

## EMPLOYEE RETENTION STRATEGIES AND JOB PERFORMANCE IN ORGANIZATIONS: A CASE OF BISHOP STUART UNIVERSITY, MBARARA

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**ABSTRACT:** The study was carried out to investigate the extent to which employee retention strategies influenced job performance at Bishop Stuart University in Mbarara district. Three specific objectives were; to establish the influence of job security on employee job performance at Bishop Stuart University, to establish the influence of career development on employee job performance at Bishop Stuart University, and to establish the extent to which reward competitiveness influences job performance of employees at Bishop Stuart University. A cross-sectional study design was adopted in which both quantitative and qualitative data collection tools were used. Data was collected from 96 respondents particularly university managers, teaching staff, administrative and support staff. Descriptive and inferential statistics in terms of correlations and regression analysis were generated. The results showed that job security had a strong positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.412$ ). Career development had a moderate positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.219$ ). Analysis results also showed that there was a moderate positive effect of rewards competitiveness on employee job performance at BSU in Mbarara district ( $\beta =0.262$ ). Basing on the above findings, it can be concluded that employee retention strategies significantly influence job performance at BSU in Mbarara district. To this end therefore, the study recommends the following; permanent contracts, job security policy, regular on-job trainings for all staff, salary enhancement policy, housing facilities for the employees and offering of competitive salaries.

**Keywords** –Employee retention strategies, job performance, Bishop Stuart University Mbarara Uganda

### I. INTRODUCTION

An employee is an asset to any organization. Employee retention is a key factor to the success of an organization because more experienced employees are more valuable to the organization, a reason for organizations to prioritize retention of its employees, (Ghansah, 2011). It is expensive to hire an employee and it is time consuming at the same time, involving advertisement of the job vacancies and paying recruiters, (Finnegan, 2010). Despite the business cycle or economy, companies face a challenge of retaining employees in today's competitive marketplace (Terera & Ngirande, 2014).

According to (Ghansah, 2011), organizations more involved in the production of services need the brains of their staff as it is not an easily replicable resource. However, these workers could easily be lost to competitors offering better working terms and conditions, when they feel dissatisfied with the current (Scott, 2016). This results in employers losing their invested resources, corporate memory to their competitors.

It is therefore very important for good and experienced employer to be retained by their employers. The organizations ought to realize the importance and relevance of their staff to its output and productivity and put proper strategies to keep them. This study looks at the retention strategies in Bishop Stuart University (BSU). In this study employee retention was conceived as the independent variable and was measured in form of job security, career development and reward competitiveness while job performance will be measured in form of commitment to work, meeting targets and responsiveness to customer needs as shown in the conceptual framework

### II. BACKGROUND

#### Historical Background

Retention strategies issues are traced way back by Shwan M. Carraher whose research was carried out during the time of 2<sup>nd</sup> World War over 60 years ago on Turnover Predication using attitudes towards benefits,

pay among employees and entrepreneurs in the countries of Estonia, Latvia and Lithuania. It was found out that provision of health care and other benefits like pay by employers were popularized first in American business as a way of rewarding employees and making them retained for long time (Carragher, 2011). There are other scholars whose studies traced retention strategies, compensation, and monetary remuneration merged as very important factors for organization implementation to retain employees (Scarpello & Carragher, 2008). They further argued that these factors have a big relationship with performance of the employee like accomplishing tasks in time and punctuality at work.

The origin of Retention of employees was traced at National level in the study carried out at Makerere University about the intentions of staff to stay committed working. Due to low retention of staff for many years way back from 1970s and 1980s caused by both political and financial issues, left MUK unable to retain its staff (Amutuhaire, 2010). It was found out that intentions of staff to stay working with the organization depended on the satisfaction of remuneration and job security.

Excellence performance of any institution of higher learning is a function of the people, it is able to motivate and retain in order to work towards achieving the organization goal (Amutuhaire, 2010). This notwithstanding, Bishop Stuart University has had a problem with employee job performance SMT meeting (2016), but there was no research about the extent to which retention strategies influence job performance that had been carried out.

### **Theoretical Background**

The study was based on Herzberg's Two-factor theory, who categorized job factors into Hygiene and Motivator factors. Hygiene factors are important for motivation at workplace and may lead to dissatisfaction if they are non-existent, though they do not provide a long-term positive satisfaction (Herzberg, Mausner, & Snyderman, 1959). (Herzberg et al., 1959) said that motivator factors like recognition from supervisors and sense of ownership of work motivate the employees for a superior performance and enhance job satisfaction. Increasing satisfaction was an important step in setting up strategy for retaining quality staff, and it involves understanding the different job dimensions that increase satisfaction (Miner & Raju, 2004).

Herzberg theory was generally accepted, but assumed a correlation between satisfaction and productivity but his research only stressed satisfaction and productivity ignored, yet employee satisfaction may not necessarily directly contribute to productivity (Hayday, 2003). The theory assumed that every happy individual performs well at work which may not be true since there are other factors which are external and might influence productivity or performance. A person may be happy with the salary but not recognized which results in to dissatisfaction and in long run failure to meet targets, less commitment to work hence indicator of poor performance.

There were some critiques, the theory does not apply to individuals unskilled jobs or jobs that monotonous and limited in the scope. It assumed that every person has a skilled job or employment. The theory failed to use a comprehensive measure to assess satisfaction (Kunchala, 2017), For instance an employee may find satisfaction in a job though they may dislike part of their job.

The theory was weak since it did not account for individual personality traits that were capable in providing different response to hygiene or motivator factor (Smerek & Peterson, 2007). Herzberg's Motivation and hygiene factors got similarities with Maslow's hierarchy of needs theory as it carries employees' needs for motivation in similar terms (Borkowski, Deckard, Weber, Padron, & Luongo, 2011). For instance Herzberg's motivation factors; responsibilities, career growth, promotion and recognition, were similar to Maslow's self-actualization and self-esteem. Also salary pay, work conditions, job security and company policy were comparable to Maslow's safety and Physiological need.

Despite the comparison to other motivational theories, Two- Factor Theory provided more comprehensive sets of factors that cover basic individual internal and external needs which exert employees' additional effort toward their jobs at work place.

Therefore, Motivator- Hygiene Theory (Herzberg et al., 1959), explained the extent to which employee retention strategies influenced job performance in Bishop Stuart University. **Conceptual Background**

Two concepts guided the study, that is, retention strategies and job performance where employee retention in an organization involved physically keeping employee members since it was a necessary fundamental for organization success Aguenza and Som, (2012), and involved employing ways of encouraging them to keep as long as possible in the organization (Griffeth & Hom, 2001). The retention strategies premised to affect job performance included; job security, career development and reward competitiveness as reported by (Mullins, 2011), and high level of job security enabled employees to perform well and concentrate better at work.

Job performance assessed whether an employee performs well the job. According to Lawler & Worley (2006), job performance referred to ability of an employee to accomplish his/her tasks basing on the organization expectations. These scholars further confirmed that productivity improvement was a critical issue in today's organizations success. To measure employee performance, they should meet with their supervisors regularly and monthly meeting needed to be considered; job description review and skills assessment.

According to Aguenza and Som, (2012), career development was acquiring new skills and employing beneficial learning methods both to employees and the organization, and a “key attractor” to the organization. Definitely, failure of an organization to recognize the need and desire of an individual to grow can lead to their resignation. Many employees commit to an organization when there are training and skill development opportunities for career growth.

### **Contextual Background**

The context of the study was Bishop Stuart University, Mbarara District where job performance was the most critical challenge in BSU which was influenced by weak retention strategies. The financial report deliberated on 1<sup>st</sup> June 2016 during the Board of Trustees (BOT) meeting, indicated that costs due to labour turnover had gone to about 70% of the salary of exiting employee. BSU recruits lecturers from Bachelor’s to PhD Level of qualification academic and non-teaching staff from Diploma level and above.

BSU was founded in 2002 by Ankole Diocese of COU to offer Higher Education and Christian objectives in line with structures of the government. . It was accredited by NCHE in 2006 to start a warding Degrees, Diplomas and certificates in different disciplines and was later chartered in 2014 by the President of Republic of Uganda as reported in the Human Resource Manual 2016, (BSU, 2016). According to the meeting that was organized by the University Chancellor (28<sup>th</sup> May 2016) in the University Board room for non-teaching staff and teaching staff, to talk about the issues affecting the University, as this was brought by information which was in circulation about deterioration of worker’s performance and had resulted to staff turnover. This was confirmed by the complaint letters which students’ representative would write to Vice Chancellor and Chancellor complaining that Lecturers miss lectures and sometimes come late, delay to return their course work and tests marked scripts and whenever they go to administration find some offices locked, students fail to get their academic documents in time, some staff go for lunch and come back late and low response to the needs to customers. Formers students and suppliers could not get responses about their needs in time. The Vice Chancellor’s speech in the same meeting raised the concern about the employees’ breach of contract, because some requested for annual leave and did not turn up, and this caused the academic programs to be hindered since it took long to get the suitable lecturers and Administrative Staff.

The University staff get their monthly salary on 25<sup>th</sup> of every month, travel allowances, end of year parties, extra load allowances for teaching staff, marking allowances, career development empowerment for academic staff, monthly airtime and 25% as responsibility allowance for administrative staff, paying of half of the tuition for biological children of staff, lunch allowance for support staff as drawn from the Human Resource Manual, 2016, (BSU, 2016).

Despite these incentives, the level of job performance remained unpleasant. The employees grieved that salary they get was not tallying with their level of education, the allowances for extra work done delay, absence of health insurance demotivated staff, much extra load on lecturer caused by abrupt resignations hence some classes remained not attended to. The abrupt resignation was likely attributed to inconsiderate retention strategies. The University Chancellor declared the payment of 13<sup>th</sup> Cheque on 13/10/2016 during Graduation Ceremony so that BSU be in range with other institutions and employees were happy, unfortunately the management did not implement the decision and this has triggered lack of commitment to work and others go for other jobs elsewhere due to weak rewards competitiveness as noted in a Staff Meeting in February 2018. Furthermore, the employees grieved that they were not appreciated for the work they do to an extent that the university makes them pay the corporate wear by deducting their salaries automatically. The university policies in place do not favour a majority especially on trainings and workshops, meaning they are not involved in such trainings. Some employees are grieved by delay of their appointment letters, and this mostly caused delay in marking and release students’ results and absenteeism.

Despite employees’ complaints about unsatisfying salary, the management focused on acquiring buildings, buying expensive official vehicles for top managers, but not things that facilitated employee retention. This approach was so worrying to the institution and could lead to decline in its performance if the retention strategies used are not checked properly. It was on such ground that the researcher wished to investigate the extent to which employee retention strategies influenced job performance at Bishop Stuart University.

### **III. PROBLEM STATEMENT**

For organizations to run smoothly and efficiently and keep a competitive advantage and better performance, retaining their best employees is critical (Cardy & Lengnick-Hall, 2011). Employee turnover interrupts work flow and can cost organization money and time. Employee turnover can create knowledge gap, loading more work for the remaining team members. In addition, recruiting and training a new employee is very costly. According to (Zaman & Anwarul, 2013), higher learning institutions are well known for being best employing organizations and also take lead on implementation of best retention approaches like; job security, rewards and compensation.

However, (Tetty, 2006) reports that institutions of higher learning have continued to register high some strikes due to discontented employees and students, employee turnover, despite of retention approaches in place.

