, Martins and Ledimo 2018. Although studies have outlined that retention tactics relate closely to improved performance, as argued by Choi et al. (2016), there are limited studies on the challenges and issues that companies face in the proper implementation of these strategies. In this respect, Genevieve (2008) and Sawaneh & Kamara (2019) advance organizational culture, leadership styles, and specific industry challenges as significant but inadequately studied influencers of the outcomes of retention strategies. Although the emergence of a competitive work environment has taken place, research evidence indicates that an adequate and regular supply of labor force still remains quite insufficient. The shortage hinders the possibility of employees in carrying out their operations effectively or optimally and leads to a fall in the level of efficiency and delivery of products or services provided by an organization. This research bridges the knowledge gaps by examining the impact of differing retention initiatives on employee perceptions regarding performance, satisfaction, commitment, and citizenship behavior, as well as overall organizational performance.

### **1.3 Objectives of the study**

#### **1.3.1 General Objectives**

The General Objective of the study was to examine employee retention strategies and their impact on staff performance” a case of Uganda Christian University.

#### **1.3.2 Specific Objectives of the study**

1. To evaluate the impact of training and development programs on staff performance.
2. To analyze the influence of compensation and benefits on staff performance.
3. To examine the effects of work-life balance initiatives on staff performance.

### **1.4 Research questions**

1. What types of training and development programs have the most significant impact on staff performance?
2. What is the relationship between compensation benefits and staff performance?
3. How do work-life balance initiative staff turnover, absenteeism and engagement?

### **1.5 Scope of the study**

The scope of this study included three dimensions, namely, geographical and temporal. These dimensions shall be identified in detail below.

#### **1.5.1. Scope of content**

This research aimed to investigate employee retention strategies and how they impact employee performance in organizations. It focused on analyzing multiple employee retention strategies, including competitive remuneration, full benefits package, career development opportunities, work-life balance, and recognition and rewards. The study also determined the extent to which these practices improve employee satisfaction and commitment levels and, consequently, their overall performance.

### 1.5.2 Geographical Scope

It narrows down to Uganda Christian University, which is located in the central part of the country, in Mukono District, about 21 kilometers east of Kampala, the capital city.

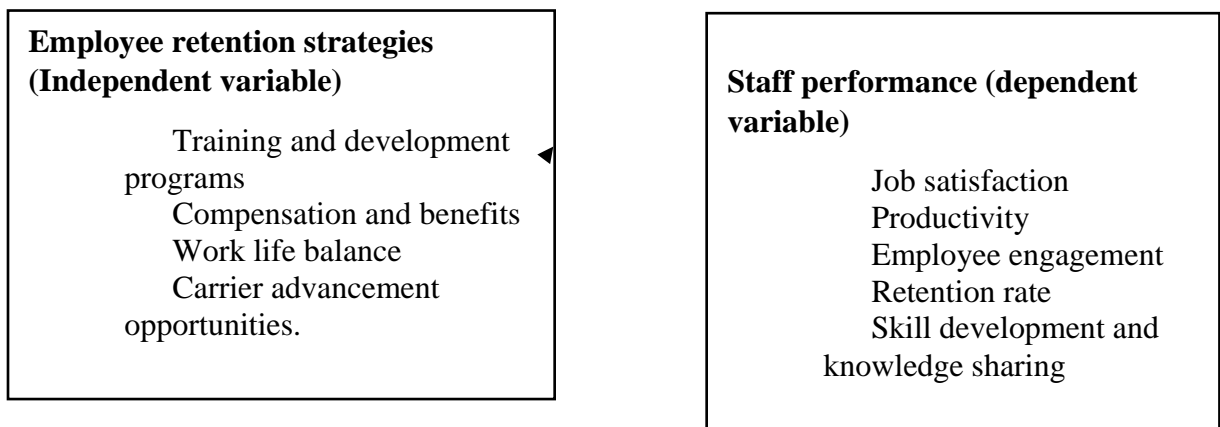
### 1.5.3 Time Frame

The research covered from May 2024 to August 2024. This time was used to collect data, analyze findings, and make conclusions about employee retention strategies and their impact on employees' performance.

### 1.6 Theoretical Perspective

The conceptual framework has outlined the relationship between employee retention strategies and employee performance at Uganda Christian University. It is guiding the researchers to identify the variables and statistical relationships that reflect the nature and type of relationship between the variables. It is also offering a systematic way of collecting data and analyzing it.

Figure 1: Conceptual framework showing the relationship between employee retention strategies and their influence on employee performance



### 1.7 Significance of the study

The study will be useful in understanding the employee retention strategies and performance of employees. The objective of the study is to add to the knowledge of Uganda Christian University

managers on effective employee retention strategies for the management of the workforce that will lead to improved employee satisfaction and productivity.

The results from the study will assist UCU to reduce the rate of staff turnover through the use of efficient retention strategies, as indicated in the study and are likely to reduce the rate of turnover. A stable workforce means continuity of operations with minimized costs of training and recruiting new workers.

The findings from the study are bound to enhance staff performance at UCU in that once the staff members feel valued and supported through effective tactics, they could be performing well in their various tasks to improve the general organizational performance in pursuit of its missions and goals.

The findings from the study will add knowledge to academia by availing rich information on effective retention strategies, as well as the consequences of such a strategy on performance. This makes the curriculum at UCU and other Ugandan universities more rewarding, hence securing future HR managers who are better equipped.

