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**STAFF RETENTION AND EMPLOYEE PERFORMANCE IN NON-GOVERNMENTAL
ORGANIZATIONS IN UGANDA**

**CASE STUDY: COMMUNITY EMPOWERMENT FOR RURAL DEVELOPMENT
(CEFORD)**

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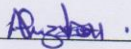
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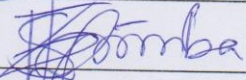
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DEDICATION

This work is dedicated to God Almighty who gave me the wisdom, health and other resources to successfully accomplish this dissertation study amidst other competing life demands.

And at the same time I dedicated this research to Fr. Henry, my family and friends and all who in one way or another have helped me all the way long in pursuing this course. May the almighty god bless and reward them abundantly for their love.

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ABBREVIATION

CAP	:	Community Action Program
CBO	:	Community Based Organisation
CEFORD:		Community Empowerment for Rural Development
HR	:	Human Resource
NGO	:	Non- Government Organisation
TQM	:	Total Quality Management
WEP	:	Women Empowerment Programme

ABSTRACT

Staff retention is valuable resource to improve organisation performance (Schultheiss, 2017). The study examined the effect of staff retention on employee performance in organisation a case of Community Empowerment for Rural Development (CEFORD). The study was driven by the fact that, retention of staff through career development, recognition and work-life balance influence organisation performance which requires empirical assessment to investigate most significant predictor of performance in the NGO. The study was guided by three objectives which were; to establish effect of career development on organization performance in the NGO; to establish the effect of recognition on employee performance in the NGO; and to examine the effect of work-life balance on employee performance in NGOs, a case of CEFORD. Case study design was adopted with quantitative and qualitative approaches and the unit of analysis were employees at CEFORD. Primary data was collected from 8 informants using interview guide and 60 respondents using questionnaire anchored on 5 Likert scaled range. Quantitative data was analyzed using SPSS to generate descriptive, correlation and regression analysis while qualitative was analyzed using NVIVO software to generate thematic themes.

Correlation analysis indicates that career development ($r= 0.760$, $p= 0.000$), recognition ($r= 0.601$, $p= 0.001$), work-life balance ($r= 0.401$, $p= 0.001$) have positive and significant relationships with the employee performance. Other findings from regression analysis revealed that career development ($r= 0.256$, $p= 0.020$) has positive significant effect on organisation performance at 95%. While recognition ($r= 0.129$, $p= 0.120$), work-life balance ($r= 0.090$, $p= 0.152$). Staff retention explain 31.4% variation on organisation performance (Adjusted R Square = 0.314) while 68.6% is contributed by other variables.

The study concluded that staff retention through career development, recognition and work-life balance have significant relationship on organisation performance while only career development has positive significant effect. The study therefore, recommends that directors, managers, supervisors should develop staff career through on job training, work-shops, further education, monitoring, internal promotion to achieve desired employee performance in Non-Governmental Organizations.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction to the study

This research sought to establish the effect of staff retention on Employee performance in Non-Governmental Organisation (NGOs) in Uganda, a case of Community Empowerment for Rural Development (CEFORD).

NGOs supplement on services provided by the government to underprivileged communities through desirable performance linked to achievement of set objectives and vision. Retention of employees after attainment of on job skills to deliver quality desirable services improves performance of NGOs (Michael, 2012). Retention prevents competent employees from leaving the organisation as this could have adverse effects on productivity and service delivery to achieve desirable performance (Chiboiwa, 2010).

Most organisation leaders understand that having the right people in the right place at the right time to maximize business opportunities has become the most important factor in ensuring ongoing organizational success which achieved through succession plan to retain productive employee (Curtis, 2011). Further, NGO's rely on the expertise of their employees to gain competitive advantage in global economies and ultimate desirable performance (Reiche, 2007). Managing employees effectively is obviously important which requires considerations on resource allocation, development, retention and succession to spur organisation performance (Mellahi and Collings, 2010). Retention of staff is very important toward improved performance of NGOs.

This chapter presents the background to the study, statement of the problem, objectives, research hypothesis, and scope of the study, justification, significance and conceptual framework. NGO performance involves balancing between the interest of the funders and beneficiaries along with other objectives.

1.1 Background to the study

Human resources from all over the world are recognized as key strategic resources that drive organisation performance and sustainable competitive advantage in today's ever changing economy (Duffy, 2017). Thus, the attraction and most important retention of these strategic human resources has become a key concern to improve performance in all types of organizations including the NGO sector. NGOs rely on the staff expertise to gain competitive advantage in global economies (Gati, 2017). Implementation of retention strategies like career development and recognition is an effective way of making sure, talent staff remain employed while maintaining productivity within NGOs through efficiency and quality service delivery (Schultheiss, 2017). Staff retention is the all-round strategy adopt by contemporary organizations to remain reputable and competitive on the market.

Staff retention is regarded as a valuable resource in any organization. Armstrong and Baron (2012) state that people and their collective skills, abilities, and experience are now regarded as making a significant contribution to organizational success and as constituting a major source of competitive advantage. Similarly, Aydogdu and Asikgil (2011) assert that in view of rapidly changing business environment, it must not be forgotten that the NGOs sustainability depends on improved performance to attract funding attained through retention of committed, highly motivated, satisfied and innovative human resources. Therefore, as alluded to by Schreuder and Theron (2011), maintenance of stable performance is essential for the success of an organisation.

Furbish and Smith (2016) asserts that retention creates an environment which engages staff for long term to support organisation performance. Retention prevents competent employees from leaving the organisation as this could have adverse effects on productivity and service delivery (Harley, 2012). Retaining a positive and motivated staff is vital to an organization's success as it reduces on attrition and turnover costs that deprive organisation performance (Chen, 2011). Deemer (2014) argues that training, mentoring and coaching facilitate retention of staff to support productivity and organisation performance. Career education prepare staff for high responsibilities which enhance staff retention. Heppner and Wagner (2011) establish that intrinsic rewards through instant recognition, use of informal praises and peer to peer recognition reinforce staff intention to stay which support their productivity in the organisation. Indeed, career development and work-life balance make significant contribution towards staff retention to support organisation performance (Lenz, 2015).

Staff retention is emphasized through career development, recognition and work-life balance to support organisation performance (Jago, 2015). Leoi (2016) assert that provision of enabling environment to manage leisure time, change and stress management facilitate staff intention to stay at work to yield desirable organisation performance. Organisation performance from all over the globe is recognized as key strategy to drive sustainable competitive advantage in today's ever improving economy (Edward, 2011). The potential success of an organisation depends on its performance, which means its ability to effectively implement strategies to achieve institutional objectives (Randeree & Youha, 2009). NGO performance is inclined on model effectiveness, efficiency, and desirable outcomes in terms of quality service delivery to beneficiaries (Boyatzis, 2011).

Organizational performance of non-government organisation link the management, donors and beneficiaries which is achieved through retention of skilled staff to deliver quality services (Nooreh, 2013). NGO performance is attributed to accountability and achievement of funded budgeted activities to deliver services to underprivileged communities (Schelet, 2011). Retention is a voluntary move by an organization to create an environment which engages employees for long term to gain expertise and perform excellently towards achievement of desired set objectives (Michael, 2012). Retaining a positive and motivated staff is vital to an organization's success as it cuts down on turnover costs that come along with recruitment, replacement among others and decreases on organisation staff morale to deter performance (Bliss, 2014).

Performance of non-governmental organisation (NGO) supplements government services like education, health, environmental management, provision of life skills and sustainable skills amongst others achieved through retention of staff to expertise their acquired experience to achieve set objectives (Ryan, 2013). The performance of any organization depends in large part on the level of skill its leaders possess when it comes to implementing strategies with staff to achieve set objectives. Mukherjee (2012) argues that there is always hurdles to achieve organizational goals due to various changes in environment which can easily be accommodate with retention of experienced staff. NGO compete for funding through good performance which necessitate them to retain staff with high hopes of improved productivity (Sun and Hui, 2012). The sustainability of NGOs depends on achievement of desirable performance which necessitates this study.

Organizational performance, according to Cho and Dansereau (2010), refers to the performance of an organisation as compared to its goals and objectives. In addition, Tomal and Jones (2015) define organizational performance as the actual results or output of an organization as measured

against that organization's intended outputs. Staff contributes to the organisation performance and retention is prioritized amongst NGOs to achieve the desired as measure of performance. Samuel and Chipunza (2015) define retention as keeping employees in organisation for long term usually the performer. Ramlall (2014) assert that organizations have employees which they cannot afford to lose, the indispensable ones, the hardest to replace and the most critical to the success of an organization's business strategy which organisation to figure out on how to win the war on staff attrition to remain with performing team to achieve desired performance.

In Africa, NGOs struggle to retain staff with effective rewards like high pay compared to other private and government salary scale, administer allowances, organizes workshops and the like due to fear to lose their expertise but still encounter perpetual decline in performance (Tellon, 2013). Staff retention is the key strategy adopted by human resource managers in NGOs in developing countries like Africa to remain convincing to the donor agency (Neomen, 2014). Retention is achieved through recognition, work-life balance, career growth and development to support organisation performance. NGO performance achieved through meeting the interest of donors, beneficiaries and expansion of services are the primary core objectives performed with retention of experienced staff (Dessler, 2012). NGO performance attract and guarantee cash inflow of donation and reputation, which is achieve through successful motivation and retention of high talent employees (Storey, 2005). The adverse effects caused with staff attrition on organisation performance requires retention of staff although desirable performance is not yet achieved in the NGOs.

Non-Governmental Organizations (NGOs) generally play significant roles in development of communities that over time have been disadvantaged as a consequence of poverty and high levels of unemployment, as experienced especially in developing countries (Jhaksun, 2013).

NGOs run several programs ranging from health issues, education, environmental conservation, Agriculture, as well as civil concerns in different social set ups, but face declining performance amidst of holist staff retention (Helmmy, 2012). Performance of NGO activities keep fluctuating in many countries in East Africa, and just like have been observed in other areas in the world, incomplete programs, lack of accountability, low quality services dominates the verdict among other issues led to suspension or reduction of funds (Obuti, 2011). NGO maintain staff but continues to report declining performance which deter their existence (Fedek, 2012). This left a gap on how staff retention relate to performance of NGOs.

The study was driven by Job embeddedness theory (Mitchell, 2001) and organisation theory (Eisenhardt, 1985). Job embeddedness theory defines sacrifice as the perceived cost of material or psychological benefits that are forfeited by organizational departure. Therefore, a job embedded with recognition, career development and work-life balance does influence staff retention. However, the organisation theory determines the platform to guide the way through which efficiency, quality services and achievement of set objectives foster organisation performance.

A review of existing literature indicates that a key to reducing organisation performance require motivation of employees to staff long at workplace (Chikwe, 2009). Retention allows senior and line managers to attract and effectively retain critical skills and high performing employees to support organisation performance which continuous to decline (Michael, 2012). NGO provide services in a variety of fields, provision of goods and services that reflect the needs and demands for the pro-poor which justifies their performance that reported continuing to decline amidst of

staff retention strategies (Holmen, 2002). However, little research is carried out to examine the relationship between staff retention and organisation performance of NGOs in Uganda.

In Uganda, however, maintaining steady NGO performance is a challenge which inspired retention of staff. NGOs are faced with the crisis of low performance due to failure to meet desirable objectives after implementation of strategies to retain staff (Samuel & Chipunza, 2013). NGOs have developed desirable infrastructural support services, remuneration packages, leadership styles and cultures to improve declining performance (Lok & Pamela, 2011). Noreen (2010) conjures that poor quality services delivery threaten the sustainability of NGOs in Uganda. NGOs are labour intensive and therefore the contribution of employees is significant (Sinangil, 2004).

1.1.1 Background to the case

Community Empowerment for Rural Development (CEFORD) is a non-profit and an indigenous NGO registered as a Limited Liability (by Guarantee) under Registrar of Companies – in year 2000; and also registered in November 2000 with Uganda Non-Governmental Organizations Board as S.5914/3432 according to the NGOs Statute of 1989. The history of CEFORD dates back to 1993 when the Uganda government with financial and technical support from the Netherlands government implemented Community Action Programme (CAP) and later Women Empowerment Programme (WEP) in the West Nile region to successfully implement programs in 8 districts: Adjumani, Arua, Moyo, Nebbi, Yumbe, Koboko, Maracha and Zombo in West Nile. The organisation prioritizes retention as labour intensive entity with core values include mutual respect, transparency and accountability, equity and participatory approach within human resource management system but encounter declining performance which threaten funding (CEFORD, Report, 2016/2017). The going concern of NGOs depends on performance

contributed by retained staff. Community Empowerment for Rural Development (CEFORD) was selected to represent other community development NGOs because it one of the oldest NGO which covers a wider geographical area in the West Nile region in Uganda and it was near home and new all what was happening hence the staff will not deny information for me. Furthermore, James (2012) argues that performance of NGO associated with incomplete programs, time over run are challenges which threaten their sustainability due to suspension of funding which led to retention of staff although desired outcome is not yet achieve amongst NGOs in Uganda. Alnimir (2016) notes that the Center for Health, Human Rights and Development (CEHURD) alone report 15% decline in achievement of set objectives after integration of staff retention.