Bishop Stuart University specifically registered some of these issues. This was revealed during the Staff meeting on 28<sup>th</sup> May 2016, about the issue hindering the University. It was captured that there was high rate of absenteeism, low responsiveness to customer needs, poor time management, failure to meet targets and high rate of staff turnover in both administrative and academic staff. In attempt to retain employees, BSU motivated its employees by provision of early salary payment at 25<sup>th</sup> of every month, extra load allowances, airtime every month, marking allowances, 25% of responsibility, travel allowances, recognition of best performers every end of year and staff development (Human Resource Manual 2016).

Despite of the attempts by BSU to retain its employees, the level of performance among its staff had remained wanting as there was still issues of late submission and release of examination, course work marks of students, late coming, low responsiveness to customer's needs and failure to meet targets (SMT meeting 2016). These issues stood a chance to make BSU slide back and lose students to other Universities. This was so risky that may cause loss of public image, good will and collapse of the institution in long run.

#### **Objectives of the Study**

The study sought;

- i. To establish the influence of job security on employee job performance at Bishop Stuart University.
- ii. To establish the influence of career development on employee job performance at Bishop Stuart University.
- iii. To establish the extent to which reward competitiveness influences job performance of employees at Bishop Stuart University

#### **Justification of the Study**

Many studies had been carried out on retention and job performance for over decades in public sector and It was also not known that the study on retention strategies and job performance had ever been carried out in Bishop Stuart University. The study carried out by (Amutuhaire, 2010), on Makerere University staff retention, the study explored the intention of staff to stay working with Makerere, a Public University. The study recommended research to be done in Private Universities as well. Therefore, it was justifiable to carry out this study on strategies for employee retention and their influence on job performance at Bishop Stuart University which is a private institution. The findings could be used as base for new policy formulation on matters of retention of employees and job performance at BSU.

### **IV. LITERATURE REVIEW**

#### **Job Performance in Organizations**

Job performance assessed whether an employee performed well the job. According to Lawler & Worley 2006, defined job performance as ability of an employee to accomplish his/her tasks basing on the organization expectations. These scholars further confirmed that productivity improvement was a key factor in organizations' success. To measure employee performance, they should meet with their supervisors regularly and monthly meeting needed to be considered; job description review, skills assessment, upcoming goals needed to be put in to consideration. According to (Borman & Motowidlo, 1993), job performance was referred as how effectively assignments are executed by employees, realizing the organization's vision, at the same time proportionately rewarding both the individual and the organization. The researcher agreed with such aspect of employee putting effort to accomplish tasks but also needed to be rewarded since the organization will achieve its goal, failure to reward of which the performance of employee might become unpleasant by failure to meet target.

Performance was a concept with many components and to a greater extent one could differentiate behavioral engagement from the outcome expected, (Borman & Motowidlo, 1993). This behavior resulted in to actions employee exhibits to accomplish work like level of commitment to core tasks meeting targets and punctuality, whereas outcome stated about the consequences of individual job behavior (Campbell, Mchenry, & Wise, 1990), as mentioned by Project Management Institute (2008), employees job performance largely depended on how they were motivated which affected the overall success of organization.

Job performance was in form of performance assessment and management was an important part of effective human resource management both in public and private and it was most sought development intervention in human resource (Bateman & Snell, 2007). In that case, employee performance implied the achievements that the individual made after putting the required energy and effort on the job that was associated with meaningful work and compassionate employer (Karakas, 2010). Therefore, in order to utilize human resource fully and enhance organization achieve its goal, effective employee performance management was very important key in any organization with performance basing on objective aligned with policies of organization so that the entire process was not driven by events but become more strategic (Jena, 2014) suggested. In that situation, when the policies are clear to every employee, it would be easy to fulfill their purpose for example reporting time, meeting targets and in the long run help to boost their commitment at work.

#### **Employee Retention Strategies and Job Performance**

Retention strategies are a sum of all those strategies targeted at employees' commitment to organization by giving them opportunities for growth, (Bogdanowicz & Bailey, 2002). According to (Samuel & Chipunza, 2009), citing Chaminade, 2007, it involved voluntarily creating an environment which could engage employees for long. He also stated how literature had overwhelmingly cited its importance to retain valuable workforce for survival of an organization in the market place. Maintaining a corporate strategic advantage required that an organization was able to keep a team of employees who are committed and productive, (Mak & Sockel, 2001). Employees had often cited factors like competitive salary, conducive work environment, healthy work relationships and job security as key motivational variables that influence their decision to stay in the organizations, (Maertz & Griffeth, 2004).

Retention of employees required employing strategies to convince the employees to do so, (Griffeth & Hom, 2001), and it involved an organization being able to keep its employees as it was key to its success. (Aguenza & Som, 2012) defined the retention strategies as approaches and tactics that make the employees stay in Organizations for maximum period of time. These strategies that affect job performance include; job security, career development and reward competitiveness. (Mullins, 2011) defined job security as a chance for individuals to keep their job. A high sense of job security encourages employees to perform well and concentrate better than those who are always not sure if they would work tomorrow. Consequently, job insecurity can be a source of distraction and eventually leaving the organization.

According to Heydy (2017), in the study of 100 employees in different organizations on job security and job performance, the findings revealed that job security provided by organization can be used as a yard stick of improving employees' job performance and also as well as how employees with colleagues at work. The researcher conquers with the findings, the extent to which someone is secure at work, also determines their commitment level to the organization and this also can determine the fulfillment of the set targets.

Employee development was defined as gaining new skills (Aguenza & Som, 2012). They argued that availability of opportunities for employees to develop their skills and career was the "key attractor" to the organization. A number of employees prefer employers who facilitate career development by offering training and skill development activities, hence commitment to the organization.

Reward competitiveness was referred to as the comparison between pay of the organization and its strategic competitors (Bratton & Gold, 2012) and it depended upon, in part, labour market and product market conditions and management's strategy. Competitive compensation was important in employee retention though it would not in itself give a company a guarantee of keeping its most valuable employees, suggesting others factors needed to be considered.

The extent of total compensation offered by an organization relative to others was the key issue in retention, (Lockwood, 2006), meaning that "Organizations that had high levels of compensation," "had lower turnover rates and big numbers of individuals applying to work for them." He also indicated that workplaces with high wage may create a "culture of excellence." The absence of the above strategies, therefore are premised to be what had affected job performance in BSU and that's what the study tries to investigate about, not forgetting that the retention of employees and better performance cannot be achieved with one strategy.

According to (Bidisha & Mukulesh, 2013), employee retention was influenced by several factors, and they included; compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice. According to (Beck, 2001), organizations use a wide scope of factors of human resource management that affect employee commitment and retention. However, retention depend on job characteristic, and this helps the organization to retain the valuable resources that are hardworking (Osteraker, 1999).

#### **Job Security and Employee Job Performance**

According to Wang, Lu & Siu (2015) in their study argued that the moment workers do not feel secure in their job, it brings stress and bad feelings which weakens their zeal to perform better at work. They further stated that it was the organization responsibility to look for intervention strategies that can produce quality results. The findings of the study revealed that fear of job insecurity related to inadequate job performance. In

this context, the researcher concludes that since it is difficult to avoid job insecurity, it is high time organizations understood the ways of maintaining commitment to work and how negative reactions to job insecurity can be minimized and maintain the energy to achieve the set objectives.

According to (Gholamreza, Mokhles & Bahrami, 2011), on a study about impact of job security on employees' commitment in QoM municipalities in Iran, revealed that job security had the highest impact on how employees were committed to their work in agreement with (Arabi, 2000). The researcher critiques the findings, despite job security, employees may still exit the organization or fail to perform better especially, if there are no factors that make them comfortable in the organization. Therefore commitment and good performance of employees can never rely on a singular factor.

During a study on Japanese workers, it was found out that certain terms of employment like permanent employment terms and seniority system, job security lead to employees committing to their jobs, job performance and employee retention in an organization (Abegglen, 1958). However, this finding was critiqued by (Rosenblatt & Ruvio, 1996) during their research conducted on job insecurity, who indicated a negative correlation between job security and job performance and commitment to organization, meaning despite job security, employees may still exit the organization or fail to perform better especially, if there are no factors that make them comfortable in the organization.

Factors which caused employees to stay in organization could occur in various forms. Motivation and commitment of employees in an organization depended on how much they believed that they would keep employed. Hence, job security was one of the most significant variables of employee satisfaction which expresses the general attitude of the employee towards his/her job (DiPietro & Milman, 2004; Şenol, 2011). Every person would need to be sure if their jobs are protected and this helps to raise commitment and leads to meeting targets, but if one was employed temporary, there was no stability at work thinking any time he/she may lose the job. They start to part time in other organizations to make ends meet, and this leads to absenteeism at work, low responsiveness to customer needs and poor time management which would yield no results in line with organization goals.

Dismissal of employees from organizations should not be done without reasonable grounds as it affects employee's prestige in society. According to (Zaman & Anwarul, 2013), talk of social order, peace and stability becomes difficult if in an organization employees are dismissed without showing a reason.

In the present day, job security is looked at as a right of employee that cannot be replaced, and guarantees the employee and his/her family of their income and maintain good life. Hence, employees consider job security at the beginning, for them to have confidence about the future. This was true people prefer to work with public service in Uganda because of job security and it is like a life time job, but you find they are not committed to work, report late since there is no close supervision. Therefore, this called for further research about job security and performance in Public sectors.

According to Opio (2018), about employee engagement during awards survey conducted by Employers Federation, found out Job security as essential for employees commitment towards work and determined their engagement at work.

### **Rewards Competitiveness and Employee Job Performance**

Omolayo & Owolabi (2007) in their study argued that increased rewards attracted commitment from employees, which made them motivated and directly increased their commitment to work and also added that rewards act as a yardstick employees' level of commitment to the organization and its needed in order to fulfil needs of employees hence empowering them to serve longer with the organization. The findings revealed that, organizations which had high competitive advantage over other institutions in the same domain tend to attract many people because people work to improve their lifestyle and they spend more time at work than on personal businesses, so these rewards that competitive result to commitment to work and being loyal to organization. Also (Khalizani, 2012), agreed that increased salary and other benefits yield commitment from employees.

A study done in Nakuru county of Kenya revealed a weak positive correlation between the rewarding of employees and their performance at work. This indicated that increased levels of employee performance were associated with improved rewarding system of workers in Nakuru county of Kenya on employee performance (Njoroge & Kwasira, 2015).

According to Ibrar & Khan (2015), in the study about the impact of rewards on employee performance in Malakand private school, the findings from the study showed that there was a positive relationship between rewards competitiveness and employees job performance. Further commented that organizations that enforce competitive rewards system yield satisfactory performance from their employees as supported by Dewhurst (2010) study findings. Nevertheless, it has to be well known that employees have got varying needs about rewards, some take money as a stronger factor to meet their needs while other prefer housing allowance, transport, but rewards that are competitive with other organizations in the same domain bring retention of employees and boost their morale to perform hard to accomplish tasks, punctual at work in order to meet targets.

According to (Lockwood, 2006), the study explained that where work was simple and repetitive and did not require training, it was appropriate to use strategies of low salary. However, in very competitive labour markets, organizations might be needed to pay highly competitive rates in reference to other organizations in the same market considering the classification of their job. Rewards may not mean competitive salary rates but others like health insurance, housing allowance and other benefits that make one feel happy to stay with the organization, even though one was not holding a big position, the rewards given should cut across to make all workers motivated to work but rates may be different.