The results of the research could serve as the basis from which scholars and other researchers would carry out further research on employee retention and associated matters. This may also serve as a source of inspiration and form a foundation for other new areas of research and projects toward better personnel management practices in educational establishments and beyond.

## **1.8 Summary**

This study explored employee retention techniques and their impact on employee performance at Uganda Christian University, Mukono. This chapter highlighted the brief history of the study, the problem statement, purpose, objectives, research questions, scope, and significance of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter tends to review the past literature, which has specifically looked into employee retention and performance. This text looks at the theoretical and empirical literature, then provides a brief review of the literature and suggests areas where further research needs to be done.

#### **2.1 Theoretical framework**

This section outlines the theoretical background of the variables under study. The text will specifically explain concepts such as Vroom's theory of expectations, the two-factor theory, and the theory of Job embeddedness. These theories make it easier for us to understand the independent and dependent variables in a study.

#### **2.2 Vroom's theory of expectations**

The expectancy theory was founded by Victor Vroom in 1964, and it is based on the concepts of valence, expectancy, and reward, where valence refers to the degree in which the desirable outcomes, including minimal turnover and innovation, are perceived to influence the individual performance. Vroom's work was published in 1964. In this concept, it is assumed that rewards and technological advancements may lead or drive the approach toward employee retention tactics in this study.

In relation to motivation, production, and job satisfaction, Vroom's expectancy theory postulates a specific link. Nyberg 2010. In other words, when employees expect that their actions will actually bring professional growth or recognition, they will be more likely to be motivated and produce accordingly.

Additionally, Vroom's theory presents through which rewards associated with promotion and/ or financial incentives are linked to employee productivity and job satisfaction. Vroom introduced

his work in 1964. Rewards themselves are an essential aspect of job satisfaction and may result in employees' retention by strengthening their attachment to an organization.

Hauenstein, 2003 addressed the problem of turnover into desirable versus undesirable, which supplements Vroom's theory by emphasizing the financial consequences of employees' leaving an organization.

Hauenstein claims that an organization tries to retain the high performers, which would be the desirable turnover while preventing the loss of its valued talent, termed as unwanted turnover through prudent retention methods. Hausenstein 2003.

William 2000 did further conceptualize turnover in order to categorize the leavers into two groups, such as poor performer and high performers; and stressed that in order to reduce costs associated with unwanted turnover, there is a need for retaining the high performing companies. William 2000. This concept goes in line with Vroom's expectancy theory, which prefers giving rewards and training to high performers to improve the chances of their staying longer with the company and putting better performance.

The two-factor theory, also named Herzberg's two-factor theory, is the psychological description of those factors that influence job satisfaction and motivation in the workplace.

The two-factor theory is more famously referred to as the motivation and hygiene theory, discovered by Fredrick Herzberg in 1964. According to Herzberg's thesis, expressed in 1984, happiness and dissatisfaction from work are influenced by diverse influences in employees. Factors contributing to motivation, like task involvement, recognition, and personal growth opportunities, have been associated with high levels of job satisfaction. Such factors are inherent to work and enhance personal growth.

The hygiene variables are organizational policies, compensation, working conditions, and job security; they prevent accidents but don't lead to satisfaction. It is improvement of the hygiene aspects that eliminates causes of dissatisfaction. This hygiene factor leads to a stable work atmosphere that helps a business maintain its personnel (Herzberg, 1968).

Such an extension of motivational variables, according to Hackman and Oldham, may further bring about employee job satisfaction and motivation. In this regard, intrinsic rewards are specifically noted to come into play for employees' performance-precisely the engaging work through autonomy in decision-making skills.

Herzberg, 1968 believes that the higher the level of cleanliness and the motivational element is, the best performance and satisfaction will occur; therefore, firms should focus on improving these qualities if they want to have a workforce characterized by motivation and satisfaction.

## **2.4 Theory of task nesting**

The Job Embeddedness Theory, developed by Mitchell and Lee in 2001, "emphasizes the factors that help employees connect to and feel embedded with their jobs and communities" (Mitchell & Lee, 2001). It proposes that individuals become committed to their jobs through three general aspects: links, that is, the relationships they have developed with other people and teams; fit, in other words, how well their work matches their own beliefs and business ideals; and sacrifice, for instance, the costs they would incur if they left their present job.

As Mitchell, Holtony, Lee, Sablyanski, and Erez, 2001 citation, referents are professional linkages of a person in an organization or relationships in the workplace, such as with colleagues, supervisors, and teams. In these, interactions among them instigate feelings of acceptance and friendliness that create the attachment to stay in the organization.

Fitness in the context of Mitchell and Lee's definition is defined as the degree at which the abilities, values, and ambitions of persons correspond with the job and organizational demands. When employees believe their skills and values more closely match the demands of the job, satisfaction and commitment would ensue leading them to perform better.

Following Mitchell and Lee's definition, sacrifice involves costs or liabilities that would be forfeited by employees if they were to leave the organization, such as benefits, tenure, or social ties.

The perceived level of sacrifice associated with leaving a job is positively related to the likelihood that employees will remain committed to their current position.

This theory prescribes that constructive employee retention strategies should focus on strengthening these facets of embeddedness. Organizations can reinforce links by stimulating teamwork and developing favorable working relationships. Fit can be improved through job-family value compatibility by better job and organizational culture design.