1.2 Statement of problem

Staff retention plays a crucial role in improving organization performance (Nelman, 2017). The organisation performance can, however improve when talented staff are retained through career development, work life balance and recognition of their efforts (Kasmi, 2015; Brete, 2016). NGOs have introduced career development, work life balance and recognition of its staff with financial and non-financial items but the performance is declining in Uganda. Despite the retention strategies like career development, work life balance and recognition, the performance of NGOs is still questionable, for instance, Global Fund Audit Reports by Price water house Cooper's GF-OIG-16-005 26 February 2016 Geneva, Switzerland, show' that operations of local NGOs in Uganda have recently been characterized by the problem of low performance attached to poor quality service delivery, low efficiency, poor accountability for resources channeled. The decline worsened in 2015 and 2016 as 55% of NGO failed to delivery desirable quality service to achieve the target which leads to suspension of donor funds (Aldamen, 2016).

Obiga (2019) argues that the poor performance of NGOs established from validation and verification exercise has forced the government to close more than 12,000 non-governmental organisations (NGOs). Uganda National NGO Bureau Report (2019) indicates that NGOs are poor performing which retards the service quality offered by them amidst of staff retention. In addition, NGOs in Uganda encounter low performance due to stoppage of some projects/ programs, cost overrun and time over run on the projects (Yenhose, 2017). Low performance of NGOs leads to suspension of funding, stoppage of projects, delayed completion of the programs, dissatisfaction of beneficiaries and closure amidst of staff retention (Veron, 2016).

CEFORD Report (2017) reports 45% of incomplete programs between 2015/2016 which indicates declining performance which lead to delivery of poor quality of services, termination of some projects and cost overrun amidst of staff retention strategies through work-life balance, compensation, and personnel development. This study therefore aimed at establishing effect of staff retention on employee performance of NGOs in Uganda, case of CEFORD.

1.3 General objective

The main objective of this study was to examine the effect that staff retention strategies has on employee performance of CEFORD.

1.4 Specific objectives of the study

In order to meet the above general objective, this study had the following specific objectives:

- i. To establish the effect of career development on employee performance of CEFORD.
- ii. To establish the effect of recognition on employee performance of CEFORD.
- iii. To examine the effect of work-life balance on employee performance of CEFORD.

1.5 Hypotheses

The study was guided with the null hypotheses:

- i. Career development has no significant effect on employee performance of CEFORD.
- ii. Recognition has no significant effect on employee performance of CEFORD.
- iii. Work-life balance has no significant effect on employee performance of CEFORD.

1.6 Scope of the study

1.6.1 Subject Scope

This study established the effect of staff retention on employee performance of CEFORD. The independent variable is staff retention with constructs including career development, recognition, and work-life balance while dependent variable is employee performance studied through efficiency, delivery of quality services and achievement of set objectives.

1.6.2 Geographical scope

The study was conducted in Arua district with CEFORD. The organization operates in 8 districts of West Nile. The selected NGO covers a wide area of operation, retain staff and is among the prominent ones in West Nile, thus appropriate for the study. Further, the geographical area covered by the NGO is the good representation of NGO performance in Uganda. This therefore made it an appropriate case study (CEFORD Report, 2017).

1.6.3 Time Scope

The study further covered a period of three recent years from 2016 to 2019 where the CEFORD reports declining performance attached to 45% of incomplete projects in Arua and Acholi region amidst of staff retention (CEFORD Report (2017)). Literature reviewed mainly covered a period between 2010 up to 2018.

1.7 Significance of the study

Researchers and Academicians

The findings of this study are expected to be of great significance to various researchers involved in human resource development research activities. The documented report of this study will be easily acquired from the library and it will equip the learners with more knowledge and skills on staff retention and organisation performance in NGO's and other private sector organizations. The study will further make a myriad of contributions to the literature on staff retention which will be part of articles useful by researchers who want to further this study and to other wider stakeholders in the academic circles.

NGOs

The study will be of great significance to the all NGO's and all organizations since it will highlight some of the critical contribution of staff retention on employee performance.

Other Organizations

The findings of this study are of great significance to not only NGO's but all organizations in the country since by using the analyzed results, human resource managers in all organizations will be in a better position to understand the how staff retention relate to the employee performance.

The findings of this study will make concrete recommendations to the particular organization where the researcher is going to conduct its study to support employee performance.

1.8 Justification for the study

Performance is the primary objective of organizations including NGOs. The NGO funding relies on performance which is entrusted with the employees. The NGO struggle to improve performance through retention of talents with strategies like work-life balance career

development and compensation (Zeron, 2013). Employee retention is the key factors that contribute to employee performance in an organization. Nowadays, organizations are experiencing a declining performance despite the efforts in the retention of staff (Dyer & Ericksen, 2015). Therefore, this study sought to investigate and understand why employee performance in an organization is continuing to deteriorate despite the many retention strategies that NGO's have out in place.

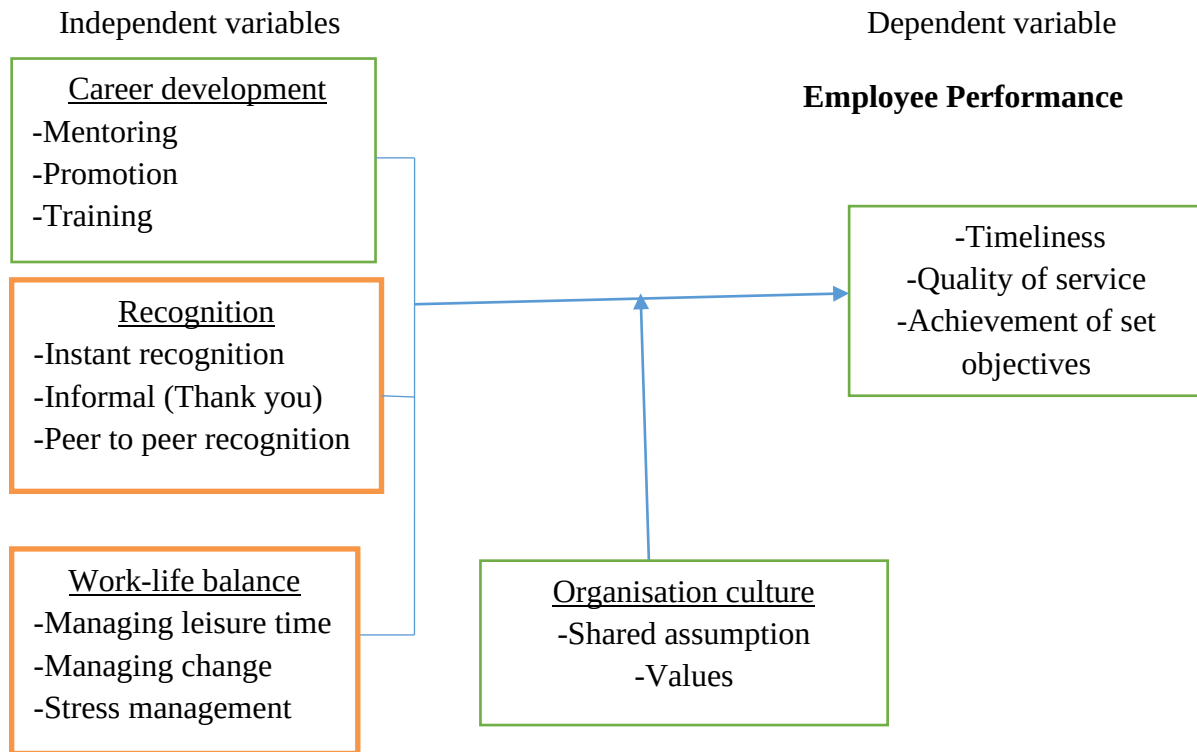
1.9 Conceptual framework.

NGO is labour intensive entity and measures performance based on retention of talent staff. Joan and Harris, (2015) stress that performance of an organization is a measure of employee expertise to the delivery of quality services. Rangnekar (2014) conjures that adoption of career development practices, work life balance and recognition of staff enhance retention which improves organisation performance. Singh and Disit (2011) assert that career development practices facilitate career change which leads employees to move to high job responsibilities. Work life balance at work place improve organisation performance (Yukl, 2016).

Hashm (2015) pointed out that recognizing staff on successful task accomplishment with formal acknowledgment letter of appreciation, gift and the like; informal acknowledgement like thank you very note and the like reinforce employee intention to stay to support improved organisation performance. With the combination of career development practices, work life balance and recognition at workplace does influence staff retention (Hambiel, 2014). Therefore, retention of staff guarantees reputation and improve employee performance in an organization to increase efficiency to offer quality service delivery. Retention of talent staff is easily achieved through career growth and development, work life balance, and recognition retention strategy (Rangnekar (2014).

The sustainability of employee performance is largely attributed to timeliness, delivery of quality services to meet the needs of beneficiaries, and achievement of set targets of the NGO. Dansereau (2014) asserts that improved organisation performance is through timeliness, delivery of quality service and achievement of set objective. Organisation performance is the actual results of an organization as measured against that organization's intended outputs (Tomal & Jones (2015). The success of an organization depends on the competency of its leaders to support employee efficiency, delivery of quality services and achievement of set objectives. This assumption suggests that retention of staff supports employee performance in an organization. The moderating variable is the organisation culture. Culture is a system of shared assumptions and values which govern how people behave in organizations to support improve performance through their intention to stay within the organisation. Employee is significant resource in an organisation and therefore retention of staff supports organisation performance.

Figure 1: Conceptual framework



Source: Job embeddedness theory (Mitchell, 2001); organisation theory (Eisenhardt, 1985), Jago (2015) & Nzulwa (2017) Modified by the researcher.

Organizational performance is supported with the ability to achieve the desired actual output or results aligned with the intended outputs. Jago (2015) assert that retention of talent staff is the key yardstick to support organisation performance. Retention of talent staff through recognition, career growth and work life balance improve non-governmental organisation efficiency to achieve set goals and objectives (Nzuwa, 2017). Retention enhances learning and growth which lead to organisation performance, resulting from efficiency, quality services and achievement of set objectives. The independent variable is staff retention conceptualized as career development (mentoring, promotion and training), work life balance (managing leisure time, managing change and stress management) and recognition (instant recognition, informal (Thank you) and peer to

peer recognition) retention strategy. Dependent variable is employee performance conceptualized in terms of timeliness, quality services and achievement of set objectives. The moderating variable is the organisation culture measure in terms of shared assumptions and values. Staff is significant resource to support organisation performance, thus need to develop strategies to retain staff. Retention builds goodwill and well as reputation for the NGO which attract funding from the government, individuals and international organisation.

Decoteh (2016) assert that retention of staff is the core objective of human resource department within an organisation to support efficiency. Retention is the strategy to motivate staff to stay for so long in an organisation to support organisation performance through the acquired experience. Experienced staff endeavors to improve the unit output in terms of quality services and achievement of set objectives at low cost. Benette (2014) assert that non-government organisations rely on continuous improved performance to win funds from the donors which is attributed to maintenance of talent staff. In addition, Hesfet (2015) conjures that through improved performance non-government organisation manage to achieve set target to remain on going concern which is largely supported with the retention of staff. This therefore makes it imperative to establish whether staff retention is related to employee performance.

The organisation performance is a process of making sure that NGO resources are being properly used in pursuit of set goals. Crook and Shook (2005) says that the organisation performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact.

1.10 Definition of key terms

Career development retention strategy: This is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future. NGO provides employees with a path to achieve career goals by provide support as mentorship, training and opportunities to take on challenging work.

Efficiency: This is the ratio of useful work performed by a person compare to the input effort. Efficiency is the ability to avoid wasting materials, energy, efforts, money, and time in producing a desired result. In other words, successfully, and without waste.

Staff: This refers to a person who is hired /contracted to work for another or for an organisation in return for payment. He/she can be a permanent staff or on contract.

Staff retention: It refers to policies and practices NGOs use to prevent valuable staff from leaving their jobs (Glen, 2016). Employee retention encourages employees to remain in the organization for the maximum period of time (Griffeth, 2012). Staff retention is attributed to career development, recognition and work-life balance retention strategies.

Recognition retention strategy: It is the acknowledgment of organisation staff for exemplary performance. Essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance and positive organisation results. This is awarded through instant recognition, informal (Thank you) and peer to peer recognition.

Organizational culture: This involves a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. The shared values have a strong influence on the people in the NGO and dictate how they dress, act, and perform their jobs.

Organizational performance: According to Kirby (2005), organizational performance can be considered as an actual outcome of an organization measured against the output targets or goals. This is measured in terms of efficiency, quality of service, and achievement of set objectives.

Non-Governmental Organization (NGO): This refers to an organization that is not supported by government that offers essential services to a community which are in the main domain of legitimate government, but due to inadequate resources, the government is unable to render.

Work-life balance retention strategy: It is the achievement by employees of equality between time spent working and personal life. A good work-life balance for employees motivate staff motivation which increases staff retention to support organisation performance. It is measured through effective management of leisure time, change management and stress management.

1.11 Conclusion

This chapter provides an overview for the study. Performance is the primary objective of an organisation to achieve competitive advantages and sustainability. NGOs are faced with fluctuating performance amidst of staff retention. The focus was specifically on how career development, recognition and work-life balance relate to employee performance in the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

After exploring the study's background information and establishing the research objectives in chapter one above, this section presents the theoretical framework and the relevant literature underpinning staff retention and employee performance. The first section of this chapter focuses on the theories that underpin staff retention and organisation performance. Followed by review of relevant literature in line with study variables together with identified gaps. Lastly the conclusion and literature gap.