Rewards are structured to attract and retain workforce with skills, with major purpose to attain competitive advantage. This becomes a reality when organization take them as crucial catalyst for employee performance, (Edirisooriya, 2014) stated in the study. The study findings showed a significant relationship between rewards and performance. However, (Subekti and Setyade 2016), found out that rewards never had a significant relationship on employee performance. Definitely, the workers might keep at the organization because of other factors like work environment, organization culture, work life balance, behavior of the co-workers and support from the supervisors and many others which might determine the decision of the employee to stay in the organization.

Rewards were key in attracting and retaining employees, and they played an important role during recruitment process (Williams & Dreher, 1992) study explained. However, the findings showed that pay cheque alone was not enough to keep the employees and low pay would force them out of the organization, though high pay package would not guarantee attracting and keeping the workers in the organization unless the organization kept comparing with its competitors, (Highhouse, Stierwalt, Bachiochi, Elder, & Fisher, 1999) agreed. Definitely, the workers might keep at the organization because of other factors like work environment, organization culture, work life balance, behavior of the co-workers and support from the supervisors and many others which might determine the decision of the employee to stay in the organization.

Travor and colleagues, during their study a bout voluntary turnover and job performance, proved a negative impact pay rise on employee turnover (Trevor, Gerhart, & Boudreau, 1997). In this situation the researcher wished to comment that, competitive rewards or benefits policies in every organization that are not strategic can never improve morale, retain workers and achieve organization targets. You find very few individuals enjoying salary increments instead of raising salaries for every employee irrespective of their positions and this may be caused by failure to implement the policies appropriately.

The key issue in retention was the amount of total compensation by an organization to other organizations, and high salary workplaces might create a “culture of excellence,” (Lockwood, 2006) urged in the study, However, Lockwood findings were disagreed by (Staw, Calder, Hess, & Sandelands, 1980), that “money” attracts employees but was not sufficient to keep them.

According to the study of (Brannick, 1999), it was found out that money was not considered as primary retention factor, though (Pfeffer, 1998) indicated that many organizations implemented very good employees retention strategy without offering high compensation or pay based retention strategy. That did not dispute existence of other retention factors. A number of people prefer to work with high paying organization well knowing their needs in life would be met and those who can stay with low pay have bigger allowances than their monthly pay or other benefits like housing allowances, insurance.

As strongly supported by literature, employees stayed with their employers given that rewards competitiveness existed. However, employees were more likely to stay provided the organization rewards its employees in relation to other competitors since people run to better pay organizations (DiPietro & Milman, 2004) study findings revealed. Likewise, (Zhao, Wayne, Glibkowski, & Bravo, 2007) indicated that the decision of an employee to stay with a company was dependent vitally on how well they fitted into the way the company did its business, and rewarded its employees. However, the organization ought to take into consideration the kind of benefits that employees prefer according to prevailing situation with other institutions in same domain so as to keep them, and this would indirectly help them commit to their work.

## V. METHODOLOGY

### Research Design

The study adopted a cross-sectional research design. Cross-sectional design was used because it permitted the researcher to obtain useful information in a relatively short period of time (Bordens, 2011). The cross-section research design enabled the researcher to analyze the data both quantitatively and qualitatively since, it allowed data collection using a questionnaire and interview guide. The study adopted both quantitative and qualitative approaches of research because it involved both interpretive and statistical data (Sarantakos, 2005), this was because the researcher wanted to address all aspects of the topic thoroughly, in order to achieve a higher degree of validity, credibility and utility of the research and enrich the nature of research data.

### Study Population

The study included considered Top Managers, lecturers/ teaching assistants, Administrative staff and support staff in BSU main Campus, Kakoba as a target population of 205 (BSU Human Resource Records,

2017). The specified category was included because they presumed to be having knowledge about the study about investigations.

### Sample Size and Sample Selection

Sample is a subset containing characteristics of a large population. It was determined using Taro Yamane's formula, with allowable error of 0.05 and confidence level of 95%, (Miaoulis & Michener, 1976).

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

Where n= Sample size,

N= Population Size,

e= Sampling error.

Therefore,  $n=128/(1+0.05^2) = 97$  staff

*Table 1 showing Sample Selection of Respondents and Procedure used*

Category	Target population	Sampled Population	Sample size	Sampling strategy
Top Managers	5	3	3	purposive
Lecturers	120	60	45	Simple random
Administrative Staff	50	40	30	Simple random
Support staff	30	25	19	Simple random
<b>Total</b>	<b>205</b>	<b>128</b>	<b>97</b>	

### Sampling Techniques and Procedure

The researcher used simple random sampling technique in order to give equal opportunity to all staff in specified categories a chance be selected and rule out biased information. This technique was applied in selecting Lecturers, Administrative staff and support staff to participate in the study.

The researcher used purposive sampling which allowed selection of certain case basing on a specific purpose not randomly, a non-probability sampling technique, (Tashakkori, Teddlie, & Teddlie, 2003) supports. The Top Managers that was Vice Chancellor, University Secretary and Academic Registrar were purposively interviewed since they were top leaders in the University and assumed to be having great relevant knowledge about the topic under investigation.

### Data Collection Methods

The researcher collected data using both quantitative and qualitative methods, as supported by (Oyetola, 2013).

#### Questionnaire Survey

This is a set of very specific questions formulated to provide particular information to meet the need of the pertinent topic under investigations. That method was used to collect data from Lecturers, Administrative staff and Support Staff. The researcher used this method because the target groups were literate and no difficulties in responding to questionnaire items, (Oso & Onen, 2008). The method enabled the researcher to collect accurate data since the respondents filled the questionnaire in their own time without being put on pressure.

The researcher acknowledged that method might impose challenges like heavy costs, inconvenience and high level of sensitivity to respondents. However, the researcher adhered to ethical standards and enforced informed consent, respect for autonomy, ensured privacy and confidentiality.

#### Interview Method

An interview is a direct face- to -face interaction with one or more respondents to obtain reliable information, however the roles of the interviewer and the respondents change continually.

This method was administered to the Vice Chancellor, Academic Registrar and the University Secretary. This method was used because it helped in collection of qualitative data with an advantage of collecting information that other methods cannot collect. It helped the researcher to get accurate information, as confirmed by (Mugenda & Mugenda, 2003). Also the method was flexible in terms of changing questions as the research continued most especially where probing was used to get more detailed information which could not be got easily.

#### Documentary Review

This involved review of information related to the matter being investigated. The researcher reviewed documents like top management meeting minutes, University policies, financial budgets and human resource manual. These documents helped in provision of concrete information on record about the University and case under investigation.

Minutes of Top Management help to provide information about the topic under investigation because that's where all issues about employees are discussed and recommendations made before forwarded to University Council for approval.

University Human Resource Manual helped to provide the information about employees' rights, benefits and code of conduct at BSU and Academic Year Financial Budgets reviewed to get information about employees



pay (Salaries Monthly) and salary increment trend to see whether there had been increment yearly or Not and other benefits a part from monthly pay like allowances, salary scale for categories. The method was effected by use document review checklist to collect data that could add on the issue under investigation (Kothari, 2004).

#### **Data Collection Instruments**

The researcher used document review, interview guide and questionnaire since the study collected the data using both quantitative and qualitative strategies.

#### **Questionnaire**

Questionnaire helped to seek respondents' attitudes, opinions and facts about the variables being investigated in the study. In the study, the researcher used questionnaires to get information/data from Lecturers, Administrative staff and Support staff on the extent to which employee retention strategies influenced the Job performance at Bishop Stuart University. The response to questions were rated using Likert scale to ease respondents' ability to answer and minimizing subjectivity and that eased in statistical analysis of quantitative value to qualitative data. Likert scale had five choices (strongly disagree, disagree, Not sure, agree ,strongly agree) and it was easy to construct (Kumar, 2011). The researcher used comprehensive questionnaires consisting closed questions, in order to allow respondents give responses appropriately. The questions were in three parts A, B &C. part A consisted of questions about back ground information and other parts looked at employee retention strategies and Job performance in BSU.

#### **Interview Guide**

An interview guide consisted of questions which the researcher used when interviewing the respondents (Mugenda & Mugenda, 2003). The method was used to get information from Specific respondents like the VC, US and AR since they are presumed to have relevant information about the employee Retention Strategies and Job performance in BSU and they are Top Managers. The Interview guide was used because of its flexibility that gives the researcher an opportunity to rephrase the question in case the respondent seems lose direction and helps the interviewer keep focus while seeking details.

#### **Documentary Review Checklist**

The researcher developed a check list for guidance in reading. It consisted of; Human resource Manual, Financial Budgets, University policies and minutes of top management meetings.

#### **Data Analysis**

The data was analyzed by use of a mixed process that was both quantitative and qualitative process. Competent statistical expert was used to analyze data in order to ensure quality results.

##### *Quantitative Data Analysis*

According to (Babbie, 2010), Quantitative analysis involved representing and manipulating numerical observations for the purpose of describing and explaining the picture reflected by the observations. The researcher used both descriptive and inferential statistics.

Descriptive analysis was applied by using SPSS to determine measures of central tendency from where percentages, frequency distribution and mean calculated to come up with conclusions basing on facts. Inferential statistics were applied through use of Pearson Correlations and multiple linear Regression analysis to establish the relationships between employee retention strategies and job performance at Bishop Stuart University in Mbarara district(Mugenda & Mugenda, 2003).

##### *Qualitative Data Analysis*

The data was analyzed qualitatively by use of thematic and content analysis basing on study objectives using interviews and the findings recorded well and given meaning in order to make meaning from the results. Whereas content analysis involved editing data after giving it meaning using short sentences, thematic analysis was applied by putting data into themes and coding it where quoting of respondents' ideas in quotation marks will be considered of important (Golafshani, 2003).

## **VI. PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS**

### **Introduction**

This chapter presented findings of the study interpretation of results and field findings on the extent to which employee retention strategies influenced job performance at Bishop Stuart University. This chapter also presented respondents' response rate and background information, descriptive statistics, analysis results of correlations and regression.

### **Response Rate**

Table 4.1 presented the response rate for the study done on the extent to which employee retention strategies influenced job performance at Bishop Stuart University.

**Table 4.1: Response Rate of the Respondents**

Category of respondents	Sample size	Respondent covered	Response rate (%)
Top Managers	3	2	66.7

Lecturers/Teaching Staff	45	45	100.0
Administrative Staff	30	30	100.0
Support Staff	19	19	100.0
<b>Total</b>	<b>97</b>	<b>96</b>	<b>98.9</b>

Source: Field Data, 2018

From Table 4.1, the results showed a good response rate of 98.9% from the study respondents. Only one top manager of the university did not respond to the study since she had travelled abroad for official duties. The researcher was able to get a good response rate because she was one of the staff at Bishop Stuart University in which the study was conducted.

In line with the above, credible researchers such as (Amin 2005) argued that a response rate of 70% and above was representative for a study sample. This therefore indicated that the response rate of 98.9% was good enough to generate valid findings and conclusions.

#### Background Information of the Respondents

The background information of the respondents who participated in the study was presented below.