## **2.5 The ratio of training and development programs return to employees' performance.**

The impact of training and development programs on employee performance has been extensively researched in the field of human resource management. Studies consistently show that training and development programs do

## **2.6 Analyze the influence of compensation and benefits on staff performance**

Extensive studies confirm that rewards and benefits have a great influence on employee performance. Gerhart and Milkovich 1990. In a study, Heneman and Judge, 2000 established pay to be a major predictor of job satisfaction, which consequently was linked to employee performance. In another study, Rynes & Gerhart 2000, benefits that involved health insurance and retirement programs were identified to be crucial predictors of employee performance.

Despite the enormous amount of research that investigated this field, there is a significant lack in the literature in terms of the exact kinds of compensations and benefits that have the most intensified impact on employee performance. Bonus and commission variables that make up variable pay appeared to be more robust in its association with employee performance compared with fixed pay like salary based on the results of Tremblay & Rousseau, 2001. Other forms of compensation and benefits, such as options or flexible working hours, are not so certain in their effects.

Secondly, discussion about individual variation in the relationship between compensation and benefits and employee performance has not taken place in the literature so far. Other research has pointed out that personal characteristics, like personality and motivation, do have an effect on how well compensation and benefits will work out in relation to employee performance. In fact, a study by Wiesenberger et al. was conducted as far back as 1986. Despite this fact, few studies have explored how these distinctive differences impact the relationship between pay and benefits and employee performance.

Additionally, there is a lack of prior literature review which describes the influence of rewards and benefits on employee performance during times when the company is changing. It becomes required to determine how rewards and benefits can enhance the level of effectiveness for employees in times where fast-growing companies are creating change. Cumming and Worley 2014 The current study will improve the level of understanding for rewards and benefits within employee performance and analyze various key gaps that exist within the literature provided.

## **2.7 The efforts of work-life balance and its impacts on the performance of workers.**

Work-life balance initiatives have been found to significantly improve individual performance. References include Allen et al., 2000 and Grover Crooker 1995. It has been established that when an individual has appropriate work-life balance, there is greater job satisfaction, less absenteeism, and more productivity. Gajendran and Harrison 2007. Furthermore, when work-life balance practices are in place, other benefits include higher levels of employee engagement, commitment, and retention. Erez and Isen 2002.

Despite this growth, few studies have been dedicated to exploring exactly what kind of work-life balance programs bring about the best performance outcomes for employees. What types of flexible work arrangements best benefit workers? Is it employee wellness initiatives that are better, or employee assistance programs in terms of enabling the balancing of life and work?

It also does not incorporate organizational culture and leadership facilitation of work-life balance initiatives in its discussion. Research has established that the culture and leadership of an organization may have an impact on whether employees can effectively attain a healthy balance between work and life. Schein's work in 2010. However, most research has not been able to explore the influence of the organizational culture and leadership on the effectiveness of work-life balance programs concerning employee performance.

Secondly, the literature fails to explain how work-life balance initiatives influence employee performance in diverse businesses or sectors. When work demand is increasing and the gap between work and life is getting smaller, understanding precisely how work-life balance initiatives enhance employee performance within industries and sectors becomes very important. Therefore, the present study will attempt to complement this understanding by examining the gaps in existing literature on how work-life balance efforts influence employee performance.

## **CHAPTER THREE**

### **METHODS AND TOOLS OF STUDY**

#### **3.0 Introduction**

This chapter outlines the research methodologies employed to investigate the relationship between employee retention strategies and staff performance at Uganda Christian university. This chapter describes the research design, population of the study, data collection methods, data analysis techniques and limitations encountered during the study.

#### **3.1 Research design**

The research design adopted for this investigation was descriptive survey, most adequate for primary data collection from a big, heterogeneous population such as Uganda Christian University staff across different levels. The descriptive nature of this design supported the detailed capturing of conditions, least bias in the data collection, and minimal distortion of facts. Boyd

#### **3.2 Geographical scope of study**

As put by Beny, 1964, an area of study refers to a definite geographical location that becomes the subject of major concentration of analysis. The study was conducted in Mukono based on its purpose.

#### **3.3 Study population**

According to Dr. According to Williams, 2009, a population of a study refers to the entire set of people or cases the researcher wants to know or describe. The study intends to use a research population of 40 respondents who are employees at the Uganda Christian University, including workers from different sections, departments, and faculties within the university. The research will involve those staff members who participate in the functioning and operations of the university.

### 3.4 Sample size determination and sampling technique

Sample size, according to Hamed (2017), may be defined as the total number of participants, measurements, or observations that form part of a study. In this paper, the sample size was identified as 36 respondents through the Taro Yamane method with an intended population of 40. The sample included 36 participants who came from a target group of staff at the Uganda Christian University.

Using Taro Yamane's formula (1973)

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

were;

N=Target population

n=sample size

e=marginal error (5%)

N=40

$$n = \frac{40}{1+40(0.05)^2}$$

n=36 respondents

### 3.5 Sample technique

The study focused on case study employee retention techniques and employee performance at Uganda Christian University. It was conducted by Mukunya in the year 2017. In the study, the researcher used probability sampling methods, namely, simple random sampling as described by Bryman (2016) and purposive sampling as described by Patton (2015). The population consisted of academic staff drawn from the many faculties that made up UKU, which was selected using a simple random sampling method in order to give an equal chance to all staff to be selected. According to Creswell (2014), this has been an effective method to reduce bias and also to give a good representation of a wide range of people.

However, the researchers did a purposive sampling to select administrative staff and senior management who largely participated in the implementation of employee retention initiatives at UCU Kuye in 2013. This approach would allow the researcher to get hold of a comprehensive and in-depth understanding of key informants who possess specialized knowledge of the performance and employee retention.