2.1 Theoretical Framework

The study was guided by Job embeddedness theory (Mitchell, 2001) and organisation theory (Eisenhardt, 1985). Job embeddedness theory (Mitchell, 2001) provided the connections between employees and their organizations to determine if they leave their positions or stay. He further noted that job embeddedness theory supports the employees' intention to remain in the organization as long as the inducements to stay match or exceed their expectations. Job embeddedness influences staff decision to whether remain in the NGO or leave. By being embedded in a job, the individual will be less likely to leave the organization thus having a positive impact on their productivity to spur improved performance. As employees participate in their professional and community life, they develop a web of connectness and relationships on and off the job to support their productivity and performance. NGOs develop employee career, recognizes them, provide work-life balance to ensure that their employees are job embedded to yield desired performance as this keep the staff from leaving the company hence resulting to employee retention. Human resource practitioners should ensure that employees are embedded to

their jobs through the three dimensions of job embeddedness; links, fit and sacrifice for their employee to foster improved performance.

The links dimension describes the relationship the employee has with other people in the NGO. NGOs manage to links employees with mentors within, design work in teams, foster team cohesiveness to achieve desired performance which at the vague of decline. Employees with numerous links to other in their organisation and community are more embedded and would find it more difficult to leave as well as perform to achieve improved performance (Mitchell, 2001). Casior (2010) assert that career development in the workplace act as a way of embedding the employee to their jobs and this can be accomplished by having a member working in teams to improve performance. The second-dimension fit is described as the compatibility that an employee has with their work and in the work place with the relation to achievement of desired performance.

Joselt (2013) argues that organisation employ realistic job preview, incorporate organisation fit into employee selection as well as provide clear socialization and communication about the enterprises values and culture to realize employee fitness into their new environment as well as maintain them for long to achieve peak performance. Therefore, the human resource department should ensure that the individual's needs such as career goals, personal values and plans for the future fit with the organizations goals and plans to retain them and ultimately achieve desired performance. Employee are human resource whose needs are not easily predicted although elements like work-life balance, recognition and career development motivate them to stay and have an increase in performance (Venel, 2012).

Sacrifice is the third dimensions in the job embeddedness theory. Sacrifice is the loss that an employee will feel and bear when he/she decides to leave the NGO. When the employee leaves the organization, he/she will have to lose interesting projects, attractive benefits and compensation, working with colleagues who have grown close to as well as promotional chances (Mitchell et al., 2001). Performance of NGOs is through efficiency and quality service delivery inclined on accountability which is solely done with employee on attainment of organisation activities. Its limitation is about yardstick to correlate the dimensions but otherwise, it is useful in current generation. Therefore, job embeddedness is beneficial to organizations when it comes to retaining employees as it enables the NGO to know why people decide to stay thus creating appropriate retention strategies that suit the organization to support achievement of set objective (Mitchell et al., 2001).

Organizational theory (Eisenhardt, 1985) consists of approaches to organizational effort to achieve improved performance. Organization are defined as social units of people that are structured and managed to meet a need, or to pursue collective goals. The organization theory emphasizes the rational system perspective to support employee realize efficiency and deliver quality services. In a rational organization system, there are two significant parts that is achievement of set goals and formalization associated with increasing efficiency and delivery of quality service. Its limitation is on the hectic bureaucracy although it is relevance is paramount.

2.2 Conceptual review

The organization's employee performance is supported with retention of talents in the NGOs (Griffeth, 2012). The reputation of NGOs is based on retention of staff to yield high productivity. Staff retention is conceptualized in terms of career development, recognition and work-life

balance whereas organisation performance is determined through efficiency, quality of life and achievement of set objectives. Retention of staff to retirement promotes reputation of the organisation to achieve competitive advantages.

2.2.1 Staff retention

The employee retention is the organizational commitment to achieve performance (Curtis and Wright 2017). Staff gain experience as long-time exposure on the activities performed at the NGOs (Hytter, 2016).

According to Armstrong (2006), staff retention refers to how an organization keeps their employees from leaving the organization thus coming up with retention strategies to ensure that employees remain in the company. Research shows that HR practices can be especially powerful in enabling an organisation to achieve its retention goals. These practices including recruitment, selection, socialization training and development, compensation and rewards, employee engagement (Griffeth, 2012). Yazinski (2009), in his study gives a brief review of retention factors working towards the preservation of an organizations most valuable asset including skill recognition, learning and working climate, job flexibility cost effectiveness, training, recognition, work life balance, career development, communication, employee motivation, conduct of stay and exit interviews caring management and culture.

Staff retention is the main concern of human resources for all the organisations NGOs inclusive. It regresses the cost to recruit and retain the employees. This is due to the extreme demand of talented workers in the support towards achievement of set objectives in the NGO (Hughes & Rog, 2011). Staff retention can be defined as a talent to retain employees working for the company (Bittante, 2007). The retention of employees starts with a procedure which includes

interviewing, selecting and hiring process (Schreiber, 2002). The main objective of staff retention is to avoid the loss of talented and trained staff from the NGO to support performance (James & Mathew, 2012). This study however is to focus on career development, recognition and work life balance as attributes of staff retention.

Retention of staff guarantees reputation to spur non-government organisation performance (Griffeth, 2012). NGO reputation through staff retention attracts funding for sustainability and ultimate going concern, which indicate organisation performance. Deery (2010) reinforces that staff retention is the primary objective of human resource (HR) department to retain and attract new talents to accelerate organisation performance. The competition for talent staff amongst NGOs has enabled their HR department to prioritize staff retention as yardstick to support performance. It is therefore imperative to establish the level of staff retention at CEFORD.

Career development retention strategy

Training improves service accuracy and thereby impacts service performance to spur career development (Paradise, 2008). Riccio (2010) assert that career development motivates employees to manage learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future to improve performance. When the employee undergoes training and learning development programs, his/her confidence builds up in the area of training that motivates them to be more engaged in their job. Alderfer (2011) suggest that when an organisation offers regular guidance to staff with equivalent rewards enhance retention and productivity. He emphasized that “satisfaction of growth needs depends on a person finding the opportunity to be what he or she is most fully and become what he or she can through career prospect”. The career path ladder through training and development needs to

be given importance by management which will lead to timely opportunities for career development.

Joselt (2013) argues that monitoring of employee activities by supervisors improves their performance. Monitoring improves the current and future management of employee outputs, outcomes and impact on the set targets which enhance employee performance. Venel (2012) assert that management ability to guide staff on appropriate ways of performing the activities retain them at work. Guiding staff provides a wide-range of valuable information to enable them perform tasks effectively to yield desired employee performance. Mustafa and Kamil (2011) assert that organisation motive to support career prospects for employees enhance staff retention to foster organisation performance. This improves automatically the level of productivity and ultimate organisation performance.

Learning is no longer solely associated with education and is no longer viewed as a pre-career affair but viewed as key determinant of career development (Zede, 2015). There has been a shift from job security and lifelong employment to lifelong learning, employability, and talent management (Nilsson & Ellström, 2012). Moreover, Riccio (2010) outlines his professional experience which illustrates his passion for employee career development and for institutions to incorporate a holistic talent management initiative to foster promotion of individuals at all level of the organization. This is to ensure the bright opportunities for employees to further growth in future times. Zede (2015) assert that change of training program to suit the current needs of employees to enhance staff retention and overall performance. Further, the main purposes of employers nowadays in implementing employee career development programs through career prospects to support the employees in developing career but also use the initiatives to engage and

retain their potential employees (Mustafa and Kamil, 2011). Career development enhances employee current job performance in organisation.

Recognition retention strategy

Recognition is a strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and objectives which eventually support retention (Imran & Ahmad, 2014). Employee recognition, according to Harrison (2005), involves the timely, informal and/or formal acknowledgement of a person's behavior, effort or business result to retain staff. Recognition has been held to be a constructive response and a judgment made about a person's contribution, reflecting not just work performance but also personal dedication and engagement on a regular or ad hoc basis, and expressed formally or informally, individually or collectively, privately or publicly, and monetarily or non-monetarily (Brun & Dugas, 2008).

Brun and Dugas (2008) in their scientific literature have identified that instant recognitions expressed in the form of personal recognition, recognition of work practices, recognition of job dedication and recognition of results facilitates retention of staff. Carrick and spencer (2011) argued that instant recognition energizes employee to achieve desirable performance which enhances staff retention. It induces the good relation between the staff, co-workers and managers leading quality of work. If the employee is comfortable with their work especially prompt payment and good working environment, then they feel as a part of the organisation and intended to stay for a longer period of time. They are also committed towards their work which is an important aspect if a person is working in the reputable NGOs. The employer is expected to make the employees feel special not recognized. Generally, most of the employees leave the organisation early because they take it as an unpleasant and disrespectful work. Tangthong (2014) reinforces that organisation appreciate staff effort to accomplish tasks to support staff

retention embarked with employee performance. Therefore, this study seeks to establish the right suitable recognition criteria for NGOs to support performance.

Deery (2010) states that the peer-to-peer recognition inspired employee to stay in the NGOs. Peer recognition (often called peer to peer recognition) is when colleagues in the same team or department praise each other for their work influences them to stay for long in the organisation although over peer-to-peer recognition is selective strategy but remain relevant to retainer performers in the NGO. Staff retention through peer-to-peer recognition scheme support performance (Tangthong, 2014). This left a gap to underpin the magnitude to which performance is inspired with peer-to-peer recognition.

Erickson and McCall (2012) establish that informal recognitions like thank you captures the mind of employees which induces their intention to stay in the organisation. However, informal recognition requires support with training, working guides, work benefits and further basic knowledge about managing systems to improve the operational performance and ultimately enhance the staff retention and financial performance of the organisation against competition.

Imran and Ahmad (2014) conjure that team work facilitate peer to peer innovation to enhance staff retention to foster organisation performance. This left unanswered question as to how mere thank you retain staff in the NGO.

Work life balance retention strategy

Deery (2010) asserted that balancing quality of life through work-life balance attributes like leisure is the necessity for survival which enhance staff retention. The quality of life is balanced when an organisation provides reasonable flexible hours to help employees balance the workplace and private demands inspire their intention to stay. Mescher (2010) state that change

management is important to form the equilibrium in which demands of personal life, professional life, and family life are equal. Trefalt (2013) conjures that provision of free time at work to enable knowledge sharing amongst employees support retention to foster performance. NGOs struggle to provide for work life balance for employees to inspire them to stay to contribute to desire performance. The work life balance permits management of leisure time, management of change and stress management.

The messaging around work life balance strategies include management of change stress and leisure time are seen as mixed and marginal (Kossek et al, 2010). The NGO send a clear message that their employees and their lives outside of work are important. Helping beyond providing a pay cheque goes a long way to keeping top performers in their positions. Mescher (2010) assert that sharing skills retain employees to stay at work to perform the tasks. Furthermore, Maritz (2011) conjures that integration of self-esteem retain staff with pride at work as well as vigorous to improve performance at the organisation.

More recently, Trefalt (2013) explored the role of ‘boundary work’ providing an in-depth understanding of how employees negotiate their time between work and non-work to make a decision to stay or leave. The provision of work life balance is catalyst to retain staff in the NGO. This requires investigation to establish whether work-life balance support performance in the NGOs.

Charles and Bisobori (2012) posit that providing leisure time to staff support work life balance which retain them. Maritz (2011) has pointed out that managing leisure encompasses a variety of practices and experiences that expand and enrich employee capabilities and flexibility to manage personal tasks as well as organisation tasks.

Kossek (2010) argues that provision of work-life balance helps employee to catering for emotional state to remain focused without grief of fear and anger. Managing emotion restrain the employee from stress and other physiological disease. Hendry (2012) argues that work-life balance enables employee to learn new skills required to perform tasks effectively. Oredel (2015) assert that making exercises to relieve tension at work retain employees to improve performance.

However, the Human Resource department plays an important role in the development of work life balance with leisure to stimulate employees desire to stay. Management of leisure facilitate staff retention in the NGO, this requires investigation.

2.2.2 NGO performance

NGO performance is attributed to efficient work and satisfaction of beneficiaries (Hendry, 2012). According to Kirby (2005), organisational performance can be considered as an actual outcome of an organization measured against the output targets or goals. Upadhaya et al (2014) points out that, though organisational performance can be perceived on the ‘wholeness’ of timely goals achievement. It is important to focus on specific areas including financial, product markets and shareholder returns which altogether can be summed to determine the overall outcome in the NGOs.

According to Muhammad (2014) assert that the ability of employees to achieve set goals measures desirable performance in organizations. The impact that the inputs in an organization has on the processes and activities within an organization play a central role in determining the strategic outcomes within the organization which is determined by the achievement of mission, vision, financial position, and goals within the organization.

Efficiency (timeliness)

Kırıkkale (2015) conjures that the increase in the unit output in comparison to unit input determines the NGO performance. He further established that high efficiency is the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without wastage of resources to deliver high quality services to meet the need of beneficiaries and funders.