#### Percentage Distribution of Respondents by Gender

Figure 4.1 presented the percentage distribution of respondents who responded to the questionnaire survey by gender. Gender was considered among the background information to help in implementing appropriate retention strategies well that consider both males and females

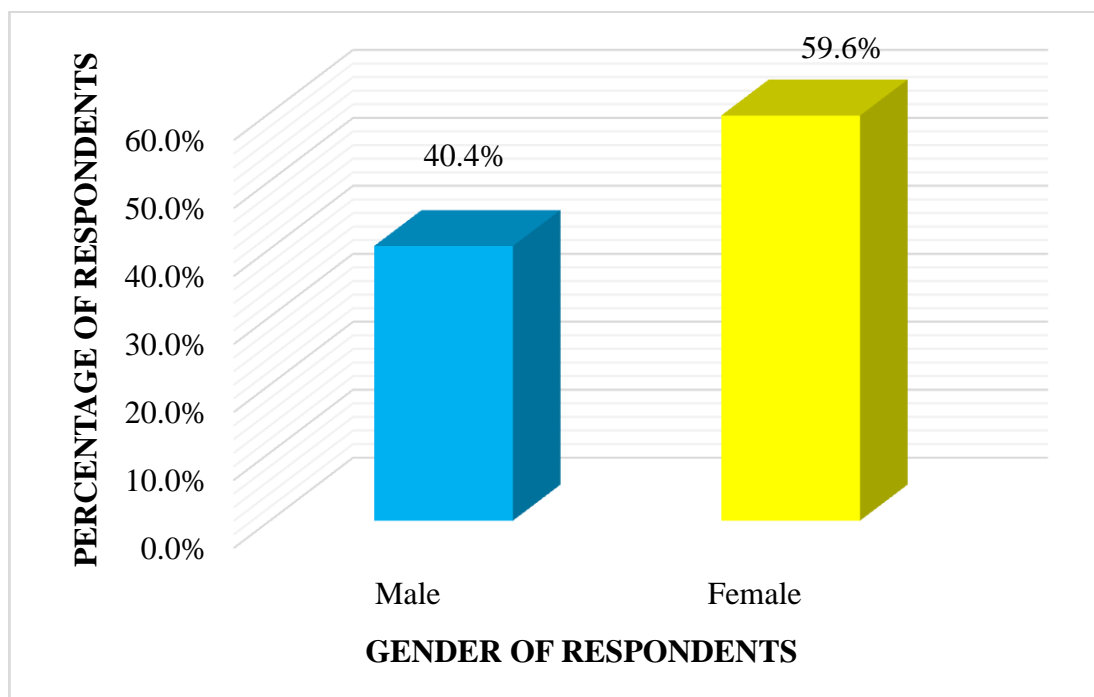


Figure 4.1: Percentage Distribution of Respondents by Gender

Source: Field Data, 2018

Figure 4.1 revealed that most of the respondents were females (59.6%, 56 out of 94). On the other hand, there were 38 men out of 94 (40.4%) who participated in the study. This showed that Bishop Stuart University employment policy was in line with the government policy of ensuring gender equality in all sectors of the economy.

#### Percentage Distribution of Respondents by Age Group

Table 4.2 presented the percentage distribution of respondents by age group at Bishop Stuart University in Mbarara district. People with different age brackets need to be planned for differently on retention strategies, therefore, it was justifiable to consider age. What retains the young staff in organization might be different from those who are old.

**Table 4.2: Percentage Distribution of Respondents by Age Group**

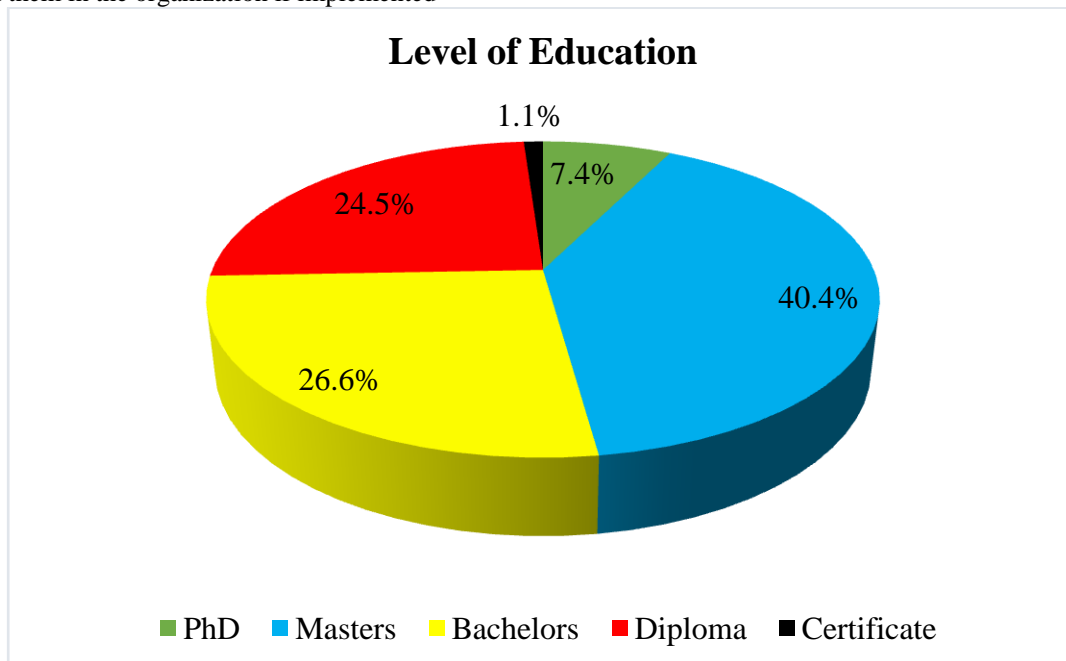
Age group of Respondents	Frequency	Percentage (%)
20-30 Years	13	13.8
31-40 Years	48	51.1
41-50 Years	28	29.8
Above 50 Years	5	5.3
<b>Total</b>	<b>94</b>	<b>100.0</b>

**Source:** Field Data, 2018

The findings indicated that most of the study respondents were aged 31-40 (51.1%) followed by those aged 41-50 (29.8%) and 20-30 years (13.8%) respectively. Few of the respondents were above 50 years (5.3%) as shown in Table 4.2. There were many middle-aged staff aged 31-40 probably due to the need for BSU to inject new ideas and enthusiasm in its operations which was usually common among middle aged employees.

#### Percentage Distribution of Respondents by Educational Level

Figure 4.2 presented the percentage distribution of respondents by their educational level at Bishop Stuart University in Mbarara district. The level of education can tell that staff are advancing in career and this can retain them in the organization if implemented

**Figure 4.2: Percentage distribution of respondents by Educational Level.**

**Source:** Field Data, 2018

The study findings showed that majority of the BSU staff that responded to the questionnaire had attained Master's degree (40.4%, 38 out of 94) followed by those with Bachelor's degree (26.6%, 25 out of 94) and Diploma education (24.5%, 23 out of 94) respectively. Only 7 study respondents working at BSU had attained PhD level of education (7.4%) as shown in Figure 4.2. In addition, there was only 1 respondent (1.1%) who had attained a certificate as his level of education.

It could be observed that most of the BSU employees had a master's degree probably due to the fact that it was a teaching requirement in the recruitment of lecturers who were majority study respondents.

#### Working Experience at Bishop Stuart University

The study respondents in the questionnaire survey were asked about the working experience they had at Bishop Stuart University in Mbarara district and the findings are presented in Table 4.3. The longevity of staff in the organization would mean retention and less years would mean staff have been leaving and new coming and this justified for consideration of working experience.

**Table 4.3: Working Experience at Bishop Stuart University**

Working Experience at BSU	Frequency	Percentage (%)
Below 2 Years	12	12.8
2-5 Years	60	63.8

6-10 years	21	22.3
Above 10 Years	1	1.1
<b>Total</b>	<b>94</b>	<b>100.0</b>

**Source:** Field Data, 2018

Results in Table 4.3 indicated that majority respondents (63.8%) that participated in the study had worked at BSU for 2-5 years. These were followed by those who had worked for 6-10 years (22.3 %). Also, a significant number of BSU staff had worked for less than 2 years (12.8%) and only 1 staff had worked at BSU for over 10 years (1.1%). This could imply that BSU is doing well in retaining of their employees. In addition, it could also imply that the employees are satisfied with the working conditions offered hence the reason why majority respondents had worked 2-5 years and 6-10 years respectively.

#### **Descriptive Statistics on Employee Retention Strategies and Job Performance**

This section presented the descriptive statistics on employee retention strategies and job performance at Bishop Stuart University in Mbarara district. Descriptive statistics in terms of mean, frequencies and percentages were computed to describe the data variables.

#### **Respondent's Opinion on Job Security at BSU**

Table 4.4 presented the descriptive statistics on job security at Bishop Stuart University in Mbarara district. The mean values were computed following a Likert scale with the following dimensions; 1= Strongly Disagree, 2= Disagree, 3=Not Sure, 4= Agree, and 5= Strongly Agree. The mean values of 3.5 and above implies agreement of the respondents with the opinion while means less than 3.5 implies disagreement with the opinion.

**Table 4.4: Respondents' Opinion on Job Security at BSU**

<b>Opinion on Job Security at BSU (n=94)</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>
My job employment is permanent at BSU	64.9	30.9	4.3	0	0	1.4
My term of employment with the University is secure.	55.3	34	6.4	4.3	0	1.6
The confirmation terms are favorable at BSU.	14.9	27.7	7.4	50	0	2.9
I feel happy about appraisal mechanisms used in BSU	4.3	38.3	7.4	46.8	3.2	3.1
I receive a job description showing what I am supposed do from day of confirmation as an employee in BSU.	0	6.4	6.4	79.8	7.4	<b>3.9</b>
Job security influence the extent to which I perform the job in BSU	3.2	4.3	3.2	57.4	31.9	<b>4.1</b>
There is a policy about job security in BSU	80.9	10.6	1.1	5.3	2.1	1.4
The term of employment which is short can cause me to exit BSU	5.3	9.6	4.3	34.0	46.8	<b>4.1</b>
Appointment terms and conditions influence job performance	0	7.4	3.2	50	39.4	<b>4.2</b>
<b>Mean of Means</b>						<b>3.0</b>

**Source:** Field Data, 2018

Results in Table 4.4 revealed that out of the 9-variable statements that respondents were asked on job security at Bishop Stuart University (BSU), 4-statements had a data means of above 3.5 while 5-statements had data mean below 3.5. Based on the scale of 1-Strongly Disagree to 5-Strongly Agree, any data mean of above 3.5 indicated support of the existence of the variable used to explain job security at BSU.

This therefore indicates disagreement by most respondents with the statistical claim that job security had improved at BSU. This suggest for low job security as 64.9% of response strongly disagreed that their job employment was permanent, 55.3% strongly disagreed that their employment with BSU was secure; 80.9% of response strongly disagreed that there was job security policy in BSU. This is further justified by the following statements with mean below 3.5: my job employment is permanent at BSU (1.4); my term of employment with the University is secure (1.6); the confirmation terms are favorable at BSU (2.9); I feel happy about appraisal mechanisms used in BSU (3.1) and there is a policy about job security in BSU (1.4).

There were however, only 4 statements that seemed to accept the statistical claim that job security had improved at BSU. This was due to the fact that their mean values were above 3.5 as indicated: I receive a job description showing what I am supposed do from day of confirmation as an employee in BSU (3.9); job security influence the extent to which I perform the job in BSU (4.1); the term of employment which is short can cause me to exit BSU (4.1) and appointment terms and conditions influence job performance (4.2).