These sampling methods are therefore appropriate to study the effects of retention initiatives on staff performance at UCU Mukunya for the year 2017. The findings from this research will add to the existing knowledge about the retention of staff and their performance and also offer useful lessons for UCU and similar higher learning institutions in developing evidence-based employee retention strategies. (Armstrong, 2017)

### **3.6 Data Source**

Data sources adopted for the study included both primary and secondary sources of data. The questionnaires were utilized to collect the primary data, while relevant research publications were utilized to source the secondary data.

### **3.7 Methods of data collection**

Data collection procedures refer to the strategies adopted by researchers to acquire primary and secondary data.

The researcher adopted the questionnaire method. A questionnaire is a research tool, according to Bryman (2016), comprising a set of questions that are targeted toward a particular sample size. In this regard, the said tool is employed for data collection or research. The researcher used this strategy because of its perceived objectivity in collecting data from 21 participants. The researcher's technique enables the collection of primary data that was needed in the understanding of employee retention tactics and employee performances at Uganda Christian University.

### **3.8 Data Collection Instruments**

Primary data collection for this study will be collected using a structured questionnaire instrument. The questionnaire will be divided into two main parts.

Part A shall comprise the demographic information about the staff, including their age, sex, category of job, and length of service at UCU.

Part B will gauge the effectiveness of training and development programs on employee performance, reward and benefits provided to employees in influencing their performance, and work-life balance in relation to employee performance. Statements in this part are to be responded to in a Likert scale that ranges from 1, representing "strongly disagree," to 5, which represents "strongly agree."

### **3.9 Data Quality Control**

Data control, according to Wang (2019), is a way of governing and managing data. Through the description of the different techniques below, the researcher has ensured that quality data is maintained.

#### **3.9.1 Legitimacy**

Validity refers to the accuracy, equity, and precision in the data that are collected within a study and in the procedures through which the data are obtained. For getting relevant data, preparations are done by carrying out the data collection instrument and survey administrative protocol to ensure the capturing of comprehensive and detailed accurate data.

#### **3.9.2 The characteristic of being dependably consistent.**

Cooperd and Schindler, 2014 reveal that the reliability of measurement is checked by assessing the stability and consistency of data. To present reliable research finding, the questionnaires used for the study were short and concise to avoid confusing the respondents.

### **3.10 Data Analysis**

After the administration of the questionnaires was complete, data analysis commenced with the use of a digital format to input the data collected. Data cleaning to ensure accuracy was done and then analyzed by SPSS Statistics software as described by George & Mallery, 2016. The results

were then presented in various statistical tools such as frequency distribution tables, mean, mode, median, standard deviation, and determining the correlations between variables.

### **3.11 Ethical considerations in the study**

Ethical issues or principles are defined as a set of moral codes and regulations, which give guidance and supervision to research. The researcher attained an official office research credential from the Research Department of School of Business, Uganda Christian University. This letter is requesting permission from the Uganda Christian University office and the businesses in Mukono Municipality to conduct the study. The letter also outlined that data collection needed to be undertaken transparently and neutrally, with adequate consideration for objectivity. It further reassured participants that data would be treated as confidential and private to the fullest extent.

## CHAPTER FOUR

### 4.0 Introduction

This chapter covers data presentation, analysis and interpretation of results. Data presentation is in form of frequency tables while analysis is in form of percentages and correlations. This chapter generally covers the response rate, presentation of demographic characteristics and empirical results where empirical results are presented according to research objectives.

### 4.1 Response Rate

The response rate after the survey in the field was calculated basing n the representative number of questionnaires. The researcher targeted 36 sample size, however 30 of the target population took part in the study. This represented a response rate of 83.3% which is adequate for representativeness.

### 4.2 Demographic findings of the research study

This section presents a descriptive analysis of the respondents, characteristics concerning their gender and age at Uganda Christian University as reported in the questionnaires.

#### 4.2.1 Age Groups of Respondents

The findings of respondents age are represented in the table below

**Table 1: Respondent's Age**

Age groups (years)	Frequency	Percentage (%)	Cumulative percentage (%)
25	4	13	13
26-39	18	60	73
40-45	8	27	100
56-60	0	0	100
60 above	0	0	100
TOTAL	30	100	

**Source:** primary Data

The findings in the table above show the majority of respondents were in the age bracket of 26-39 years 18 respondents (60%), followed by 40-45 years' age group 8 respondents (27%), the least represented age group with 4 respondents (13%) while there were no respondents in the 56-60 years and 60 years and above.

The age distribution of respondents indicates a strong presence of individuals in the 26-39- and 40-45-years age ranges, suggesting that the majority of UCU related business representatives are mature and established professionals.

#### 4.2.2 Gender of Respondents

The findings for the gender composition are represented in the table below;

**Table 2: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative percentage (%)</b>
Male	16	53	53
Female	14	47	100
total	30	100	

**Source:** primary Data

The findings in the table above show that the gender distribution of respondents indicates that 53% of the sample are male with 16 respondents, while 47% are female, comprising 14 respondents. This results in nearly balanced representation between the genders, with a slight male predominance. The cumulative percentages reach 100%, reflecting the total presentation between the genders within the sample. This distribution ensures a diverse perspective, incorporating viewpoints from both genders within the sample, this distribution ensures a diverse perspective, incorporating view points from both male and female respondents and provides a well-rounded basis for analyzing the data.

### 4.3 Findings on the impact of training and development programs on staff performance

The findings below represent the impact of training and development programs on staff performance and are based on a Likert scale of agree, neutral and disagree.