Deming (2016) espoused that the Total Quality Management (TQM) within the NGO activities through timely project completion with minimum wastage and cost overrun determine the organisation performance. IGOs tend to breakdown their NGO types into smaller categories as befits their emphasis. For example, the World Bank would partner alongside Oxfam International, an intermediary- size organization, to aid a developing country and also work with community-based group to apportion aid to districts or local communities within that country. Or, the American Heart Association may fund a local CBO's inner-city awareness campaign about heart disease affecting the local African American community in the United States. The NGO goal setting is attributed to beneficiaries and funders policies which drive the overall efficiency with the support of historical and contemporary expertise to improve productivity and performance (Oredel, 2015). This universal evaluation on TQM necessitates investigation with this case study.

Kırıkkale (2015) conducted the study on efficiency of NGOs in Malaysia and found out that high level of financial precautions to meet the set objectives of NGOs facilitate efficiency. NGO accountability is linked towards fulfilling beneficiaries' expectations / needs and donor's

objectives inclined to the approved budget. Financial precaution is the ability to spend funds in line with approved budget within the NGOs to meet the set objectives as agent to spend funds on behalf of the principal that is donors to fulfill beneficiaries needs (Markara, 2015). The high the level of finance precaution/ discipline amongst NGOs to efficiently utilize funds justify their sustainability with support from donors and beneficiaries. These findings were carried out on NGOs not in Uganda, thus left a gap to investigate efficiency at CEFORD.

Maritz (2011) assert that disclosure of information via the Internet, or online transparency to concerned parties like donors, beneficiaries and the like, not only improves the communication of the information but also enhances the efficiency of the NGOs. The disclosure of information promotes organizational trust and its better operability to foster efficiency (Ballesteros & Frías-Aceituno, 2012). Disclosure of information related to utilization of funds in line with budget to meet set objectives support efficiency of NGOs. Berggren and Bernshteyn (2017), added that increase in the participation and commitment of internal stakeholders facilitate transparency and efficiency of the NGO. It is worth noting that NGOs operate within the guidelines established between funders/ donors and beneficiaries to spur efficiency, this therefore necessitate this investigation in the context of this study.

Golden et al (2012) conjures that NGO self-regulation mechanisms with adoption of code of conduct, information service and performance guide voluntary adoption of accountability mechanisms drawn up by external agents or by NGOs themselves support efficiency. The code of ethics enables staff at NGOs' to exercise justice and expertise accountability to support efficiency. Warren and Lloyd (2015) assert that online transparency by the Colombian NGOs facilitate an efficiency analysis of these entities in reaching their social goals to enhance online

transparency and greater efficiency of these NGOs. This assessment requires investigation in the context to this case study.

Kang (2014) state that adoption of procedures to become affiliated with accountability and contribute financially to the organization in order to enhance the involvement of the stakeholders to meet NGO set objectives spur their efficiency. In addition, De França (2010) argued that transparency reduces the information asymmetry caused by conflicts of interests between NGOs managers and their main stakeholders (beneficiaries and benefactors) which support efficiency. In the same line, Burger and Owens (2010) noted that the disclosure of information is very important to control the performance of NGO to enhance their efficiency.

In order to investigate NGO efficiency in terms of outcome amongst Child Rights NGOs in South Africa, Golden et al (2012) manifest that the use of outcome like number of beneficiaries yield objective results to support efficiency. Epstein and McFarlan (2011), add that an adequate assessment of NGOs efficiency involves obtaining financial and non-financial information about the resources (input) and the results (output) of the organization. The studies where carried outside Uganda, hence left a gap in the context to this study.

Caba (2016) highlighted that goal congruence enables NGOs to implement the approved plan placing the interests on funders and beneficiaries needs to support efficiency. Goal congruence led to greater transparency to strengthen NGOs legitimacy and efficiency (Gandía, 2011). Efficiency is largely induced with the intention to prioritize overall organisation goals. NGOs efficiency has turned an important issue to many parties include funders, citizens/ beneficiaries, government and the like to contribute towards community standards of leaving (De França,

2010). Efficiency measures organisation competitiveness and going concern, hence justify the need to investigate efficiency of NGOs in Uganda, case of CEFORD.

Quality of Service

Quality attributes of products plays a central role in determining customer satisfaction in any organization (Mondy, 2010). Quality of service is either tangible or non-tangible brand associations, organizations ought to ensure that they keep talented and experienced employees who uphold the standards required in the organizations to maintain product and service quality (Muhammad, 2014). Yheng (2016) assert that quality is the delivery of desirable services to beneficiaries in the NGOs, whose satisfaction enhances the organisation performance. These universal findings need evaluation with the case study.

Based on Armstrong (2011) ideas, employees with prior experience in maintaining a particular quality cue are more effective than their counterparts with no such experience. This implies that, high staff turnover can negatively impact on quality levels within an organization which can lead to low customer satisfaction. NGOs as self-governing, private, not-for - profit organizations that are geared to improving the quality of life for disadvantaged people predict organisation performance (Vakil, 2016). Retention of talent staff support delivery of high service quality which is the key determinant of the NGO performance.

Zelewski (2016) asserted that meeting the desires of beneficiaries from NGO programs and activities justify quality service delivery. NGOs are always flexible and democratic in their services, thus serve the people without intention of profit for itself. NGOs improves the standard of leaving of underprivileged people in the community through its programs like health, education, entrepreneurship amongst others justify delivery of quality services (Makni et al.,

2015). NGOs are committed to the root causes of the problems trying to better the quality of life especially for the poor, the oppressed, the marginalized in urban and rural areas which indicates quality services, if services reach the intended beneficiaries in the community.

Özdemir (2013) post that effective consultation of beneficiaries of NGO programs to incorporate their need in the plan guarantee quality service delivery. Consultations enable the NGOs to identify needs of the beneficiaries which strengthen their ability to improve the life of leaving/ addressing the problem of society, hence justify delivery of quality services. Furthermore, Bansal (2014) argues that application of basic social principles triggered towards empowering people to bring about development to communities that they are servicing justify delivery quality services to beneficiaries. The NGOs are non-profit making, voluntary, service-oriented/ development-oriented organization, either for the benefit of members (a grassroots organization) or of other members of the population (an agency). Therefore, NGO's ability to stick to its intended programs of changing people's standard of leaving indicates delivery of quality service. It is worth noting that, a study of this kind is necessary to investigate the quality of services offered by the NGOs in Uganda.

Hekmat (2012) in research as "Quality of health services non-governmental hospitals affiliated to University of Medical Sciences and Health Services in Arak" concluded that in all dimensions of quality, perception quality (available quality) were not exceeded on expectation of quality (optimal conditions of patients) or does not comply with it. The service quality is associated with the ease to access the services offered to the beneficiaries. Service is work or experience offered by one party to the opposite party. The essence in the service quality of NGOs is the accessibility by underprivileged people without diversion of those services to providers' interest to remain focused on goal congruence. This therefore necessitates a need to investigate whether services

are easily accessed by beneficiaries attached to programs offered by NGOs in Uganda, case of CEFORD.

Ghafari (2011) argues that the solutions to beneficiaries' problems attached within the services delivered by NGOs justify its quality. The good interactions between beneficiaries and service providers indicate quality service delivery. Benefits arising from service quality are another factor that encourages organizations to provide high quality services. One of the direct effects is increasing the NGOs' ability to provide efficient services to beneficiaries. Quality of services is intertwined between beneficiaries, funders and the perception of the NGOs. For this reason, beneficiaries considering services through physical evidence of solving their problems in community. Therefore, there is need to establish the quality of services in the NGOs in Uganda.

Achievement of set objectives

Lebens (2012) argues that achievement of set targets within the schedule indicate organisation performance. Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Euske, 2011). Deshpande (2012) argues that timely completion of the project within budget limits foster organisation performance.

Patham (2014) argues that achievement of the set objectives amongst the NGOs determines performance. The final accomplishment of something noteworthy, after much effort and often in spite of obstacles and discouragement support performance. Goal is the object or aim of an action reinforcing organisation achievement (Bedex, 2015). The author contented that people's performances can be improved through specific hard goals or "stretched" goals. He further states, "A goal is a standard for assessing one's satisfaction. In short, employees who are

committed to attaining high goals are high performers, thus determine achievement of set objectives. This evaluation requires confirmation with the context with this study.

2.2.3 Moderating variable

Fhein (2014) assert that organisation culture is the attributed into the three levels to include artifacts, values and assumptions which controls the behaviors and conduct of employee to improve the performance of organisation. Further, described as pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new NGO staff as the correct way to perceive, think, and feel in relation to activities within the organisation. James and Mathew (2012) argue that collective decision-making culture retain staff to perform the tasks in the organisation. This moderates the influence of staff retention on NGO performance.

Hofstede and Quinn (2010) conjure that values reinforces staff core competency to create a unique client value to support NGO performance. Core competencies are valuable capabilities that are collective and unique in their characteristics, as well as strategically flexible contributing towards the success of potential business. Organizational core values, competencies, the unique resources of an organization, affect many products and services and provide a competitive advantage in risk management in the workplace (Johnson & Scholes, 2012). The shared values to exercise staff competences support their intention to stay as well as NGO performance.

Javidan (2011) asserts that a clear shared vision of promoting respect amongst staff enhance functionality-related to competencies to operate effectively and spur NGO performance. Murphy (2012), argues that values attached to client satisfaction predicts NGO performance.

Furthermore, Hafeez (2013) argues that empowerment through knowledge-based management system to orient employees to achieve common goals reinforce staff retention in the NGOs. However, organizations without culture of universal share assumption do encounter team performance.

Walton (2014), conjures that shared assumptions to foster commitment and professionalism within an organisation culture enhance retention of staff. The internal environment analysis seeks to identify the strengths and weakness of the business through proper strategy, well elaborated structure, style, staff, skills, systems and shared values to support NGO efficiency. Using the SWOT model, NGO can ensure that they have the right number of people (staff) and these people possess the right kind of skills, competence and expertise (skills), thus, streamline the process to enhance performance (Helto, 2011). This mediating effect requires investigation in the context with this study.

2.3 Actual review

The employee retention is the organizational commitment to achieve performance (Curtis and Wright 2017). It is vividly acknowledged that retention of staff especially talents guarantee performance due to experience learning experience curve. Staff gain experience as long-time exposure on the activities performed at the NGOs (Hytter, 2016). The loyalty, trust, commitment, and identification and attachment attributed to employee retention support performance.

2.3.1 Career development and NGO performance

Nagabhaskar (2014) argues that career development through training has statistic significant relationship on organisation performance whether government or non-government. Training

equip employee with skills and knowledge or fitness that relate to specific useful competencies to yield desired organisation results. Training has specific goals of improving one's capability, capacity, productivity and performance. The availability of employees in terms of skill development opportunities and career movement is the 'key attractors' to organizations performance (Nagabhaskar, 2014). This was carried out in the industry thus left a gap within the NGO which the study intends to bridge.

Employee career development retention strategy through mentoring and coaching has positive statistic significant relationship improvement of organisation performance (Wallo, 2013). Linked with empowerment, personal development through learning develops employee confidence in their skills and motivation to do their work, thus spur their intention to stay. Organizations that emphasize personal and professional development tend to have higher commitment and satisfaction among employees which support their intention to stay and ultimate performance (Hulpia & Devos, 2010). In contrast, NGO that lacks of concern and direction for personal growth have been linked with lower employee commitment and satisfaction, which deter organisation performance. This requires confirmation with the study.

Nilsson and Ellström (2012) argues that career development through training, internal promotion has positives significant effect on organisation performance at 95% level. This motivates staff to stay as well as induce them to yield desired NGO performance. Promoting a staff from low level to middle level or middle level to top level motivate them to work excellently to achieve the organisation objectives. Moreover, Riccio (2010) argued that employee career development facilitates organisation performance as talent and expertise do not get exposed to the competitor. However, this requires incorporation of a holistic talent management initiative for individuals at

all level of the organization. This is to ensure the bright opportunities for employees to further grow in future times. Gaurav (2013) assert that knowledge sharing amongst staff equip them with needed skills to remain productive to achieve desired objectives. Further, the main purposes of employers nowadays in implementing employee career development programs are not only to support the employees in developing career but also use the initiatives to engage and retain their potential employees for high productivity (Mustafa & Kamil, 2011).

Employees must be able to see a clear career prospects path through training facilitate staff intention to stay in NGOs (Gaurav, 2013). Best practices for employee retention would be by recruiting the right person in the first place and internal promotion for career path (Oracle white paper, 2012). Organization's talent management, recruitment and retention policy and practices can significantly reduce attrition rates and improve staff performance (Frankeiss, 2008). It is important and difficult to retain talented employees under high unemployment levels. It is important to retain them because of high training and recruitment costs so organizations use rewards to retain employees (Simon, 2011). Ways and methods suggested to improve employee retention and commitment include better recruitment and training & development practices to improve employee satisfaction with work and the intention to stay (Deery, 2010). Charles (2011) argued that career development motivates employees and positively induce organisation performance at 5% level of significance.

2.3.2 Recognition and NGO performance

Staff intention to stay in NGOs is facilitated through recognition of employee which fosters organisational success (Anitha, 2014). Recognition of employee with his work place and its value system pose positive emotional connection of an employee towards his/her work to achieve set objectives. Instant recognition accelerates innovations which lead to improved NGO

performance. This therefore, justify the rationale as to why recognized employees yield grate achievement for the NGOs. Wang (2015) pointed out that recognition of employees with instant packages, peer to peer has positive significant effects on improved organisation performance.