The mean of means showed that on the overall, majority of the respondents disagreed that job security had improved at Bishop Stuart University (mean=3.0).

An interview with one of the Key Informants at Bishop Stuart University indicated low job security existing among the university staff and this had contributed to low employee job performance thus:

*Our University offers contract terms which are renewable for every staff. When the terms are favourable, one is motivated to work hard and when the conditions are not good people get demotivated and they may fail to meet targets. In addition, BSU lacks a section in the appraisal mechanism for the staff to appraise themselves. Also, note that BSU has no job security policy hence when the job is secure, the staff work hard and get energy to work to achieve organizational goals. UXA, BSU Administrator.*

In addition, qualitative findings revealed that job insecurity demotivated staff at BSU which consequently reduced their productivity:

*Here at BSU, job security influences the way staff perform their duties. If your job is insecure, you are always worried which demotivates you and you cannot deliver as expected. Eventually, you think of finding jobs elsewhere. On the other hand, a job which is secure empowers someone to remain committed at work by keeping time and finishing tasks on time. YRW, BSU Administrator.*

*From the documents reviewed, there was no policy in place related to job security at BSU. This was in agreement with findings from qualitative that there was no policy on job security and quantitative findings that showed 80.9% of responses strongly disagreed that there was a policy on job security at BSU, Mbarara District.*

*Furthermore, it was reviewed from human resource manual that staff at BSU are employed on contract term which is renewable after performing to the expected and appraised by the immediate superior. This was in agreement with qualitative findings "that employees are employed on contract which is renewable, which conquers with the quantitative findings through descriptive analysis that 64.9% of responses strongly disagreed that their employment terms were permanent.*

*In conclusion, basing on the findings from the qualitative, quantitative and documentary review, there was low level of job security at Bishop Stuart University, Mbarara District.*

#### Respondents' Opinion on Career Development at BSU

Table 4.5 presented the descriptive statistics on career development among staff at BSU in Mbarara district.

**Table 4.5: Respondents' Opinion on Career Development at BSU**

Opinion on Career Development at BSU (n=94)	SD	D	NS	A	SA	Mean
I receive on-job training to enhance my work skills.	46.8	35.1	2.1	14.9	1.1	1.9
I am provided with opportunities to go for further studies.	35.1	30.9	4.3	23.4	6.4	2.4
I am provided with access to professional workshops and trainings in and outside the country.	50.0	39.4	0.0	9.6	1.1	1.7
I get financial facilitation staff attain professional growth	46.8	40.4	4.3	6.4	2.1	1.8
I receive Promotion after adding a qualification or after serving for a certain period of time.	36.2	43.6	4.3	13.8	2.1	2.0
I am aware about the university policies on career development	7.4	31.9	5.3	48.9	6.4	3.1
I have had several trainings since I joined this University	41.5	46.8	0	10.6	1.1	1.8
Attending professional workshops is based on the position you hold in BSU	5.3	5.3	4.3	55.3	29.8	4.0
<b>Mean of Means</b>						<b>2.3</b>

Source: Field Data, 2018

Results in Table 4.5 revealed that out of the 8-variable statements that respondents were asked on career development at BSU, 1-statement had a data means of above 3.5 while 7-statements had data mean below 3.5. Based on the scale of 1-Strongly Disagree to 5-Strongly Agree, any data mean of above 3.5 indicated support of the existence of the variable used to explain career development at BSU. This suggested for existence of career development to some extent at BSU, as 48.9% response agreed that they were aware about university policy on career development, 55.3% of response agreed to the statement that attending professional workshops is based on the position someone held.

This therefore, indicated majority of the respondents disagreed that there was career development among staff at BSU in Mbarara district. This suggested for low existence of career development at BSU as 46.8% responses strongly disagreed that they receive on-job training; 35.1 strongly disagreed that were provided with

opportunities to go for further studies; 50% strongly disagreed that were provided with access to professional workshops; 46.8% strongly disagreed that they received promotion after adding a qualification and 46.8% strongly disagreed with a statement that they have had several trainings since they joined BSU. This was because the findings seem to reject the statistical claim that there was career development among staff at BSU as evidenced by 7-variable statements with mean value of below 3.5: I receive on-job training to enhance my work skills (1.9); I am provided with opportunities to go for further studies (2.4); I am provided with access to professional workshops and trainings in and outside the country (1.7); I get financial facilitation staff attain professional growth (1.8); I receive promotion after adding a qualification or after serving for a certain period of time (2.0); I am aware about the university policies on career development (3.1) and I have had several trainings since I joined this University (1.8).

On the other hand, there was one variable statement that seemed to accept the statistical claim that there was career development among staff at BSU in Mbarara district. This was because its data mean was above 3.5: attending professional workshops is based on the position you hold in BSU (4.0).

The mean of means showed that on the overall, majority of the respondents disagreed that there was career development among staff at BSU in Mbarara district (mean=2.3). It was analyzed that there was low existence of career development among staff at BSU as majority disagreed with the statements that explained career development.

Similarly, qualitative study findings enumerated how career development influenced employee job performance at BSU in Mbarara district. It further showed that BSU had a career development policy in place thus:

*At BSU, on-job trainings to employees is not well programmed for all staff to be trained. If a staff applies to go for further studies and they get it, they go. Also, our university does not facilitate employees to participate in professional workshops and trainings however, it financially facilitates only academic staff to attain professional growth according to the university policy. Here, employees do not get promotions after attaining academic qualifications or seniority years except when there is a gap and the job is advertised. BSU also has a career development policy in which academic staff sign agreements that bonds them till they finish their studies. UXA, BSU Administrator.*

On the other hand, another administrator at Bishop Stuart University indicated that the university conducted on-job trainings once in a while especially if a new system was introduced and also noted that employees who seek further studies are given leave without pay thus:

*We conduct on-job trainings once in a while like mass trainings for a new system. As part of career development, a staff who is going to study abroad is given a steady leave without pay. In addition, the university can offer financial support to academic staff only when they reach data collection stage in their research studies. It should say that it is possible to get a promotion after being appraised for academic staff. However, for administrative staff, a promotion can come when there is a vacant position that is advertised. YRW, BSU Administrator.*

*From the documents reviewed, the academic policy whose purpose is to achieve academic excellence, efficiency and effectiveness in the university operations to promote improved performance of academic staff and enhance university's performance. It was found out that it caters only academic/teaching staff, this was in agreement with findings from the qualitative that only academic staff are facilitated for further studies to enhance career development. There was no policy/procedures of non-teaching staff about being facilitated for further studies*

*In conclusion, the level of career development is low to some extent as the policy does not cater for all staff and need to be reviewed to include other categories of staff with different scales so that all are empowered for the goodness of the university and boost their performance.*

**Respondents' Opinion on Rewards Competitiveness at BSU**

The descriptive statistics on rewards competitiveness at Bishop Stuart University in Table 4.5.

**Table 4.6: Respondent's Opinion on Rewards Competitiveness at BSU**

Opinion on Rewards Competitiveness at BSU	SD	D	NS	A	SA	Mean
I am comfortable with the salary I get at BSU.	72.3	21.3	3.2	3.2	29.8	1.4
I receive salary increment (yearly, every two years and every five years)	68.1	28.7	2.1	1.1	0	1.4
I am given housing allowance by the university.	90.4	7.4	0	2.1	0	1.1
I feel happy to work with BSU because of many advantages rarely found in other institutions	48.9	41.5	2.1	5.3	2.1	1.7
I am comfortable with the salary that BSU offers hence	53.2	39.4	3.2	3.2	1.1	1.6

staying for long						
I receive Health Insurance from BSU	92.6	3.2	2.1	1.1	1.1	1.1
Failure to receive reward benefits can lead me find jobs elsewhere.	4.3	7.4	4.3	52.1	31.9	<b>4.0</b>
My salary is competitive with a similar job I might find in other institutions elsewhere	61.7	22.3	4.3	8.5	3.2	1.7
<b>Mean of Means</b>						<b>1.8</b>

**Source:** Field Data, 2018

Results in Table 4.6 revealed that out of the 8-variable statements that respondents were asked on rewards competitiveness at BSU in Mbarara district, 1-statement had a data means of above 3.5 while 7-statements had data mean below 3.5. Based on the scale of 1-Strongly Disagree to 5-Strongly Agree, any data mean of above 3.5 indicated support of the existence of the variable used to explain rewards competitiveness at BSU in Mbarara district.

This therefore, indicated majority of the respondents disagreed that there was rewards competitiveness at BSU in Mbarara district. This suggested that there was very low existence of rewards competitiveness as 72.3% responses strongly disagreed that they were comfortable with the salary they were getting at BSU; 68.1% responses strongly disagreed with receiving salary increment; 90.4% strongly disagreed that they were given housing allowance; 92.6% of responses strongly disagreed with receiving health insurance and 61.7% of responses strongly disagreed that their salaries were competitive with other institutions. This was because the findings seem to reject the statistical claim that there was rewards competitiveness at BSU in Mbarara district as evidenced by 7-variable statements with mean value of below 3.5: I am comfortable with the salary I get at BSU (1.4); I receive salary increment yearly, every two years and every five years (1.4); I am given housing allowance by the university (1.1); I feel happy to work with BSU because of many advantages rarely found in other institutions (1.7); I am comfortable with the salary that BSU offers hence staying for long (1.6); I receive Health Insurance from BSU (1.1) and my salary is competitive with a similar job I might find in other institutions elsewhere (1.7).

On the other hand, there was one variable statement that seemed to accept the statistical claim that there was rewards competitiveness at BSU in Mbarara district. This was because its data mean was above 3.5: failure to receive reward benefits can lead me find jobs elsewhere (4.0).

The mean of means showed that on the overall, majority of the respondents disagreed that there was rewards competitiveness at BSU in Mbarara district (mean=1.8).

An interview with BSU administrators revealed that there was little reward competitiveness at BSU which had caused some staff to leave their jobs or to perform poorly on their jobs as explained thus:

*BSU has rewards competitiveness but not many. A staff can get salary advance and 5% of gratuity and that's all. The University does not provide housing allowance and health insurance to employees. As if that is not bad enough, the salaries are too small. There is no policy to increase salaries for BSU employees. This has caused some staff to part time in other organizations hence hindering performance. UXA, BSU Administrator.*

In addition, qualitative findings revealed that rewards competitiveness at BSU had resulted into less commitment of staff to their work thus:

*The university provides timely salaries to staff and also airtime as some of the benefits in comparison to other institutions. However, no other benefits apart from this and in addition, the low salaries are causing staff find jobs elsewhere and others are not committed at work. As you know, rewards bring satisfaction among staff which leads to better performance. Rewards which are reasonable retain staff at work and customers can get the services. YRW, BSU Administrator.*

*From the documents reviewed, the financial budgets of time scope of the study, it was found out that, no salary increment for staff at BSU, this conquers with the findings of quantitative that showed 68.1% of responses strongly disagreed that they receive salary increment, also qualitative findings recorded that there was no salary increment currently at BSU. Furthermore the same document was reviewed, it showed no evidence of rewards like housing allowance as it was confirmed in quantitative findings with response of 90.4% strongly disagreed that they receive housing allowance, and qualitative too that no provision for housing allowance for staff. There is no policy yet about the health scheme at BSU, and this implies staff are not given health insurance on evidence of 92.6% of responses that strongly disagreed that they receive they health insurance at BSU.*

*In conclusion, the level of rewards competitiveness is still wanting basing on analysis of fact based findings.*

**Respondents' Opinion on Job Performance at BSU**

The descriptive statistics on job performance at BSU in Mbarara district were presented in terms of mean, frequency distributions and percentages as shown in Table 4.7.