**Table 3: Table showing the impact of training and development programs on staff performance.**

NO QNS	Impact of training and development programs on staff performance	A	N	D	M	SD
		F (%)	F (%)	F (%)		
1	Leadership Development programs have improved my job	19 63.33	10 33.33	1 3.33	2.60	0.55
2	Communication skills training has helped me communicate more effectively with my team	20 66.7	10 33.3	0 0.00	2.67	0.45
	Time management and productivity Training has improved my productivity	28 93.3	1 3.33	1 3.33	2.87	0.51
4	Technical skills Training has helped me develop new skills	24 80	2 6.67	4 13.3	2.67	0.70
5	Diversity, Equity and Inclusion (DEI) Training has created a more inclusive work environment	19 63.33	2 6.67	9 30	2.20	0.92
6	Team building and Collaboration Training has improved my teamwork skills	23 76.67	4 13.33	3 10.00	2.73	0.65
7	Mentoring Programs has helped me advance in my career	26 86.7	3 10.00	1 3.33	2.83	0.57
8	Coaching and Feedback Training has improved my teamwork skills	17 56.67	9 30.00	4 13.33	2.43	0.70
9	E-Learning programs has provided me with convenient access to training	23 76.67	5 16.67	2 6.67	2.67	0.65
	Average				2.56	0.24

**Source:** primary data

The findings in the table above show that at Uganda Christian university the impact of training and development programs on staff performance has been evaluated with notable results. Leadership development programs got a positive response with 63.33% of staff though with some variance in effectiveness, as indicated by a mean of 2.60 and a standard deviation of 0.55, meaning that the majority of employees positively agreed with it. Communication skills training was perceived as highly beneficial by 66.7% of respondents with a mean score of 2.67 and a standard deviation of 0.45, reflecting a positive feedback and relative consistent opinions. Time management and productivity training achieved the highest mean score of 2.87 with 93.3% of staff agreeing that on its effectiveness thus representing a strong consensus thus showing that this program is perceived as highly effective. Technical skills training also received a favorable evaluation with a mean score of 2.67 though with some dissent 13.3% disagree.

Diversity, Equity and Inclusion (DEI) training had a mixed reception with 63.33% agreeing but a notable 30% disagreeing, resulting a mean score of 2.20 and higher standard deviation of 0.92 reflecting significant variability in opinions. Programs such as team building and mentoring were positively received with a mean score of 2.73 and 2.83 respectively, suggesting effective enhancements in teamwork and career advancement. In contrast coaching and feedback training showed more mixed results of a mean of 2.43 and a standard deviation of 0.70 higher disagreement showing areas of potential improvement. E-learning programs were generally regarded well with mean score of 2.67 and a standard deviation of 0.65 providing convenient access to training.

In conclusion while UCU's training programs are effective there is a difference in their perceived impact highlighting areas where further improvement could enhance staff satisfaction and performance.

#### **4.4 Findings on the influence of compensation and benefits (UCU Mukono) on staff performance.**

The findings below represent the influence of compensation and benefits (UCU Mukono) on staff performance are based on a Likert scale of Agree, Neutral and Disagree.

**Table 4 : Table showing the influence of compensation and benefits (UCU Mukono) on staff performance.**

NO QNS	Influence of compensation and benefits on staff performance	A	N	D	M	SD
		F (%)	F (%)	F (%)		
1	My basic salary is competitive and reflects my value to the organization	14 46.67	6 20.00	10 33.33	2.13	0.88
2	Bonuses and incentives have motivated me to perform better	13 43.33	15 50.00	2 6.67	2.37	0.61
3	Health insurance benefits have improved my overall well being	10 33.33	12 40	8 26.67	2.07	0.78
4	Retirement plans have helped me plan for my future	23 76.6	4 13.33	3 10.00	2.67	0.65
5	Paid time off has allowed me to recharge and relax	17 56.67	10 33.33	3 10.00	2.47	0.67
6	Flexible work arrangements have improved my work life balance	10 33.33	15 50.00	2 6.67	2.30	0.60
7	Employee assistance programs have supported me in times of need	13 43.33	15 50.00	2 6.67	2.37	0.61
8	Wellness programs have improved my physical health	6 20.00	6 20.00	18 60.00	1.67	0.73
9	Professional development opportunities have helped me advance in my career	14 46.67	10 33.33	6 20.00	2.27	0.83
10	Recognition and reward programs have made me feel valued and appreciated	16 53.33	7 23.33	5 16.67	2.37	0.70
	Average				2.20	0.66

**Source:** Primary data

The findings indicate that the survey on compensation and benefits reveals a complex view of employee satisfaction where Retirement plans stand out with the highest approval receiving an average score of 2.67 and reflecting a strong sentiment of 76.67% of respondents who find these plans crucial for future planning. Paid time offs also score well with an average of 2.47 highlighting that 56.67% of employees feel its important aids in relaxation and recharging. Recognition and reward programs and professional development opportunities and positively viewed with average of 2.37 and 2.27 respectively indicating that a substantial portion of employees 53.33% for recognition and 46.67% for development feel valued and supported in their roles. Additionally, health insurance benefits and wellness programs also show more varied reactions with average score of 2.07 and 1.67 respectively. while 33.33% find health insurance beneficial for their wellbeing, wellness programs are less impactful for the majority. as 60% express dissatisfaction. Flexible work arrangements and employee assistance programs also reflect mixed feelings with average score of 2.30 and 2.37 thus suggesting that while some employees appreciate these benefits, there is a significant variation in their perceived effectiveness. The overall mean score of 2.20 and standard deviation of 0.66 underscores a generally positive but diverse range of opinions among Uganda Christian University employees. The variation indicates that while some benefits are well received there remains room for improvement to better meet the diverse needs and expectation of the workforce.