Nathan (2014) observes that peer to peer recognition induce employee productivity, innovation, creativity to perform above their expectations and actual worker's capacity to foster NGO performance. Formal recognition with rewards accelerates employees' productivity to support organisation performance (Marquard, 2010). Furthermore, Peer to peer recognition inspires fellow peers to work efficiently to improve non-governmental organisation performance (Binfor, 2013).

Wang (2015) assert that employee recognition through the timely, informal or formal acknowledgement of a person's behavior, and organization's goals and values has a positive significant relationship on organisation performance. This depicts the point that there is a relationship between the recognition and performance is paramount in contemporary organisations. Veronic (2013) who postulated that recognizing staff spur their intention to staff to improve organisation performance in non-government organisation.

Sahoo and Mishra (2012) argue that recognized staff with informal recognition like thank you, well done, and the like motivate them to improved organisation performance. Mahendru and Sharma (2006) argued that the recognition mediates the degree of commitment towards the job which an employee performs and is reflected in how long he or she remains with the organization to improve performance. An organization's performance and success is closely related to that organization's ability to effectively recognize employee for excellent task accomplishment which is statistical significant at 1% level (Sahoo & Mishra, 2012). This finding

was established outside Uganda, thus need to establish the effect of recognition on NGO performance in the context to this study.

2.3.3 Work life balance and NGO Performance

Wegner (2011) argues that work life balance increases the quality of employees which pose a positive significant relationship on organisation performance at 99% level. Work life balance links the employee personal life with the organisation which leads to achievement of set objectives. Whenever possible, create several different flextime options and allow employees to choose the one that works the best for them (George & Jones, 2012). This left a gap to establish whether the work life balance guaranteed by NGOs to employees relates to improved performance.

Ram (2013) conjures that work life balance through stress management has positive statistic significant relationship on organisation performance at 5% level. The organisation goals incline with personal goals poses a synergy to support performance. The key to this plan is to marry the company's goals with personal goals, in essence, the real nuts and bolts of employee's retention to improve NGO performance. More so, Bhengu (2014) assert that work-life balance has significant effect on organisation performance at 99% level.

Teshelot (2014) reinforce that work life balance is a health tool to significantly improve organisation performance of the NGO. The top performers aim to accelerate their career within the company to foster performance. Further, Bhengu (2014) assert that internal application and change management with support of employees motivate them to stay and work towards improved performance. It should be note that work life balance provides peace to employee to

manage stress, changes within and outside the NGOs which accelerate their productivity and ultimate performance.

2.4 Conclusion and literature gap

This chapter has explored the concepts of staff retention and employee performance. As indicated in this chapter, staff retention has positive significant relation on employee performance although studies were mainly carried out in industries, government entities than NGO. This chapter has also revealed that organisation struggle to retain staff with anticipations of improved performance. However, organisation performance has remained a challenge which requires this investigation. Majority of the scholars like Veronic (2013), Sahoo and Mishra (2012), Wegner (2011), et al. applied quantitative approach but this study intends to adopt mixed design. On the other hand, Staff retention is not yet measured in the context to the NGOs in Uganda and performance is revealed to be largely influenced by human resources within an organization as the key inputs subject to retention strategies, leading to outputs efficiency, quality of service and achievement of set objectives which the study seek to investigate.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodological approach to be employed in this study in order to achieve the research aim and objectives. In essence, this chapter presents the research design, research population, sampling strategies, the data collection methods and tools, reliability and validity of the tools, data analysis and ethical considerations to be adopted in this study.

3.1 Research design

The research design is the blue print with set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research (Creswell, 2008). The study adopted a case study design with both quantitative and qualitative approaches, and cross-sectional in nature. Case study design is an inquiry that investigates a phenomenon within its real-life context on a particular case like CEFORD. Cross-sectional design is the research design which permits immediate reporting of data collected from the field (Kothar, 2012). The study adopted a pragmatic paradigm to incorporate mixed approach with quantitative and qualitative approaches. The pragmatic paradigm refers to a worldview that focuses on social inquiry to have access to truths regarding the phenomena under investigation like the relationship between staff retention strategies and performance of CEFORD.

Qualitative approach enabled collection of respondents' views through explanatory notes that explain a phenomenon instead of numerals, thus suitable for small sample. It aided gathering of opinions from senior management at CEFORD since they are the decision-makers with the mandate to determine the staff retention strategies and measure the level of performance. Cressy (2002) points out that a network of local contacts and shared interests with qualitative data

facilitates gathering of opinion on invisible issues like staff retention strategies and NGO performance as key informants to supplement the quantitative data from staff.

Quantitative approach aided the collection of data from respondents in numbers. This was appropriate to collect data from large samples like the staff at CEFORD. This facilitated the generation of inferential statistics about the relationship between staff retention and organisation performance to answer the study hypothesis. The units of inquiry were employee and unit of analysis is CEFORD.

3.3 Study population

Population according to Bryman and Bell (2011) is the universe of units from which a sample is to be selected. The study population is Community Empowerment for Rural Development as an organization with 85 employees (Archive CEFORD, 2019). These employees include a manager, supervisors, and other staff as shown in the table 3.1.

Table 3. 1: Study population

Category	Target population
Manager	01
Supervisors	09
Staff	75
Total	85

Source: Human Resource Archive (2019)

3.4 Sample Size

The sample size is the number of observations needed to obtain estimates of the model's parameters that closely match the parameter values of the model in the population (Fabrigar, Porter & Norris, 2010).

The qualitative sample size was 10 key informants include manager and supervisors at CEFORD. They constitute the management with mandate to regulate the retention strategies and expected organisation performance level. This is within the limits of Creswell (2004) who recommends a maximum sample size of 30 respondents suitable for qualitative approach.

The sample size was selected using Krejcie and Morgan (1970) table as cited in Amin (2005) and Israel (2013). Out of the target population of 75 staff excluding the manager and supervisors, a sample of 63 was selected for the study as detailed in table 3.2.

Table 3. 2: Showing sample size and techniques

Category	Target population	Sample size	Sampling techniques
Manager	01	01	Purposive
Supervisors	09	09	Purposive
Staff	75	63	Simple random
Total	85	73	

Source: Human Resource Archive (2019)

3.5 Sampling Techniques

Simple random technique was used to select the staff at CEFORD. As such, Saunders et al (2009) considers simple random sampling method to be effective in facilitating the external validity of research findings because of the diversity brought about by the use of this method. Simple random sampling is the basic sampling technique where a group of subjects (a sample) is selected for study from a population. Each individual was chosen entirely by chance and each member of the population has an equal chance of being included in the sample. Every staff has the same chance of selection.

Purposive sampling was used to select respondents from the top-level stratum include supervisors and a manager. Purposive is a non-probability sampling technique that enabled the researcher to select respondents based on who has the required information about the study; that is the Key Informants (Sekaran, 2003).

3.6 Data collection methods

The study adopted survey methods. Survey method is a basis of research instrument consisting of a series of questions for the purpose of gathering information from respondents. It involved questionnaire method and interviews. The questionnaire method and interviews were adopted to collect data from the respondents to provide data for the study.

3.7 Data collection sources

The study used both secondary and primary data sources. Secondary data sources contain already researched work include books, journal articles, and NGO publications, and the like to generate literature review, study population and key issues in the background of the study. Primary data sources are those collected for the first time from the field like information/data to be gathered from the study sample size at CEFORD.

3.8 Data Collection tools

The study used a questionnaire as quantitative approach and an interview guide as qualitative approach. Data collection tools are devices used to collect data from a target/ sample size.

3.8.1 Questionnaire tool

Questionnaire is defined by Marczyk (2005) as a data collection tool comprising of questions that are prepared by the researcher to be answered by the participants concerning a particular research problem. In this study, the questionnaires were designed following the conceptual

framework in chapter one, with much of the focus on the research aim and objectives. The questionnaire was formulated using Likert's 5-point scale where most of the questions are closed-ended. The 5-point scale is preferred in this analysis because its effectiveness in facilitating robust statistical analysis in any research study as earlier pointed out by Zikmund (2000).

Questionnaire was designed in accordance with the research objectives and piloted before final printing for data collection. The researcher hired two research assistants to help in the collection of the data together with herself from respondents specifically NGO staff other than manager and supervisors. The questionnaires were self-administered to staff and some were dropped and picked on their appointment. The entire process depended on the respondents' consent and agreement.

3.8.2 Interview guide

An interview guide is a set of questions that the researcher asks when conducting an interview (Vogt, 2007). The researcher designed an interview guide with open-ended structured questions following the study variables. Interview guide was administered to collect data from the key informants at CEFORD include manager and supervisors. Structured interviews are very helpful not only because they show excellent validity in meta-analytic research (Bryman and Bell, 2003), but also provide a chance to the key informants to give detailed opinions to the research questions.

Interviews involved discussions between the researcher and the key informants on the nature of staff retention strategies and organisation performance. The researcher was assisted with the research assistants to conduct the interviews on a manager and supervisors. Each interview took

average of twenty (20) minutes and were recorded on an independent paper in English language and transcribed. This approach is supported by Saunders (2003) who stipulates that in-depth interviews constitute one of the vital approaches for understanding phenomena that have not been significantly studied. The research assistant took records during the interview session and information were kept with utmost good faith and confidentiality.

Qualitative data supplement quantitative data through triangulation method or mixed methods. This helped to attach more meaning to quantitative statistics.

3.9 Quality Control Method

Quality control method is the process of ensuring the validity and reliability of the data collected with the data collection tools.

3.9.1 Validity of the tools

Validity of tools refers to the appropriateness of the instrument to measure what it intends to measure (Amin, 2005). To ensure validity, 10 key informants who are not part of the respondents were engaged to pre-test the instruments. To ensure greater chances of data validity, the questionnaire and interview guide were reviewed with the research supervisors for expert input. According to Katebire (2007), validity refers to the extent to which the data collection instrument collects data that has the characteristic or attribute the researcher wants to measure. Odiya (2009) defines validity of an instrument as the ability of the instrument to collect justifiable and truthful data; that is, measuring what it is developed to measure (Odiya, 2009). Validity is the extent to which the instrument measures what it is intended to measure (Leedy and Ormrod, 2010). Validity of an instrument is commonly measured in four forms namely; construct validity, content validity, face validity, criterion validity. The research supervisors and experts in the field

were consulted about the content of the questions, relevancy of questionnaire items and their validity. Therefore, for the case of this study, the instrument(s) were given to experts who rated the relevancy of each item attached to the variables of the study.

Content validity Index was determined from the sample of items taken operational description of constructs of the study (Polit & Beck, 2006). Validity of the questionnaire was tested using content validity index (CVI)

$$CVI = \frac{R}{R + N + IRR}$$

$$CVI = 71 / [71+0+5]$$

$$CVI = 71/76 = 0.934$$

Where; Relevant (R), Neutral (N), Irrelevant (IRR).

The CVI at 0.934 was close to 1, thus indicated validity of the questions set on the questionnaire as supported with Odiya (2009) who post that CVI above 0.75 guaranteed validity of data collected. The questions rated irrelevant were eliminated from the final questionnaires administered to respondents for data collection.

For validity on interview guide, the researcher pretested the tool and sought consent from informants to ensure validity of the data collected. This is recommended by Patril (2011) who assert that consent of interviewee lead to adequate credible evidence of validity which guaranteed a transparent data collection process. The data collected matched with theoretical ideas for credible findings as supported by (Bryman and Bell, 2011). In this case the theoretical idea is about relationship between staff retention and employee performance.

The researcher de-briefed the research assistants on the interview guide to provide an external check on the consistency in the data as supported by Creswell (2013). At this phase, the researcher focused on transferability of the data (Bryman & Bell, 2011). The researcher briefed and share views with research experts on NGO management about the interview questions. The researcher sought their clarity and input on the interview questions until when they feel satisfied with the questions on their level to address the study objectives. This ensured trustworthiness and credibility of the data collected as suggested (James & Busher, 2006).

3.9.2 Reliability of the tools

Reliability is defined as the extent that the instrument produces the same outcomes over multiple trials, it can also be defined as the stability or consistency of the test scored (Neon, 2016). The researcher determines whether the rest of the questionnaires are reliable through self-correct.

Reliability dealt with the accuracy of the instrument and the consistency of data collection by it (Katebire, 2007). Amin (2005) defines reliability as the consistency of the instrument in measuring whatever it was intended to measure. Reliability is one of the most important issues of measuring quality and it is well thought through before a measure is proposed and used, and before data gathering and results analysis. Reliability refers to a measure which is reliable to the extent that independent, but comparable measures of the same trait or constraint of a given object agree. The questionnaires were pre-tested on ten (10) staff from another NGO in Arua that did not participate in the study.

After pre-testing, data was entered in the SPSS software Version 20 to test the level of significance of items of the questionnaire with sensitive analysis to generate Cronbach alpha coefficient (α). The acceptable Cronbach alpha coefficient is significant at 0.7 supported with

Creswell (2012). The Cronbach alpha coefficient on the study variables were generated using reliability analysis from SPSS and set out in table 3.3

Table 3. 3: Reliability Cronbach alpha coefficient

Statement	Number of Items	Cronbach's alpha value
Career development	15	0.945
Recognition	15	0.892
Work-life balance	15	0.789
Organisation culture	8	0.867
Organisation performance	14	0.923

From the table 3.3 all the Cronbach's alpha values are above 0.7 include career development at 0.945, recognition at 0.892, work-life balance at 0.789, organisation culture at 0.867 and employee performance at 0.923. This implies that the questionnaire items provided reliable data since according to Creswell's alpha value above 0.7 is considered reliable and ready to be administered to respondents for data collection.