**Table 4.7: Respondent's Opinion on Job Performance at BSU**

<b>Opinion on Job Performance at BSU (n=94)</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>
Retention strategies influence the extent to which I perform in BSU	5.3	4.3	3.2	71.3	16.0	<b>3.9</b>
Career Development influences the rate at which I meet targets at work.	2.1	6.4	3.2	75.5	12.8	<b>3.9</b>
Job security influences my level of punctuality at work	1.1	9.6	3.2	75.5	10.6	<b>3.9</b>
Rewards competitiveness influence the extent to which I respond to customer needs at work	3.2	14.9	3.2	64.9	13.8	<b>3.7</b>
I am motivated to spend extra hours in order to complete a day's work.	33.0	55.3	2.1	7.4	2.1	1.9
I am motivated to meet targets at work.	22.3	61.7	1.1	11.7	3.2	2.1
I am always available to respond to customers' needs at work	17.0	41.5	3.2	29.8	8.5	2.7
I am motivated to keep time at work (morning and time of leaving work).	28.7	56.4	4.3	8.5	2.1	2.0
<b>Mean of Means</b>						<b>3.0</b>

**Source:** Field Data, 2018

The study findings in Table 4.7 revealed that out of the 8-variable statements that respondents were asked on job performance at BSU in Mbarara district, 4-statements had data means of above 3.5 and also 4-statements had data mean below 3.5. Based on the scale of 1-Strongly Disagree to 5-Strongly Agree, any data mean of above 3.5 indicated support of the existence of the variable used to explain job performance at BSU in Mbarara district.

This therefore, indicated that job performance at BSU was adequate since 4 statements had data means of above 3.5 hence agreeing with the statistical claim that job performance at BSU in Mbarara district was adequate. These statements included: retention strategies influence the extent to which I perform in BSU (3.9); career development influences the rate at which I meet targets at work (3.9); job security influences my level of punctuality at work (3.9) and rewards competitiveness influence the extent to which I respond to customer needs at work (3.7).

On the other hand, 4-statements also had data mean below 3.5 implying that respondents disagreed that job performance at BSU was adequate. These statements included: I am motivated to spend extra hours in order to complete a day's work (1.9); I am motivated to meet targets at work (2.1); I am always available to respond to customers' needs at work (2.7) and I am motivated to keep time at work in the morning and time of leaving work (2.0).

The mean of means showed that on the overall, majority of the respondents disagreed that job performance at BSU in Mbarara district was adequate (mean=3.0). This suggested existence of low performance as indicators of job performance were disagreed with according to responses; 55.3% of responses disagreed that they were motivated to spend extra hours to complete work; 61.7% of responses disagreed that they motivated to meet targets at work; 41.5% of responses disagreed that they were always available to respond to customer's need and 56.4% of responses disagreed with being motivated to keep time at work.

An interview with BSU administrators revealed that there was low /poor job performance among staff at BSU which had caused some staff to be suspended and students' riots in administration offices explained thus:

*The extent to which staff perform their duties was not pleasant, as indicated by late coming. Some go for lunch early and come back late and this had caused the spirit of customer care to go down, people who need serves can't get it in time as some be coming from far destinations. Also some lecturers delay to release students' course works and this cause students not to go to class sometimes demanding their results. It was note that some staff part-time in other schools and end up dodging to teach students and fail to meet the set targets. UXA, BSU Administrator*

In addition, qualitative findings revealed that employee job performance at BSU had resulted in to loss of public image of a church founded institution, treats to strike by students thus;

*The university introduced the system to sign attendance at every department and electronic machine for signing in and out, However, reports generated by machine show that some still come past reporting time and others abscond from duty, and this attract disciplinary actions like warning letters and suspension. Furthermore, some staff fail to meet the deadline which hinders the achievement of organization goal YRW, BSU Administrator*

From the documents reviewed, the minutes of the Top Management meetings,



it was recorded that some staff were given suspension on grounds of absconding from the duty without the permission. The committee of senate was approved to investigate about lecturers who were not returning students' scripts and dodging students. Furthermore the action from minutes showed that University Secretary was to write warning letters to staff who close offices early before the working time end.

In conclusion, this indicated that performance of staff was un pleasant basing on qualitative findings that staff do not meet the deadline, come late which was in agreement with the findings from the documents reviewed, and also with quantitative findings that 56.4% of responses disagreed that to keeping time at work, 61.7% responses disagreed to meeting targets.

#### Correlations Analysis

Pearson correlation coefficient (r) test was performed to establish the relationships between employee retention strategies and job performance at BSU in Mbarara district. The findings on the correlation analysis were presented in the section below.

##### *Relationship between Job Security and Job Performance at BSU*

The results on the relationship between job security and job performance at BSU in Mbarara district are presented in Table 4.8.

**Table 4.8: Relationship between Job Security and Job Performance at BSU**

Correlations		Job Security	Job Performance at BSU
Job Security	Pearson Correlation	1.000	<b>.393**</b>
	Sig. (2-tailed)	0.000	0.000
	N	94	94
Job Performance at BSU	Pearson Correlation	<b>.393**</b>	1.000
	Sig. (2-tailed)	0.000	0.000
	N	94	94

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

**Source:** Field Data, 2018

Findings in Table 4.8 showed that there was a strong positive correlation between job security and job performance at BSU in Mbarara district ( $r=0.393^{**}$ ,  $p=0.000<0.01$ ). The positive correlation implies that job security would bring about a strong positive improvement in job performance at BSU in Mbarara district.

Since correlation does not imply causal-effect, a coefficient of determination ( $r^2$ ) which is a square of the correlation (r) was computed and expressed as a percentage to determine the change in job performance at BSU in Mbarara district attributed to job security. The findings on the coefficient of determination therefore showed that job security accounts for 15.4% change in job performance at BSU in Mbarara district ( $r^2=0.154$ ). This implied that only 15.4% of job performance at BSU in Mbarara district could be attributed to job security while 84.6% was attributed to other factors.

The findings were subjected to a test of significance (p) and it was shown that the significance of the correlation between job security and job performance at BSU in Mbarara district ( $p=0.000$ ) was less than the recommended critical value of 0.01 at 99% confidence interval. Thus, the relationship between job security and job performance at BSU in Mbarara district was statistically significant. Because of that, the null hypothesis "job security has no significant influence on employee job performance at BSU in Mbarara district" was rejected and the alternative hypothesis was accepted that job security has a significant influence on employee job performance at BSU in Mbarara district.

##### *Relationship between Career Development and Job Performance at BSU*

The results on the relationship between career development and job performance at BSU in Mbarara district are presented in Table 4.9.

**Table 4.9: Relationship between Career Development and Job Performance at BSU**

Correlations		Career Development	Job Performance at BSU
Career Development	Pearson Correlation (r)	1.000	<b>.356**</b>
	Sig. (2-tailed)	0.000	0.000
	N	94	94
Job Performance at BSU	Pearson Correlation (r)	<b>.356**</b>	1.000
	Sig. (2-tailed)	0.000	0.000
	N	94	94

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

**Source:** Field Data, 2018

Similarly, findings showed that there was a strong positive correlation between career development and employee job performance at BSU in Mbarara district ( $r=0.356^*$ ,  $p=0.000<0.01$ ). The positive correlation implied that career development would bring about a strong positive improvement in employee job performance at BSU in Mbarara district.

The coefficient of determination showed that career development accounts for 12.7% change in employee job performance at BSU in Mbarara district ( $r^2=0.127$ ). This implied that only 12.7% of employee job performance at BSU in Mbarara district could be attributed to career development while 87.3% was attributed to other factors.

In addition, the test of significance ( $p$ ) showed a statistically significant correlation between career development and employee job performance at BSU in Mbarara district ( $p=0.000<p=0.01$ ) at 99% confidence interval. Because of that, the null hypothesis “*career development has no significant influence on employee job performance at BSU in Mbarara district*” was rejected and the alternative hypothesis was accepted that career development had a significant influence on employee job performance at BSU in Mbarara district.

*Relationship between Rewards Competitiveness and Job Performance at BSU*

Table 4.10 presented the correlation analysis results on the relationship between rewards competitiveness and employee job performance at BSU in Mbarara district.

**Table 4.10: Relationship between Rewards Competitiveness and Job Performance at BSU**

Correlations		Rewards Competitiveness	Job Performance at BSU
Rewards Competitiveness	Pearson Correlation (r)	1.000	<b>.401**</b>
	Sig. (2-tailed)	0.000	0.000
	N	94	94
Job Performance at BSU	Pearson Correlation (r)	<b>.401**</b>	1.000
	Sig. (2-tailed)	0.000	0.000
	N	94	94

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

**Source:** Field Data, 2018

Lastly, results showed that there was a strong positive correlation between rewards competitiveness and employee job performance at BSU in Mbarara district ( $r=0.401^*$ ,  $p=0.000<0.01$ ). The positive correlation implied that rewards competitiveness would bring about a strong positive improvement in employee job performance at BSU in Mbarara district.

According to the coefficient of determination ( $r^2=0.161$ ), rewards competitiveness accounted for 16.1% change in employee job performance at BSU in Mbarara district. This implied that only 16.1% of employee job performance at BSU in Mbarara district could be attributed to rewards competitiveness while 83.9% was attributed to other factors.

The test of significance ( $p$ ) further showed a statistically significant correlation between rewards competitiveness and employee job performance at BSU in Mbarara district ( $p=0.000<p=0.01$ ) at 99% confidence interval. Because of that, the null hypothesis “*rewards competitiveness has no significant influence on employee job performance at BSU in Mbarara district*” was rejected and the alternative hypothesis was accepted that rewards competitiveness had a significant influence on employee job performance at BSU in Mbarara district.

#### Multiple Linear Regression

Results in Table 4.11 presented multiple linear regression results on the effect of employee retention strategies on job performance at Bishop Stuart University (BSU) in Mbarara district.

**Table 4.11: The Effect of Employee Retention Strategies on Job Performance at BSU**

Model	Unstandardized Coefficients		Standardized Coefficients		p-value
	B	Std. Error	Beta	t	
(Constant)	0.361	0.577		0.625	0.533
Job Security	0.412	0.134	0.279	3.075	<b>0.003*</b>
Career Development	0.219	0.081	0.245	2.721	<b>0.008*</b>
Rewards Competitiveness	0.262	0.081	0.295	3.258	<b>0.002*</b>

Dependent Variable: **Job Performance at BSU**

R=1.561

R Square=**0.315**  
 Adjusted R Square=**0.292**  
 Std. Error=**0.769**  
 F=**13.793**  
 Sig.=**0.000**

\* Effect was statistically significant at the 0.05 level (2-tailed).

**Source:** Field Data, 2018

The results in Table 4.11 showed a linear relationship between employee retention strategies and job performance at Bishop Stuart University (BSU) in Mbarara district. (Sig.=**0.000**). Given that R Square=0.292, it can be concluded that job security, career development and rewards competitiveness explain 29.2% change in employee job performance at BSU in Mbarara district.