#### **4.5 Findings of the effects of work life balance initiatives (UCU Mukono) on staff performance.**

The finding below represents the effects of work life balance initiatives (UCU Mukono) on staff performance are based on a Likert scale of Agree, Neutral and Disagree.

**Table 5: showing the effects of work life balance initiative (UCU Mukono) on staff performance.**

NO QNS	Effects of work life balance initiatives on staff performance	Agree	Neutral	Disagree	Mean	SD
		F (%)	F (%)	F (%)		
1	Flexible work arrangements have improved my work life balance	13 43.33	13 43.33	4 13.33	2.30	0.67
2	Telecommunication programs have allowed me to work from home effectively	16 53.33	10 33.33	4 13.33	2.40	0.67
3	Compressed work week has given me more time for personal life	15 50.00	8 26.67	7 23.33	2.27	0.83
4	Job sharing has allowed me to balance my work and personal life	17 56.67	6 20.00	7 23.33	2.33	0.82
5	Parental leave has supported me in caring for my family	5 16.67	10 33.33	15 50.00	1.67	0.73
6	Employee wellness programs has improved my overall well being	15 50.00	10 33.33	5 16.67	2.33	0.73
7	On -site amenities have made my work life more convenient	12 40.00	11 36.67	7 23.33	2.17	0.79
8	Technology based solutions have made my remote work more accessible	12 40.00	13 43.33	5 16.67	2.23	0.72
9	Manager training on work life balance has created a supportive work environment	9 30.00	15 50.00	6 20.00	2.10	0.69
10	Work life balance ambassadors have provided guidance and support	10 33.33	10 33.33	10 33.33	2.00	0.82
	Average				2.25	0.74

**Source:** primary data

The findings on work life balance initiatives show a generally positive impact on staff performance though with some variations flexible work arrangements 43.33% agreeing and telecommunication programs 53.33% agreeing scored highly with means of 2.30 and 2.40 respectively and a low standard deviation 0.67 for both, indicating a strong staff agreement on their benefits. Compressed work weeks with 50.00% agreeing and job sharing with a 56.67% agreeing also has a positive influence with means of 2.27 and 2.33 and a standard deviation of 0.83 and 0.82 respectively, suggesting they contribute effectively to work life balance though with slightly more variability in responses.

Employee wellness programs with 50.00% and on-site amenities 40.00% agreeing show moderate positive impact with means of 2.33 and 2.17 and standard deviations of 0.73 and 0.79 respectively. In distinction parental leave with 16.67% agreeing is viewed as less supportive with a mean of 1.67 and a standard deviation of 0.73 reflecting a significant proportion of staff finding it less effective .Technology based solutions with 40.00% agreeing and manager training with 30.00% demonstrate moderate benefits with means of 2.23 and 2.10 and standard deviations of 0.72 and 0.69, Work life balance ambassadors with 33.33% agreeing has a balanced effect with a mean of 2.00 and a standard deviation of 0.82.

In conclusion the overall mean of 2.25 and standard deviation of 0.74 suggests that while staff generally view these initiatives positively there is a notable variability in their effectiveness across different programs.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter interprets the findings regarding the literature available. The paper provides a comprehensive review of the findings in chapter four regarding the research question, conclusion, recommendations, and possible areas for future research.

#### **5.1 analysis and interpretation of the results**

##### **5.1.1 The impact of training and development programs on the performance of employees.**

Quantitative findings from the study indicated that training and development programs were positively related to staff performance. Such would mean that, indeed, the programs have enhanced the capabilities of the personnel. Aguinis & Kraiger established that training and development programs lead to increased work satisfaction and reduced turnover rates.

Partners and trends that have been found in the study are those that stressed continuous training and development as an important factor for enhancing the skills and performance of employees, Kozlowski and Salas, 2010 affirm that continuous training and development is the only way of maintaining and improving staff's performance, particularly in situations where the setting involves complex and dynamic tasks.

The findings also showed that the employees who undergo training and development programs are more satisfied and committed to their jobs. Noe, 2017 stated that due to the availability of training and development programs, employees tend to develop much job satisfaction and staff engagement and hence performances are also enhanced.

The results also indicated a remarkable rise in the productivity and efficiency of the staff, yielding high performance of the entire organization. On the other hand, Eisenberger et al 2010 argue that when employees perceive care from their respective business even on rendering training and

development opportunities yields to increase productivity and efficiency that leads to the wellbeing of an employee.

### **5.1.2 Remuneration and benefits and its effects on employee performance**

Quantitative data obtained through the research showed that at UCU, there was a significant and meaningful relationship between the level of compensation and benefits accorded to staff and their resultant performance. This would mean that adequate remuneration and benefits could be effectively used to motivate staff to perform better. According to lawler 2011 remunerations and benefits could lead to employee motivation to work, job satisfaction and performance.

The study found from the patterns and trends which confirmed that the need to be given a competitive remunerations and benefits to attract and retain some of the highly skilled personnel at UCU. According to Henemn and Judge (2012). Employees are bound by the remunerations and benefits provided for them; hence, it has had a great bearing on their level and degree of engagement and commitment, hence impacting their productivity.