Reliability was assessed on interview guide whereby the researcher and research assistants agree in advance about what is to be interviewed and observed (Bryman & Bell, 2011). Under this method, reliability was done by cross checking all data collected for possible simple mistakes before exiting from the field. Barret and Spiers (2002) opined that when the researcher ensure consistence of the research questions and the method to be used to answer the questions, it guarantees reliability of the interview questions. In addition, adequacy of the sample size is relevant (Colline 2011) and this study used twenty-nine interviews which are adequate. The researcher verified the question and sought consent from key informants which assured

reliability of qualitative data. This study employed coding and theme development in qualitative analysis.

3.10 Measurement of Variables

The independent variable that is staff retention in this research was measured in terms of; career development (mentoring, promotion, and training); recognition (instant recognition, informal, and peer to peer recognition); and work life balance (managing leisure time, managing change, and stress management) while dependent variable that Employee performance in organization entailed efficiency, quality of service and achievement of set objectives at CEFROD. The variables were operationalized into measureable elements to enable the development of an index of the concept. A five-point Likert scale {(5) strongly agree, (4) agree, (3) neutral (2) disagree, (1) strongly disagree} was used to measure both the independent and dependent variables.

3.11 Data Analysis

Data analysis is one of the most important steps in research study because the accuracy of the data analysis determines the reliability of the findings (Wilson, 2010). As such, Crowther and Lancaster (2012) point out that it is important for researchers to adopt effective data analysis methods based on the nature of collected data in order to avoid errors which may be associated with wrong data collection methods. Data analysis was categorized in terms of quantitative data analysis and quantitative data analysis as set out below:

3.11.1 Quantitative data analysis

In this study, quantitative data was sorted, coded and entered in SPSS version 20 software to generate descriptive analysis and inferential analysis. Descriptive statistics was generated to describe the research sample with the use of mean and standard deviation while inferential

statistics specifically regression analysis to examine the effect that staff retention has on organizational performance. By using SPSS 20 software, the researcher was able to reduce human error which could have occurred during manual analysis of the data, while also saving time.

The correlation analysis was generated to establish the relationship between staff retention and employee performance. The imperfect relationship, a multiple regression model was developed to establish the effect relationship between study variables. Thus, exploring the interrelationship amongst the study variables: employee performance as dependent variable on the independent variables: career development retention strategy (CD), Recognition retention strategy (RS), Work-life balance retention strategy (WL), and organisation culture as mediator to test its mediation effect. The regression equation used for this study is:

$$\text{Organisation Performance} = \alpha + \beta_1\text{CD} + \beta_2\text{RS} + \beta_3\text{WL} \dots\dots\dots(i)$$

α = Constant coefficient

$\beta_1, \beta_2, \beta_3$ = Coefficient of the independent variables/Regression parameters

ε = Probabilistic error term

3.11.2 Qualitative data analysis

Qualitative data from interview guide was analyzed using NVIVO software version 15 to develop explanatory themes and thematic to supplement the quantitative data. Related views from the key informants were merged to form meaningful information to supplement the quantitative results for the study.

3.12 Ethical considerations

Research ethics play a central role in ensuring that research findings in a study are credible and reliable as pointed out by (Trochim, 2006). To begin with an introduction letter from the faculty was issued introduce the researcher to the respondent. A letter of consent and/or a form was designed by the researcher to be signed by those respondents willing to participate in providing responses to the questionnaires and interviews. Responses were treated with utmost confidentiality. Works of other scholar was thoroughly acknowledging in the reference. As such, the research is in conformity with high degree of standard ethical considerations in this study based on Sekaran (2003) suggestions. First, the participants had the right to participate where no attempt to force or coerce the participants was made a priority in this study. As such, the participants were aware of their rights to withdraw from the study at any time during the study. Further, the issue of confidentiality was considered in this study where the participants are assured of the privacy of the data they provide in this study. With reference Saunders et al (2009), the researcher treated the completed questionnaires with confidentiality where all the participants were considered anonymous. By upholding these research ethics, the researcher ensured that findings in this study are reliable.

3.13 Study Limitations

The research instruments adopted from those that have been used in other Studies and therefore there was challenge of adopting these research instruments to the particular study.

Data analysis was challenges especially coding and entering of quantitative data into SPSS version 20 to generate correlation and regression results. The researcher hired a statician to do the analysis. Data collection was a challenge due social distancing in this COVID-19 but the researcher made pre-appointment using phone call, text message, E-mail after participant

consent. And some interviews were made on phone calls and zoom meeting after consent of participants.

Another limitation about inaccessibility to some information. The researcher mitigated this by confirming participants with University introductory letter and also presents consent from to them during data collection.

3.14 Conclusion

This chapter presents the methodological approach to be employed in this study. As indicated in this chapter, case study design was adopted to aid immediate reporting of the data. Mixed approaches were used to mitigate the shortcomings of using a single method. The research population is CEFORD with 85 informants. Throughout the study, a high degree of ethical considerations was upheld.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents results on staff retention and employee performance following the study objectives, which include descriptive statistics, correlation analysis and regression analysis. The analysis was undertaken to establish the cause effect of staff retention on employee performance at CEFORD and whether results concur with the research hypothesis.

4.1 Response Rate

The study engaged a sample size of respondents including manager, supervisors and staff at CEFORD. The researcher accessed all respondents and managed to receive 60 filled in questionnaires for quantitative data and 8 interviewees from manager and supervisors for qualitative data. The response rate of 93 % was achieved. This is supported by Guttmacher Institute (2006) who asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study which guaranteed reliable findings to the study.

4.2 Background Information of Respondents

The background information covered by the study includes age, gender, highest education qualification and duration of service at the NGO.

Table 4. 1: Age bracket of respondents

Age (Years)	Frequency	Percent
21- 30	15	25.0
31-40	20	33.3
41-50	21	35.0
Above 51	04	06.7
Total	60	100.0

Source: Primary data (2020).

Table 4.1 revealed that the age bracket of participants; 25% were between 21 years and 30 years, 33.3% were between 31 years and 40 years; 35% were between 41 years and 50 years; and 6.7% were above 51 years. Majority of employee at 68.3% were between 31 years and 50 years, and the least at 6.7% were above 51 years. The NGO employee more adults than the youth to deliver services. Employees at CEFORD are retained to adults from the entry point of youth after academic completion. This therefore implies that the sample participants are responsible as adults to participate in the study.

Figure 2: Gender of respondents

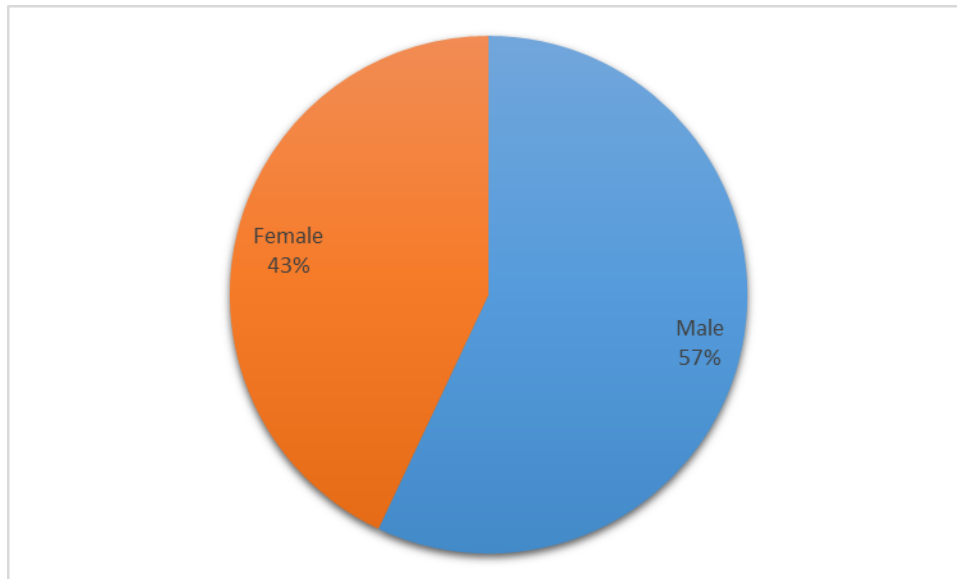


Figure 2 revealed that majority of employees at 57% were male and their counterpart the female were at 43%. Nonetheless, there is slightly even participation of gender which guaranteed reliability and validity of the data. Establishing opinions from men and women reinforces the data collected for the study.

Figure 3: Bar graph showing highest level of respondents

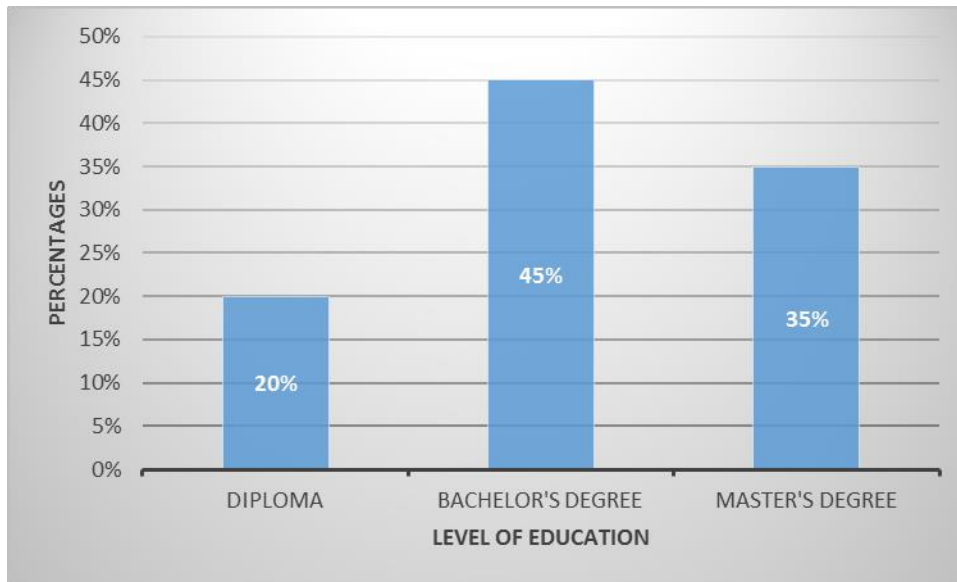


Figure 3 above revealed that highest level of education for participants; 20% were diploma holders, 45% were graduate with the bachelor's degree and 35% were post graduate with the master's degree. Majority of the employees at 80% hold bachelor's degree (45% plus 35%) while minority at 20% hold diplomas. This implies that participants were knowledgeable to engage in this study, which guaranteed reliability and validity data. Employing graduates predicts high employee productivity to support organisation performance.

Figure 4: Bar graph showing Respondent's years of service

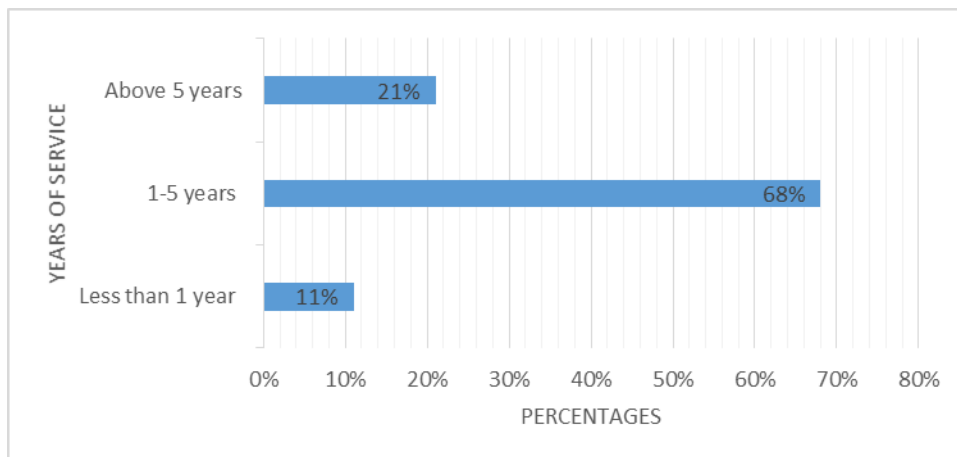


Figure 4 above revealed that majority at 68% had served between 1 year and 5 years, followed by employees above 5 years at 21%, and majority at 11% were new entrant with years of service less than 1 year. This implies that majority at 79% have served above 1 year, which avail them with experience to participant in this study. Hence guaranteed the reliability and validity of the data.

4.3 Descriptive statistics

This describes the attributes of staff retention (Career development, recognition and work-life balance), employee performance and organisation culture. The Likert scale range adopted included strongly disagree (1-1.4), disagree (1.5-2.4), non-committal (2.5-3.4), agree (3.5-4.4), and strongly agree (4.5-5).

4.3.1 Descriptive statistics on Career development at CEFORD

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future for the employees. It is attributed to mentoring, promotion and training of staff at the NGO.