On the coefficients, it should be noted that the size of the coefficient for each independent variable gave the size of the effect that a variable was having on the dependent variable, and the sign on the coefficient (positive or negative) gave a direction of the effect.

In this regard therefore, job security had a strong positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.412$ ). This implies that for every 1-unit increment in job security, there would be a 0.412 improvement in employee job performance at BSU in Mbarara district.

Results further showed that career development had a moderate positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.219$ ). This implied that for every 1-unit increment in career development, there would be a 0.219 improvement in employee job performance at BSU in Mbarara district.

Lastly, there was a moderate positive effect of rewards competitiveness on employee job performance at BSU in Mbarara district ( $\beta=0.262$ ). This implied that for every 1-unit increment in rewards competitiveness, there would be a 0.262 improvement in employee job performance at BSU in Mbarara district.

In conclusion, it should be noted that job security ( $\beta=0.412$ ,  $p=0.003^*$ ) affected most employee job performance at BSU in Mbarara district followed by rewards competitiveness ( $\beta=0.262$ ,  $p=0.002^*$ ) and career development ( $\beta=0.219$ ,  $p=0.008^*$ ) respectively.

Qualitative study findings indicated that job security influenced the level of employee's punctuality at work thus:

*Job security influences our punctuality on duty at BSU. When the job is secure, you are motivated and committed in work as it will be evidenced through time management. Employees report on duty late probably due to job security as one of the influencing factors. UXA, BSU Administrator.*

On the extent to which career development influenced employee job performance, one respondent involved in university administration indicated thus:

*Exposure to workshops help the employee gain new skills which are employed at work and hence bring about better performance. Also, a trained person is motivated works to meet targets and always punctual at work. In addition, an employee with skills and knowledge to do a task will meet targets unlike one with no skills. YRW, BSU Administrator.*

An interview with one of the administrators at Bishop Stuart University underscored the role played by career development in influencing employee job performance thus:

*Career development helps one to attain new skills which help to enhance expertise to perform their duties well. Even exposure builds confidence in a person. Also, if a staff has skills to the task, he will be able to beat the deadlines always. UXA, BSU Administrator.*

On reward competitiveness and its effect on employee job performance, qualitative findings revealed that there was a significant effect thus:

*Rewards which are competitive make employees retained and committed to their work since they can be feeling satisfied. Indeed, failure to have reward benefits can lead employees to find jobs elsewhere. Here, a lecturer feels less motivated to spend extra hours to complete their duties. Due to absence of housing allowance, staff come late at work and then the customers who are mostly students complain. UXA, BSU Administrator.*

To this end therefore, the qualitative findings supplemented the quantitative data in confirming that employee retention strategies particularly job security, career development and rewards competitiveness significantly influenced job performance at Bishop Stuart University in Mbarara district.

As seen above, the chapter presented the background characteristics of the respondents, descriptive statistics on employee retention strategies and job performance, correlations as well as regression analysis results.

## VII. SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

### Introduction

The chapter presented the summary of findings, discussion of findings, conclusion and recommendations on the extent to which employee retention strategies influenced job performance at Bishop Stuart University in Mbarara district. The chapter also presented the study limitations, contributions and areas for future studies.

### Summary

The summary of findings were presented below following the study objectives that was; the relationship between job security and job performance at BSU, the relationship between career development and job performance at BSU, and the relationship between rewards competitiveness and job performance at BSU.

#### *Relationship between Job Security and Job Performance at BSU*

Findings from correlation analysis revealed a strong positive correlation between job security and job performance at BSU in Mbarara district ( $r=0.393^{**}$ ,  $p<0.01$ ). The positive correlation implied that job security would bring about a strong positive improvement in job performance at BSU in Mbarara district.

The findings on the coefficient of determination therefore showed that job security accounted for 15.4% change in job performance at BSU in Mbarara district ( $r^2=0.154$ ). This implied that only 15.4% of job performance at BSU in Mbarara district could be attributed to job security while 84.6% was attributed to other factors.

On the regression analysis results, it was found out that job security had a strong positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.412$ ). This implies that for every 1-unit increment in job security, there would be a 0.412 improvement in employee job performance at BSU in Mbarara district.

Qualitative findings also revealed low job security among the employees of Bishop Stuart University given that they were not given permanent contracts and there was no job security policy at BSU. This caused some cases of staff demotivation including being late on duty and that consequently resulted into low job production.

Qualitative findings revealed that BSU lacks job security policy which demotivates staff and they end up with low job performance. Besides, BSU lacks a section in the appraisal mechanism for the staff to appraise themselves. This limits them from performing well on their jobs.

#### *Relationship between Career Development and Job Performance at BSU*

Correlation analysis results showed that there was a strong positive correlation between career development and employee job performance at BSU in Mbarara district ( $r=0.356^*$ ,  $p<0.01$ ). The positive correlation means career development would lead to a strong positive improvement in employee job performance at BSU in Mbarara district.

The coefficient of determination showed that career development accounts for 12.7% change in employee job performance at BSU in Mbarara district ( $r^2=0.127$ ). This implied that only 12.7% of employee job performance at BSU in Mbarara district could be attributed to career development while 87.3% was attributed to other factors.

Regression analysis results showed that career development had a moderate positive effect on employee job performance at BSU in Mbarara district ( $\beta=0.219$ ). This implied that for every 1-unit increment in career development, there would be a 0.219 improvement in employee job performance at BSU in Mbarara district.

Qualitative study findings showed that BSU has a career development policy in place and conducts on-job trainings to employees although it was not well programmed for all staff to be trained. It was also revealed that staff do not get promotions after attaining academic qualifications except if there was a gap and a job advert. On the other hand, career development helps university staff to attain new skills which helps to enhance expertise to perform their duties well.

In addition, qualitative findings indicated that job trainings for BSU employees was not well aligned and programmed for all staff to be employed. Further, there was no facilitation for BSU employees to attend professional trainings. This consequently influenced employee job performance.

#### *Relationship between Rewards Competitiveness and Job Performance at BSU*

Correlation analysis results showed that there was a strong positive correlation between rewards competitiveness and employee job performance at BSU in Mbarara district ( $r=0.401^{**}$ ,  $p<0.01$ ). The positive correlation means rewards competitiveness would lead to a strong positive improvement in employee job performance at BSU in Mbarara district.

According to the coefficient of determination ( $r^2=0.161$ ), rewards competitiveness accounts for 16.1% change in employee job performance at BSU in Mbarara district. This implied that only 16.1% of employee job performance at BSU in Mbarara district could be attributed to rewards competitiveness while 83.9% was attributed to other factors.

Regression analysis results showed that there was a moderate positive effect of rewards competitiveness on employee job performance at BSU in Mbarara district ( $\beta=0.262$ ). This implied that for every 1-unit increment in rewards competitiveness, there would be a 0.262 improvement in employee job performance at BSU in Mbarara district.

Qualitative study findings revealed that there was little reward competitiveness at BSU which had caused some staff to leave their jobs or to perform poorly on their jobs for example no housing allowance, health insurance or salary increment was given to the employees of BSU. That had also caused some staff to part time in other organizations hence hindering their performance. Only airtime incentives are given to administrative staff, heads of departments and deans and lecturers are not given, and biological scheme which was not cutting across since not all staff has children in BSU. That had demotivated staff to the extent of reporting late on duty, delay to respond to clients' needs as a sign of poor job performance.

Qualitative findings indicate that Bishop Stuart University does not provide housing allowances and health insurance to its employees. Further still, there was no policy on salary increment for the employees hence some of them did part time jobs in other organizations and sectors which drastically affects their job performance at BSU.

### **Discussion of Findings**

This section presented a discussion of findings on the extent to which employee retention strategies influenced job performance at Bishop Stuart University in Mbarara district.

#### *Relationship between Job Security and Job Performance at BSU*

The study findings from correlation analysis showed that there was a strong positive correlation between job security and employee job performance at BSU in Mbarara district. Similarly, results of regression analysis showed that job security had a strong positive effect on employee job performance at BSU in Mbarara district.

Studies done elsewhere confirm a significant relationship between job security and employee job performance. For example, a study done on Japanese workers revealed that certain terms of employment like permanent employment terms and seniority system, job security lead to employees committing to their jobs and hence high job performance in an organization (Abegglen, 1958). However, this finding was critiqued by (Rosenblatt & Ruvio, 1996) during their research conducted on job insecurity, who indicated a negative correlation between job security and job performance and commitment to organization, meaning despite job security, employees may still exit the organization or fail to perform better especially, if there are no factors that make them comfortable in the organization.

Job security was one of the most significant variables determining employee job performance since it affected satisfaction which expressed the general attitude of the employee towards his/her job (DiPietro & Milman, 2004; Şenol, 2011). This is because every person wants to be sure if their jobs are protected and this helps to raise commitment and leads to meeting targets, but if one was employed temporary, there is no stability at work thinking any time he/she may lose the job. They start to part time in other organizations to make ends meet, and this could lead to absenteeism at work, low responsiveness to customer needs and poor time management which would yield no results in line with organization goals.

Dismissal of employees from organizations should not be done without reasonable grounds as it affects employee's prestige in society. According to Zaman & Anwarul (2013), talk of social order, peace and stability becomes difficult if in an organization employees are dismissed without showing a reason.

In the present day, job security is looked at as a right of employee that cannot be replaced, and guarantees the employee and his/her family of their income and maintain good life. Hence, employees consider job security at the beginning, for them to have confidence about the future. This is true people prefer to work with public service in Uganda because of job security and it is like a life time job, but you find they are not committed to work, report late since there is no close supervision.

According to Opio (2018) in a study about employee engagement during awards survey conducted by Employers Federation, it was found out job security is essential for employees' commitment towards work and determines their engagement at work.

#### *Relationship between Career Development and Job Performance at BSU*

The study findings showed that there was a strong positive correlation between career development and employee job performance at BSU in Mbarara district. Likewise, the results of regression analysis showed that career development had a moderate positive effect on employee job performance at BSU in Mbarara district.

The above findings were in agreement with the works of Messmer (2000) who underscored the importance of investing in training of employees and career development. He argued that it should be done on the workers expected by the organization to return and deliver and employees tend to stay longer with organization (Messmer, 2000). In addition, it was argued that organizations committed to its employees to make more investment compared to similar organization in progressive Human Resource practices that was, education, training & development and compensation package (Huselid, 1995). In that circumstance, investing funds in training employees is key because they can acquire new skills and start to do excellently at work and even get big attachment to the organization though it may not rule out that one could leave but might leave in good terms when performance of organization is good.

According to Clarke (2001), development for talented employees was intensified in organizations happened through proficiency analysis, input on employee interests, therefore they needed development and multi- source

appraisal of capabilities and formulated plans for action. Firms and individuals invest in human capital training them, enhancing their skills and inspiring them to stay longer in organization and strengthening their capacity to perform better especially after identifying the weak area.

Training of employees provided specialized techniques and skills and improved employee performance, and development of employees provided them with skills and abilities needed in the future by the organization. However, (Garg & Rastogi, 2006), noted that feedback between organizations and employees was key in today's competitive environment and more knowledge helps employee to perform better and the market place challenges. Through trainings, an employee gets to interact with others and through that experience improves on their communication skills which is essential at work when dealing with clients, and brings competence in areas that were wanting before training. If one is not trained, they may fail to perform at work due to lack of exposure and even forget that way of doing things has changed due to world advancing globally.