Results indicated that UCU staff who received fair salary and benefits expressed increased job satisfaction and commitment towards the institution. Rynes et al. 2012 noted that through offering equitable salary and benefit can increase job satisfaction, organizational commitment and employee engagement, which in turn will increase overall performance.

In fact, the data indicated that there was a significant rise in the levels of productivity and efficiency among UCU staff, which in turn contributed to the good performance of the entire organization. Indeed, in their work, Hackman & Johnson (2013) argue that perceived and organizational support - which includes remuneration and benefits packages - plays an important role in enhancing worker motivation and performance.

### **5.1.3 Effects of work-life balance initiatives on employee performance**

The results indicate that the mean of 2.25 shows that work-life balance programs contribute to positive performance. The findings support the studies that showed a positive relationship between work life balance and employee performance. Greenhaus & Allen, 2011 established that successful

work-life balance initiatives can enhance job satisfaction and performance by reducing stress at work, hence improving the well-being of the individual.

However, the standard deviation of 0.74 indicates a considerable dispersion of opinion among staff. That is, while some staff perceive the initiatives to be useful, others may not feel as satisfied. This variation agrees with Allen et al. (2000), who concluded that the effectiveness of work-life balance programs may be contingent upon different needs and expectations.

Regarding the specific programs, the results show that the attitude of employees concerning wellness programs and programs providing flexibility in work is very encouraging. Indeed, Kossek and Ozeki (1998) indicate that wellness programs and programs offering work flexibility can significantly improve job satisfaction and performance since they ensure the needs of workers are satisfied and they provide a better working environment.

While parental leaves and work-life balance ambassadors scored lower, this might mean that these do not answer the expectations set by workers. Lower scores for parental leave mean that the current regulations may be inadequate. Similarly, the effectiveness of work-life balance ambassadors may need to be reviewed further in order for them to provide greater support for their employees. According to Eby et al. 2005, effective and well-practiced parental leave policies together with support mechanisms give a source of employee satisfaction and therefore retention. Although the efforts made by UCU in work-life balance through wellness programs and flexible working have had an overall positive impact on staff performance, especially regarding improved morale and motivation, there are one or two areas that need to be looked into for improvement, especially regarding the policies on parental leave and work-life balance ambassadors.

## **5.2 Summary of findings**

What corrective measures UCU should undertake in respect to the identified deficiencies; monitoring of the staff's response with a view to ensure that such diverse needs of its workforce get duly met. The research brought out a clear and simple positive correlation between training and development programs and performance of the staff.

Evidence from empirical data shows that these training programs tend to increase significantly the competencies of personnel, which in turn elevate job satisfaction and reduce the workplace's

turnover rate. Training programs have become indispensable tools for maintaining and improving employee performance where situations are complex and highly dynamic. Individuals who had been exposed to these training programs possessed a much greater degree of job satisfaction and commitment to their companies, which in turn was reciprocated back to the firms through increased output and productivity. Results show a positive and strong relationship between equitable remuneration benefits and employee performance.

Employees who are well remunerated and given the right benefits are more likely to ensure a higher job satisfaction and exhibit a stronger devotion to the firm. This goes ahead to enhance the overall effectiveness of the employees and performance of the business. It also emphasizes that to ensure high levels of performance, it is of paramount importance to provide competitive remuneration packages to attract and retain highly qualified staff. The results of the research showed that generally work-life balance initiatives are effective in enhancing employee performance. Among the available options, employee health programs and flexible working conditions were the most popular.

### **5.3 Overview**

These activities enhance job satisfaction and decrease stress arising from workplaces. However, in reality workers' attitudes differ so much concerning these activities that, while some employees gain a lot, others do not feel just as satisfied. Specific elements like parental leaves and the work of ambassadors of work-life balance show lower satisfaction values and may be considered aspects to be developed. These gaps must be filled and the staff's response continuously monitored to increase efforts for work-life balance to report more success in terms of employees' needs.

The report highlights key effects that pertain to training and development programs, remuneration and benefits, and finally work-life balance.

### **5.4 Recommendations**

The strong association of training and development with increased job satisfaction underlines the importance of continuous improvement of skills in staff performance enhancement. Competitive compensation and benefits are relevant for maintaining high motivation and organizational

commitment. In addition, work-life balance initiatives, such as employee wellness programs and flexible working arrangements, also enhance job satisfaction and performance. Yet, variability in the perceptions of staff would suggest areas of improvement. The roles of the ambassadors and the continuous evaluation of this initiative are deficiencies that are needed for parental leave and work-life balance to be at maximum effectiveness in satisfying the needs of workers.

It has been found from this research that the following recommendations are very important in methods of retaining employees and staff performance at UCU.

It calls for establishing a continuous learning framework with frequent update and improvement in training, which may be tailored to meet the needs of industry that continue to evolve.

This is understood to imply that training programs should utilize more complex and challenging scenarios in an effort to better prepare staff with a wider range of issues. Ongoing training has so far proved invaluable in maintaining and improving levels of individual performance. Organizations can improve the competency level of workers, satisfaction, and productivity through proper, updated, and relevant training programs. The report also suggests reviewing the prevailing salary and benefits package critically so that it can ensure competitiveness and compatibility with the standards of the industry. It must be achieved through the performance-related reward system and also by providing other fringe benefits which meet the peculiar needs of employees.