Table 4. 2: Descriptive statistics on Career development

Career development	N	Min	Max	Mean	Std. Dev
Mentoring					
NGO supervisors monitor the activities dedicated to their subordinates.	60	1	5	4.02	.19
NGO management strongly guide the staff on activities to perform.	60	1	5	4.09	.32
The NGO identify talents from the mentees based on performance.	60	1	5	3.98	.87
NGO makes continued commitment to support employee performance.	60	1	5	4.12	.65
NGO supervisors maintain a productive relationship with their subordinates.	60	1	5	3.97	.93
Promotion					
There are opportunities for promotion in our organisation.	60	1	5	4.05	.42
The organisation promote good performance.	60	1	5	4.02	.29
At my work, the criteria for promotion is fair	60	1	5	3.89	.25
Promotion is based on employee performance.	60	1	5	3.96	.87
Regular promotions are made by management of our organization.	60	1	5	4.23	.18
Training					
At my work, I receive formal training on new skills needed to improve NGO performance.	60	1	5	4.01	.32
There are good career prospects in our organisation.	60	1	5	4.05	.51
The training I receive enables knowledge sharing to perform tasks.	60	1	5	4.21	.76
At my job, I receive relevant training to perform the task.	60	1	5	4.03	.90
The organisation alters training packages based on organisation needs at work.	60	1	5	4.11	.25
Valid N (listwise)	60				

Source: Primary data (2020)

Supervisors monitor activities of subordinates

Findings whether the NGO supervisors monitor the activities dedicated to their subordinates, results indicate a mean 4.02 and standard deviation of 0.19. Majority of respondents agreed, which implies that the supervisors monitor activities administered to their subordinates to yield desired organisation performance. The standard deviation indicates low variation in responses as given by the respondents. Monitoring the progress of activities aid assessment of employee performance to improve current and future management of outputs, impacts and outcomes. Supervisor monitors activities to determine when changes may be needed to strengthen the level of achieving desired organisation performance. This concurs with Joselt (2013) who argues that monitoring of employee activities by supervisors improves their performance. Monitoring improves the current and future management of employee outputs, outcomes and impact on the set targets which enhance organisation performance.

Management guides staff on activities

Findings whether NGO management strongly guides the staff on activities to perform, results indicate mean of 4.09 and standard deviation of 0.32. Majority of respondents agreed, which implies that staff are guided on performance of activities throughout the entire process to achieve desired performance. The standard deviation indicates low variation in responses as given by the respondents. Guiding employees enable them resolve the problem or difficulty, especially as given by someone in authority like supervisor or manager to remain focused to achieve grate performance. This agreed with Alderfer (2011) who suggest that when an organisation offers regular guidance to staff with equivalent rewards enhance retention and productivity. Further, Venel (2012) assert that management ability to guide staff on appropriate ways of performing the activities retain them at work. Guiding staff provides a wide-range of

valuable information to enable them perform tasks effectively to yield desired organisation performance

Talents of mentees identified based on employee performance

Findings whether NGO identify talents from the mentees based on performance, results indicate mean of 3.98 and standard deviation of 0.87. Majority of the respondents agreed, which implies that the NGO attract value on the employee performance output after mentoring, thus guide talent management for career development. The standard deviation indicates high variation in responses as given by the respondents. Employee struggle to perfect the skills acquired during mentoring to expertise their talents to develop their career. Internal talent identification from the mentees enhances improved performance at the NGO.

Continued commitment to support employee performance

Finding whether NGO makes continued commitment to support employee performance, results indicate mean of 4.12 and standard deviation of 0.65. Majority agreed which implies that NGO management support performance improvement amongst staff to remain productivity to achieve set target. The standard deviation indicates high variation in responses as given by the respondents. NGO commitment is the attachment to influence employee expertise to achieve the desired level of performance. Employee need continued support from superiors at the NGO to fulfill their job duties and executes their required tasks to achieve improve performance.

Supervisors maintain a productive relationship with subordinates

Finding whether NGO supervisors maintain a productive relationship with their subordinates, results indicate mean of 3.97 and standard deviation of 0.93. Majority agreed. This implies that NGO supervisors have productive relationship with the subordinates, which accelerates retention

to enhance organisation performance. The standard deviation indicates high variation in responses as given by the respondents. Employees feel engaged and empowered to perform excellently whenever possess a productive relationship with their superior. Service delivery at the NGO requires staff unity through constructive relationship to achieve set targets.

Promotion opportunities to enhance retention

Findings whether the NGO provide opportunities for promotion, results indicate mean of 4.05 and standard deviation of 0.42. Majority of respondents agreed, which implies that internal promotions are carried out in the CEFORD which boosts the morale of employee and helps keep productivity high. The standard deviation indicates low variation in responses as given by the respondents. The new incoming employees can see the potential for growth accelerate their capacity to offer desirable quality services. Staff promotion occurs when an employee that already works in the organization is recruited into a position 'up the ladder' from his or her existing job. This promotion entails new responsibilities, new expectations, and often an increase in authority, compensation, allowance and salary which influence employees to work hard with their skill to assume high office. Internal promotion requires insider's view or knowledge, as well as encourages loyalty and a sense of progress for employees to remain productive. This agreed with Oracle white paper (2012) which recommends that the best practices for employee retention would be by recruiting the right person in the first place and internal promotion for career path.

Organisation promote good performance

Findings whether NGO promote good performance, results indicate mean of 4.02 and standard deviation of 0.29; Majority of the respondents agreed, which implies that the NGO promotion good performance which leads to overall performance. The standard deviation indicates low

variation in responses as given by the respondents. Encouraging good performance through promotion enhances retention of talent staff, which led to the overall organisation. Promotion of good performance is the best tool for developing an employee career to remain productive and improves organisation performance.

Findings whether, the criteria for promotion is fair, results indicate mean of 3.89 and standard deviation of 0.25. Majority of the respondents agreed, which implies that the NGO promotion is fair and consider good performance which leads to overall performance. The standard deviation indicates low variation in responses as given by the respondents. Fair performance-based promotions motivate employee to put forth extra effort focusing on achievement of increased overall productivity. When the best performers are the ones who get ahead, employee productivity increase to enhance quality service delivery at the NGO.

Promotion is based on employee performance

Findings whether NGO promotion is based on employee performance, results indicate mean of 3.96 and standard deviation of .87. Majority of employee agreed, which implies that employees at the NGO endeavors to fulfill their job duties and executes their required tasks excellently to achieve desired outcome. The standard deviation indicates high variation in responses as given by the respondents. This form of promotion inculcates staff with the zeal to effectively perform tasks diligently to ensure quality output. Performance contributes to NGO assessment on how valuable an employee is to the organization.

Regular promotions to staff

Findings whether the NGO make regular promotions to staff, results indicate mean of 4.23 and standard deviation of 0.18. Majority of the respondents agreed, which implies that regular

promotions are carried out at the NGO which encourages staff to work hard to achieve set objectives. The standard deviation indicates low variation in responses as given by the respondents. Regular promotion permits competition for yielding best output amongst staff which improves the organisation performance. Whenever staff expects promotion internal recruitment, they remain productive and show peak performance all the time at workplace.

Employees receive formal training on new skills

Findings whether the employees receive formal training on new skills needed to improve NGO performance, results indicate mean of 4.01 and standard deviation of 0.32. Majority of the respondents agreed, which implies that NGO provide training programs with needed. The standard deviation indicates low variation in responses as given by the respondents. The NGO prepares training workshops to keep employee up-to-date with the latest required skill to perform the tasks. Training enables on job acquisition of skills which empower employee to develop career and improves desirable organisation performance.

NGO provides good career prospects

Findings whether there is good career prospects in the NGO, results indicate mean of 4.05 and minimum standard deviation of 0.51. Majority agreed, which implies that the NGO effectively communicates the activities to employees as well as networking to identify productivity amongst them to provide future success. The standard deviation indicates low variation in responses as given by the respondents. Staff with good career prospects performs their tasks with desirable intelligence to achieve better performance at the NGO. Career development involves improving the effectiveness of employees, teams within them which enhances retention and improves organization performance. Developing employee career is core strategy to retention as well as preparing them to suite in future job requirements through improved performance. This finding

agrees with Mustafa and Kamil (2011) who assert that organisation motive to support career prospects for employees enhance staff retention to foster organisation performance.

Knowledge sharing to perform tasks

Findings whether the training at the NGO enables knowledge sharing to perform tasks, results indicate mean of 4.21 and standard deviation of 0.76. Majority of the respondents agreed, which implies that NGO encourages staff to share the knowledge through training to achieve better performance. The standard deviation indicates high variation in responses as given by the respondents. Knowledge sharing practice helps employee to accomplish tasks and improve performance. It also enables regeneration of knowledge at individual and organizational level which inspires creativity and innovation. This agreed with Gaurav (2013) assert that knowledge sharing amongst staff equip them with needed skills to remain productive to achieve desired objectives.

Relevant training to perform the task

Findings whether the staff receive relevant training to perform the task, result indicates mean 4.03 and standard deviation of 0.90. Majority of respondents agreed, which implies that the NGO provides relevant training to staff which improves their performance at the NGO. The standard deviation indicates high variation in responses as given by the respondents. Relevant training retains staff and improves their competence to perform the tasks assigned to achieve set objectives. It's a desirable practice to provide relevant training to improve staff skills to improve their performance.

Change of training packages based on organisation needs

Findings whether the NGO alter training packages based on organisation needs at work, result indicates mean 4.11 and standard deviation of 0.25. Majority of respondents agreed, which implies that the NGO alter the training packages to equip employee with updated skills to retain them to improve performance. The standard deviation indicates low variation in responses as given by the respondents. Packages are altered on workshop based on the current needs within respective sections like human resource, health, education, welfare and the like to improve the organisation performance. Providing suitable packages to employees keep preparing them to remain accountable to deliver quality services to beneficiaries. This concurs with Zede (2015) who assert that change of training program to suit the current needs of employees to enhance staff retention and overall performance.

Interviewees assert that employees regularly get promoted from low level to high level based on their competencies and capacity to accept responsibilities. The organisation always prepare on job training workshops where all staff attend in person and some staff attend out of country workshops....there is budget for workshops and staff travel which equip them with modern skills to offer services which develop their career. Some staff have been sponsored to pursue further studies related on the profession and other related fields relevant to the NGO.

One of the interviewees asserted that:

...”all officers in high ranking officers were promoted within after understanding the dimension of the NGO. ..Supervisors always mentor their subordinates to ease replacement in case of retirement, nature death, incapacitated to deliver and the like. Trainings are mandatory and encompasses hands on skills that develop staff career to increase their productivity.”

4.3.2 Descriptive statistics on Recognition at CEFORD

Staff recognition is the timely, informal or formal acknowledgement of a person's behavior, effort, or business result that supports the organization's goals and values, and exceeds superior's normal expectations. This encourages staff to stay in the NGO as well as remaining productivity. The aspects of recognition are tailored in table 4.3.

Table 4. 3: Descriptive statistics on Recognition

Recognition	N	Min	Max	Mean	Std. Dev
Instant recognition					
My efforts to accomplish tasks are immediately recognized at work.	60	1	5	3.95	.90
The NGO instantly recognizes my innovations to perform tasks.	60	1	5	3.93	.35
At my work, I am energized to perform the activities.	60	1	5	4.01	.17
I receive instant feedback on performance from my superiors at the organisation.	60	1	5	3.92	.43
I am impressed with the task completion.	60	1	5	4.23	.09
Informal					
I feel good whenever my superiors casually appreciate my performance.	60	1	5	4.43	.12
I am motivated to accomplish task with informal praises like thank you, good work etc.	60	1	5	4.11	.06
I apply innovative skills to accomplish task with informal recognitions.	60	1	5	4.23	.15
My effort is valued at work with informal recognition.	60	1	5	3.94	.29
I get carried away when I'm working with informal recognition.	60	1	5	4.31	.08
Peer to peer recognition					
The NGO recognizes peer to peer effort to accomplish tasks.	60	1	5	4.01	.13
Am inspired to accomplish task with fellow peers at work.	60	1	5	3.97	.87
I feel good to work with my fellow peers to perform tasks.	60	1	5	4.26	.64
The NGO encourages teamwork to support peer-peer praises.	60	1	5	4.15	.41
The NGO take positive actions on peer innovations.	60	1	5	3.87	.21
Valid N (listwise)	60				

Source: Primary data (2020)

Staff efforts to accomplish tasks

Table 4.3 revealed the attributes of recognition at NGO. Findings whether the staff efforts to accomplish tasks are immediately recognized at work, results indicate a mean 3.95 and standard deviation of 0.90, where majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the staff efforts are accomplished based on the schedule of activities which support improved performance at the NGO. Immediate recognition empowers staff to quicken task performance which retains them in the organisation. This concurs with Tangthong (2014) who reinforces that organisation appreciate staff effort to accomplish tasks to support staff retention embarked with employee performance.

Recognition of employee innovations to perform tasks

Furthermore, findings whether the NGO instantly recognizes employee innovations to perform tasks, results indicate a mean 3.93 and standard deviation of 0.35, where majority agreed. This implies that the NGO instantly recognizes employee innovations in accomplishment of tasks which retain them and enhances their productivity. The standard deviation indicates low variation in responses as given by the respondents. Innovation enables employees to apply their efforts outside the boundaries of primary job to accomplish assigned tasks to achieve desired performance for the NGO. This agreed with Brun and Dugas (2008) who assert that instant recognitions expressed in the form of personal recognition, recognition of work practices, recognition of job dedication and recognition of results facilitates retention of staff.