Training and development are very important for an organization to operate at high level. Nevertheless, a number of studies point out how employee development was associated with satisfaction or dissatisfaction of workers, (Jackofsky, 1984). There was association between dissatisfaction among employees and amount of training they received, (Beauregard & Fitzgerald, 2000). In the study, a strong correlation was found between dissatisfaction and frustrations surrounding the lack of skill development opportunities, and intention of employees to leave as well as incidences of absenteeism and late coming.

Lack of learning and growth opportunities have been mentioned as one of the three top reasons for dissatisfaction among employees, (Gallup, 2000), and other studies have offered similar conclusions. Honestly if one joins an organization with one skill needs to attain more because workers become happy and committed to their jobs when they are also benefiting from the organization. Similar findings were reported in which teaching staff at BSU reported late on duty.

One of the key factors in employee retention was investing in training and developing their career (Messmer, 2000). Organizations always invest in training and development of workers whom they expect to return and give output on its investment. When Organizations train their employees, they perform better and meet the challenging global market place, (Balaji & Ananda, 2017). To meet the global competition, the workers need to be trained for example the Universities now need staff highly qualifying to PhD level to be lecturers and this goes with other benefits.

According to Galley (1989), career development was a way organizations could build commitment among employees, since they are able "see a future" at the work place, and get the support needed to face the prevailing work related challenges. Career development was sign of organization commitment to employees which motivated them to stay. Training also reflected organization's value addition strategy instead of lowering cost (Storey & Sisson, 1993) stated. However, (Arnold, 2005), argued that training employees was risky in that, once trained, workers can get tempted to quit a company for better opportunities. It was possible if the salary was not corresponding to the level of qualification, an employee expects promotion, salary increment after attaining new skills, but failure to attempt this strategy, an employee can leave.

Highly performing institutions acknowledge the need for broad scope of trainings, skill and career development as a key factor for attracting and retaining employees who are flexible, highly skilled and technological, which confirms a strategy to succeed in the computerized economy (Bassi & Van Buren, 1999). In this situation leading organizations need to have comprehensive trainings because the world is going global for example the use of electronic systems so if one is not trained, is likely to be challenged with work and the organization will not meet its objectives by failure to meet the targets.

#### *Relationship between Rewards Competitiveness and Job Performance at BSU*

The study findings revealed a strong positive correlation between rewards competitiveness and employee job performance at BSU in Mbarara district. Regression analysis results also showed that there was a moderate positive effect of rewards competitiveness on employee job performance at BSU in Mbarara district.

Studies done elsewhere, showed that rewards competitiveness brought about improved employee job performance. For instance, Omolayo & Owolabi (2007) argued that increased rewards attracted commitment from employees, which made them motivated and directly increased their commitment to work and also added that rewards acted as a yardstick for employees' level of commitment to the organization and its need in order to fulfil and meet the needs of employee hence empowering them to serve longer with the organization.

Organizations which have high competitive advantage over other institutions in the same domain tend to attract many people because people work to improve their lifestyle and they spend more time at work than on personal businesses, so these rewards that competitive result to commitment to work and being loyal to organization. Also (Khalizani, 2012), agrees that increased salary and other benefits commitment from employees.

According to Lockwood (2006), in instances where work is simple and repetitive and does not require training, it is appropriate to use strategies of low salary. However, in very competitive labour markets, organizations may be needed to pay highly competitive rates in reference to other organizations in the same market considering the

classification of their job. Rewards may not mean competitive salary rates but others like health insurance, housing allowance and other benefits that make one feel happy to stay with the organization, even though one was not holding a big position, the rewards given should cut across to make all workers motivated to work but rates might be different.

Rewards are key in attracting and retaining employees, and they play an important role during recruitment process (Williams & Dreher, 1992). However, pay cheque alone was not enough to keep the employees and low pay could force them out of the organization, though high pay package could not guarantee attracting and keeping the workers in the organization unless the organization keeps comparing with its competitors. (Highhouse, Stierwalt, Bachiochi, Elder, & Fisher, 1999) confirmed. Definitely, the workers may keep at the organization because of other factors like work environment, organization culture, work life balance, behavior of the co-workers and support from the supervisors and many others which may determine the decision of the employee to stay in the organization.

Travor and colleagues, during their study about voluntary turnover and job performance, proved a negative impact pay rise on employee turnover (Trevor, Gerhart, & Boudreau, 1997). In this situation the researcher wished to comment that, competitive rewards or benefits policies in every organization are in place but are not strategically in the organization to improve morale, retain workers and achieve targets. You find very few individuals enjoying salary increments instead of raising salaries for every employee irrespective of their positions and this may be caused by failure to implement the policies appropriately.

The key issue in retention was the amount of total compensation by an organization to other organizations, and high salary workplaces may create a “culture of excellence,” (Lockwood, 2006). However (Staw, Calder, Hess, & Sandelands, 1980), argued that “money” attracts employees but is not sufficient to keep them.

According to (Brannick, 1999), money was not considered as primary retention factor, though (Pfeffer, 1998) indicated that many organizations implement very good employees retention strategy without offering high compensation or pay based retention strategy. This does not dispute existence of other retention factors. A number of people prefer to work with high paying organization well knowing their needs in life would be met and those who can stay with low pay have bigger allowances than their monthly pay.

As strongly supported by literature, employees stay with their employers given rewards competitiveness exists. However, employees are more likely to stay provided the organization rewards its employees in relation to other competitors since people run to better pay organizations (DiPietro & Milman, 2004). Likewise, (Zhao, Wayne, Glibkowski, & Bravo, 2007) indicated that the decision of an employee to stay with a company is dependent vitally on how well they fit into the way the company does its business, and rewards its employees. However, the organization should take into consideration the kind of benefits that employees prefer according to prevailing situation with other institutions in same domain so as to keep them, and this will indirectly help them commit to their work.

### Conclusions

This section presented conclusions on the study findings particularly on the relationship between job security and job performance at BSU, relationship between career development and job performance at BSU, and the relationship between rewards competitiveness and job performance at BSU. They include the following:

#### *Relationship between Job Security and Job Performance at BSU*

The first objective was “to establish the influence of job security on employee job performance at Bishop Stuart University”. The research question was to establish the extent to which job security influenced employee job performance at Bishop Stuart University. To this end therefore, the study revealed that job security significantly influences employee job performance at Bishop Stuart University in Mbarara district. The findings therefore implied that an increment in job security would bring about an improvement in employee job performance at BSU in Mbarara district. This showed that to a big extent, increased job security could improve on employee job performance at BSU in Mbarara district.

#### *Relationship between Career Development and Job Performance at BSU*

The second objective was “to establish the influence of career development on employee job performance at Bishop Stuart University”. The research question was to establish the extent to which career development influenced employee job performance at Bishop Stuart University. Therefore, the study found that career development had a moderate positive effect on employee job performance at BSU in Mbarara district. This implied that an increment in career development would bring about an improvement in employee job performance at BSU in Mbarara district. This showed that to a big extent, career development improves on employee job performance at BSU in Mbarara district.

#### *Relationship between Rewards Competitiveness and Job Performance at BSU*

The third objective was “to establish the influence of reward competitiveness on job performance of employees at Bishop Stuart University”. The research question was to establish the extent to which reward competitiveness influenced job performance of employees at Bishop Stuart University. To this end therefore, the study revealed

existence of a moderate positive influence of rewards competitiveness on employee job performance at BSU in Mbarara district. This implied that an increment in rewards competitiveness would bring about an improvement in employee job performance at BSU in Mbarara district. This showed that to a big extent, rewards competitiveness can improve on employee job performance at BSU in Mbarara district.

### **Recommendations**

A number of recommendations have been proposed in line with the study findings particularly on the extent to which employee retention strategies influence job performance at Bishop Stuart University in Mbarara district. They include the following:

#### *Relationship between Job Security and Job Performance at BSU*

There is need to introduce permanent contracts both academic and administrative staff in Bishop Stuart University. This would reduce their fears about job security and instead concentrate on their jobs instead of searching for alternative opportunities, part timing in other institutions consequently bringing about improved employee job performance at BSU in Mbarara district.

The management of Bishop Stuart University should introduce a job security policy in which employees can understand all the terms and conditions about their job specifications. This will guide them in working towards achieving their employment objectives and hence bring about improved employee job performance.

The employees of Bishop Stuart University should be given an opportunity to participate in appraisal by particularly evaluating themselves on top of the appraisals conducted by their superiors. This will enable them to work on their weaknesses and result into improved job performance through meeting targets.

#### *Relationship between Career Development and Job Performance at BSU*

There is need for regular on-job trainings for all staff of Bishop Stuart University including academic and administrative staff on various aspects that are key in the improvement of their job duties for instance use of ICT and communication skills among others. This can bring about improved employee job performance.

The university should avail scholarships for both academic and non-academic staff to advance their careers. The university can also lobby for scholarships through signing memorandum of understanding with other universities and organizations implementing different projects.

The Management of Bishop Stuart University should consider providing job promotions to staff based on the qualifications they have attained. This will also encourage the employees to advance their careers by going for further studies since they will be assured of promotions on completion of their studies.

#### *Relationship between Rewards Competitiveness and Job Performance at BSU*

There is need for salary enhancement policy at Bishop Stuart University in which the remuneration and other fringe benefits of university employees are spelt out. This will improve on communication between the staff and the administrators of the university thereby improve on employee job performance.

The management of Bishop Stuart University should consider providing housing facilities for the employees to enable them serve better without moving long distance to work. This will enable the employees to arrive early at work and also concentrate on their duties since they will not be tired due to long journeys to and from their places of residences.

There is need to introduce health insurance plans as well as pension schemes at Bishop Stuart University to enable staff work with less worries and in good health. This will result into improved employee job performance since employees will be motivated even to work extra hours to respond to customers' needs.

The Management of Bishop Stuart University should consider offering competitive salaries that match with the rest of the public and private universities in Uganda. This will reduce on the loss of university staff who go to other universities because of better salary payments. Consequently, majority of the staff will be contented with their duties and work place thereby bringing about enhanced employee job performance.

Provision of additional fringe benefits to staff should be done at Bishop Stuart University such as extra hour allowances, work equipment such as printers, laptops and also recognition of staff for the outstanding work done. This will eventually bring about improved employee job performance at BSU in Mbarara district.

### **Limitations of the Study**

One of the respondents could not be reached for an interview despite the numerous appointments made by the researcher. This limited the progress of the researcher and the timelines had to be revised for the completion of the dissertation. Some of the respondents took time to respond and I had to frequent their offices many times which hindered the researcher's timeline to write the dissertation.

### **Contributions of the Study**

The study will add to the existing knowledge base on the extent to which employee retention strategies influence job performance at Bishop Stuart University in Mbarara district. This study will also benefit researchers and academic students in particular since there is inadequate literature on the subject, most especially in developing countries like Uganda. This study will guide the management of Bishop Stuart University on coming up with strategies of improving employee job performance.



### Areas Recommended for Further Research

The study findings focused on employee retention strategies and job performance at Bishop Stuart University in Mbarara district. The study did not look at personal factors of staff and how they influenced their performance at work for example family roles, health status and personal responsibilities among others. To this end therefore, there is need to investigate the effect of employee personal factors on job performance at BSU in Mbarara district

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