Equitable and competitive remuneration has a direct bearing on job satisfaction and organizational commitment. Organizations should continue to provide attractive remunerations packages to improve job retention of the best employees and staff performance. The work-life balance initiatives should be increased and perfected by focusing on those aspects which received lower satisfaction ratings, such as parental leave and the work of work-life balance ambassadors themselves. This can be done through regular feedback from workers to understand their needs and change the policies accordingly. Though work-life balance programs have an overall positive impact, the areas where satisfaction has come out to be lower will help in distributing benefits uniformly across all employees.

Better policy in these areas can lead to increased job satisfaction and reduced stress related to work. The research finally recommended the development of a systematic mechanism of feedback providing scope for the employees to regularly give their responses about training, compensation,

and work-life balance initiatives. Employee responses can be used in making informed changes and improvements. This can be done through strategies of continuous monitoring and modification of responses provided by the employees themselves. This will ensure that the challenges are quickly identified and resolved to ensure effective programs that can continue to satisfy the needs of staff.

### **5.5 Areas of further research**

The study explored employee retention strategies and staff performance in Uganda Christian University. The study goes on to recommend further studies on related topics, specifically in the following areas: Evaluate the long-term impacts of training and development programs on staff performance and organizational outcomes. Although existing studies show promising results of training programs in the short run, more research is needed with regard to exactly how such programs influence the performance of staff and organizational success over a longer period. It would rather be fruitful to focus research on implementing a comparative study of various remuneration and benefits structures of a large number of companies. Such a study would help the firms to compare their practices with the industry as a whole and upgrade their compensation plans. Examine the impact of one work-life balance program on various demographic groups of employees and jobs. One might research, for example, which of the following groups of employees is more affected by the work-life balance initiative: holders of different professional positions, holders of different family obligations, or holders of different stages in their careers.

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## APPENDIX: QUESTIONNAIRE

I am Mirembe Lauren Joyce, reg no. J22b05/070 a student of Uganda Christian University, pursuing a Bachelor's degree in Business Administration. I am currently conducting a study on employee retention strategies and staff performance at Uganda Christian University. This study is purely for academic purpose and your response will be highly appreciated and kept confidential. The questionnaire is for academic research purposes.

**Please answer in the spaces provided and tick where appropriate.**

### Part 1: Demographic details. Please tick where appropriate

Gender      Male       Female

Age            25yrs       26-39       40-55       56-60       60 above

Job title \_\_\_\_\_

### Part B: Employee retention strategies and staff performance

In order to obtain your views on employee retention strategies and staff performance at UCU. Please rate the following on the scale 1-5 where strongly agree = 5, agree=4, neutral =3, disagree=2 and strongly disagree=1

**1: Evaluate the impact of training and development programs on staff performance**

**SA- Strongly Agree, A-Agree, NS- Not sure, D- Disagree, SD- Strongly Disagree**

No. Qns	Statement	5 SA	4 A	3 NS	2 SD	1 D
1	Leadership Development Programs have improved my job performance.					
2	Communication Skills Training has helped me communicate more effectively with my team					
3	Time Management and Productivity Training has improved my productivity					
4	Technical Skills Training has helped me develop new skills.					
5	Diversity, Equity, and Inclusion (DEI) Training has created a more inclusive work environment					
6	Team Building and Collaboration Training has improved my teamwork skills.					
7	Mentoring Programs have helped me advance in my career.					
8	Coaching and Feedback Training has improved my communication skills.					
9	E-Learning Programs have provided me with convenient access to training.					

**2: Analyze the influence of compensation and benefits on staff performance**

**SA- Strongly Agree, A-Agree, NS- Not sure, D- Disagree, SD- Strongly Disagree**

<b>No. Qns</b>	<b>Statement</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 NS</b>	<b>2 SD</b>	<b>1 D</b>
1	My basic salary is competitive and reflects my value to the organization.					
2	Bonuses and incentives have motivated me to perform better.					
3	Health insurance benefits have improved my overall well-being.					
4	Retirement plans have helped me plan for my future.					
5	Paid time off has allowed me to recharge and relax.					
6	Flexible work arrangements have improved my work-life balance.					
7	Employee assistance programs have supported me in times of need.					
8	Wellness programs have improved my physical health.					
9	Professional development opportunities have helped me advance in my career.					
10	Recognition and reward programs have made me feel valued and appreciated.					

**3: Examine the effects of work-life balance initiatives on staff performance**

**SA- Strongly Agree, A-Agree, NS- Not sure, D- Disagree, SD- Strongly Disagree**

<b>No. Qns</b>	<b>Statement</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 NS</b>	<b>2 SD</b>	<b>1 D</b>
<b>1</b>	Flexible work arrangements have improved my work-life balance.					
<b>2</b>	Telecommuting options have allowed me to work from home effectively					
<b>3</b>	Compressed workweek has given me more time for personal activities.					
<b>4</b>	Job sharing has allowed me to balance my work and personal life.					
<b>5</b>	Parental leave has supported me in caring for my family.					
<b>6</b>	Employee wellness programs have improved my overall well-being.					
<b>7</b>	On-site amenities have made my work life more convenient.					
<b>8</b>	Technology-based solutions have made remote work more accessible.					
<b>9</b>	Manager training on work-life balance has created a supportive work environment.					
<b>10</b>	Work-life balance ambassadors have provided guidance and support.					



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19<sup>th</sup> Aug, 2024

**TO WHOM IT MAY CONCERN**

Name: **MIREMBE LAUREN JOYCE**

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A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

**EMPLOYEE RETENTION STRATEGIES AND STAFF PERFORMING. A CASE OF  
UGANDA CHRISTIAN UNIVERSITY**

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

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