Employees energizes to perform the activities

Findings whether the employees are energized to perform the activities, results indicate a mean 4.01 and standard deviation of 0.17, where majority of respondents agreed. This implies that

CEFORD provides conducive environment to energize staff to perform the activities which support retention and improve performance. The standard deviation indicates low variation in responses as given by the respondents. Energized employees have a high sense of urgency to get things done at any cost based on the superiors' feedback which retains them in the NGO. Energizing employees through empowerment and engagement is retention strategy which emphasizes valuing of their efforts to achieve set goals in the NGO.

Employees receive instant feedback

Findings whether the employees receive instant feedback on performance from the superiors, results indicate a mean 3.92 and standard deviation of 0.43, where majority agreed. This implies that the NGO energized staff to perform the activities and receive feedback from their supervisors to enhance their productivity. The standard deviation indicates low variation in responses as given by the respondents. Instant feedback motivates staff to stay and focus to achievement of desired performance. The instant feedback provides guidelines on what is good or bad which re-direct activities in the NGOs to achieve set objectives. This agreed with Carrick and Spencer (2011) who argued that instant recognition energizes employee to achieve desirable performance which enhances staff retention.

Employees are impressed with the task completion

Findings whether the employees are impressed with the task completion, results indicate a mean 4.23 and standard deviation of 0.09, where majority of respondents agreed. This implies that the NGO provides conducive workplace environment to impress staff to accomplish task which accelerate retention. The standard deviation indicates low variation in responses as given by the respondents. Impressive staff has high desire to achieve set objectives at the workplace to remain

valued and productive. Task accomplishment is where the staff achieve above and beyond the expectation of the jobs at the NGO.

Superiors casually appreciate employee performance

Findings whether the employee feel good whenever superiors casually appreciate their performance, results indicate a mean 4.43 and standard deviation of 0.12, where majority of respondents agreed. This implies that NGO's superiors appreciate the employees which retain them to performance. The standard deviation indicates low variation in responses as given by the respondents. Appreciation is motivation strategy to empower employee to stay focused at work to achieve desired set objectives. It influences employees' attitudes to perform tasks as expected from the superiors to improve organisation performance.

Informal praises motivated employee to accomplish task

Findings whether the employees are motivated to accomplish task with informal praises like thank you, good work and the like, results indicate a mean 4.11 and standard deviation of 0.06, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employee feels good and motivated to accomplish task with informal praises that is thank you, good work and the like. The informal praises psychologically has no financial implication and retains the staff in the NGO. Informal praises make staff to feel valued and safe at the workplace which retains them. Superiors that use informal praises induce staff to perform the tasks as well as accelerating their intention to stay. This agreed with Erickson and McCall (2012) who established that informal recognitions like thank you captures the mind of employees which induces their intention to stay in the organisation.

Innovative skills to accomplish task

Findings whether informal recognitions induce employee to apply innovative skills to accomplish task, results indicate a mean 4.23 and standard deviation of 0.15, where majority of respondents agreed. This implies that informal recognitions influence employees to accomplish set tasks geared towards achievement of improved performance. The standard deviation indicates low variation in responses as given by the respondents. Informal recognition is provided to employees with no monetary implications. This enhances employees to work tirelessly to achieve set objectives within the NGO.

Employee effort is valued with informal recognition

Findings whether the employee effort is valued at work with informal recognition, results indicate a mean 3.94 and standard deviation of 0.29, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employees feel valued with informal recognition and apply innovative skills to accomplish tasks. Innovation skills entail applicability of cognitive skills, behavioral skills, functional skills and technical skills that allow staff to become innovative in what they do to perform the task in the NGO.

Employees get carried away when working

Findings whether employees get carried away when working at the NGO, results indicate a mean 4.31 and standard deviation of 0.08, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that informal recognition makes employees to feel valued and get carried away which make them not search for other jobs else, thus staff retention. Informal recognition is costless with monetary implication but play significant role to comfort employees to stay in the organisation.

Recognizes peer to peer effort to accomplish tasks

Findings whether NGO recognizes peer to peer effort to accomplish tasks, results indicate a mean 4.01 and standard deviation of 0.13, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO recognizes peer to peer effort to accomplish tasks through teamwork which retain staff to improve performance. Peer to peer efforts led to knowledge sharing to improve employee performance and their intention to stay. Task accomplishment amongst staff at the same level influence retention as well as capacity to achieve set objectives. This agreed with Deery (2010) who states that the peer to peer recognition inspired employee to stay in the NGOs. Furthermore, staff retention through peer to peer recognition scheme support performance (Tangthong, 2014).

Employees are inspired to accomplish task with fellow peers

Findings whether employee are inspired to accomplish task with fellow peers at work, results indicate a mean 3.97 and standard deviation of 0.87, where majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO encourage employees to honor their co-workers to accomplish tasks by posting thank you notes, positive customer feedback, or even photos of their team members hard at work. Employees are encouraged to respect ideas of fellow peers to contribute and listening to what they have to say which lead to unity and staff retention.

Employees feel good to work with fellow peers

Findings whether employees feel good to work with fellow peers to perform tasks, results indicate a mean 4.26 and standard deviation of 0.64, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO encourage teamwork and employee feels good to work with fellow peers which

facilitate retention. Engaging employees to work together facilitates retention to foster organisation performance.

Peer-peer praises

Findings whether NGO encourages teamwork to support peer-peer praises, results indicate a mean 4.15 and standard deviation of 0.41, where majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO support teamwork to deliver quality services to beneficiaries retain staff. Staff feels staying together whenever performing tasks in the organisation. Teamwork encourages employees to use collaborative effort to achieve a common goal or to complete a task in the most effective and efficient way which retain them at the NGO. The interdependent of employees who work together towards a common goal motivate them to stay together in the organisation.

Encouraging peer innovations

Findings whether NGO take positive actions on peer innovations, results indicate mean 3.87 and standard deviation of 0.21, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO allows peer innovations to perform tasks to achieve set objectives which enhance retention. Peer innovation is the genuine expression of new ideal and knowledge to accomplish tasks under minimum supervision. This agreed with Imran and Ahmad (2014) who conjures that team work facilitate peer to peer innovation to enhance staff retention to foster organisation performance.

Interviewees assert that recognition is administered on staff after the achievement of desired performance. It is done instantly by supervisors, managers and fellow work mates at workplace. There is always end of year party were top management announces the best performers and hand

over certificate of merit to them with valuable gifts which retain staff. Staff efforts are appreciated with lots of thanks from superior and peers since organisation means comprehensive inclusion of staff.

One of the interviewees asserted that:

“....talents are recognized at the NGO which encourages staff to stay. The employees are recognized with whatever assigned performed like some beneficiaries residence in hard to reach places were officer struggle and maneuver the hardship to deliver services”

4.3.3 Descriptive statistics on work-life balance at CEFORD

Staff work-life balance entail achievement by employees of equality between time spent working and personal life. A good work-life balance for employees can improve staff motivation, increase staff retention rates, reduce absence, attract new talent, and reduce employee stress.

Table 4. 4: Descriptive statistics on work-life balance

Work-life balance	N	Min	Max	Mean	Std. Dev
Leisure time					
I balance my time between work and for myself include family.	60	1	5	3.85	.67
The organisation provide leisure time to us.	60	1	5	3.95	.54
I refresh myself during leisure time in the day at work.	60	1	5	4.12	.34
I get ample time to think on how to perform tasks.	60	1	5	4.23	.21
I share skills on work-performance during leisure time.	60	1	5	3.87	.19
Change					
The organisation prepares us for change modification to perform tasks.	60	1	5	4.05	.28
My emotional state is catered for within the transition at work.	60	1	5	3.97	.63
My self-esteem is integrated within change to perform tasks at work.	60	1	5	4.11	.42
The NGO implements changes on step by step method.	60	1	5	3.85	.52
I have learnt new skills through change to deliver services at NGO.	60	1	5	4.08	.97
Stress management					
NGO inspires me to appreciate myself to perform tasks.	60	1	5	3.67	.59
I make exercises to relieve tension at work to perform tasks.	60	1	5	3.98	.62
There is negotiate platform to manage stress at work.	60	1	5	4.21	.13
The organisation provide good meals to us to manage stress.	60	1	5	4.01	.09
I have fun with my superior at the work.	60	1	5	3.96	.12
Valid N (listwise)	60				

Source: Primary data (2020)

Balance time between work and family

Table 4.4 revealed the attributes of work-life balance at NGO. Findings whether staff balance time between work and for themselves include family, results indicate a mean 3.85 and standard

deviation of 0.67, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. The employees manage to balance time between work and home, which make them to remain productive to achieve desired performance. NGO provides time for employees to perform tasks as well as enjoying their families to feel psychologically safe and productive.

Providing leisure time

Findings whether the NGO provides leisure time to employees, results indicate a mean 3.95 and standard deviation of 0.54, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO employees get ample time to enjoy their leisure which retains them to perform tasks excellently. Leisure time enables employees to relax from organisation tasks to refresh brains for the future schedules. Leisure time is also the period of discretionary time before or after compulsory daily activities such as eating and sleeping, going to work or running a business, attending school and doing homework, household chores, and day-to-day stress to refresh the mind. Leisure time is desirable to enhance employee retention and performance. This agreed with Deery (2010) who asserted that balancing quality of life through work-life balance attributes like leisure is the necessity for survival which enhance staff retention.

Employees refresh themselves during leisure time

Findings whether employees refresh themselves during leisure time in the day at work, results indicate a mean 4.12 and standard deviation of 0.34, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO provides refreshments like sodas, tea, and like during leisure and have ample time to think innovatively on how to perform tasks which retain them at work.

Refreshments motivate employees to stay at work as well as remain focused to work towards achievement of organisation set objectives. The leisure time allows employees to step back or recover from physically but most important, mentally from fatigue and stress. Participation in leisure activities enable employee build social relationships, feel positive emotions, acquire additional skills and knowledge, and therefore improve their quality of life retain staff to achieve desired performance. Work life balance requires integration of refreshment to retain staff to enhance employee performance.

Employee gets ample time to think

Findings whether the employee get ample time to think on how to perform tasks, results indicate a mean 4.23 and standard deviation of 0.21, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employee have ample time to think on how to perform tasks which enhances organisation performance. The time given to employees to think about their tasks enhances retention which facilitates organisation performance. Time is always necessary for employees to relax and refresh their mind set as human so that they are not treated like machines. This therefore retains them to enhance organisation performance. This is supported with Trefalt (2013) who conjures that provision of free time at work to enable knowledge sharing amongst employees support retention to foster performance.

Employee's share skills on work-performance

Findings whether employee's share skills on work-performance during leisure time, results indicate a mean 3.87 and standard deviation of 0.19, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO allows employees to share skills which enables them improve organisation

performance. Knowledge sharing through skill development facilitates retention and organisation performance. Work-performance requires regular update on employees skills through all mechanism like peer to peer with integration of supervisors. This agreed with Mescher (2010) who assert that sharing skills retain employees to stay at work to perform the tasks.

Change modification

Findings whether the organisation prepares employee for change modification to perform tasks, results indicate a mean 4.05 and standard deviation of 0.28, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. Change entails the movement of the NGO from one state of affairs to another through alteration of structure, strategy, policies, procedures, technology, or culture. Employees are able to cope up with change whenever it occurs at the NGO. This agreed with Mescher (2010) who state that change management is important to form the equilibrium in which demands of personal life, professional life, and family life are equal.

Catering for emotional state

Findings whether the employee emotional state is catered for within the transition at work, results indicate a mean 3.97 and standard deviation of 0.63, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies the NGO prepares staff for change to cater for emotions, which retain them. Change requires critical acknowledgement and understand the need for change, communication of the need to cater for emotion integrates people in developing the change include employees, develop change plans, implement change plans and evaluate progress and celebrate success of the change. Emotional state of employees is catered for with the change management at the NGO. This agreed with Kossek (2010) who argues that provision of work-life balance helps employee

to catering for emotional state to remain focused without grief of fear and anger. Managing emotion restrain the employee from stress and other physiological disease.

Integration of self-esteem

Findings whether the employee self-esteem is integrated within change to perform tasks at work, results indicate a mean 4.11 and standard deviation of 0.42, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employees' self-esteem is catered for within the change program and they learn new skill to perform tasks at the NGO, hence facilitate retention. Self-esteem is an individual's subjective evaluation of their own worth. Self-esteem encompasses beliefs about employees self as well as emotional states, such as triumph, despair, pride, and shame which are incorporated within the change at the NGO. This concurs with Maritz (2011) who conjures that integration of self-esteem retains staff with pride at work as well as vigorous to improve performance at the organisation.

Changes on step by step method

Findings whether the NGO implements changes on step by step method, results indicate a mean 3.85 and standard deviation of 0.52, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employees are full integrated into change management through step by step to retain them, which foster improved organisation performance. Step by step enables comprehensive follow up of employee interest within the implementation of the changes in the NGO to avoid shocks and negative attitude from them. This facilitates retention to support employee performance at the NGO.

Employee learn new skills

Findings whether the employee learn new skills through change to deliver services at NGO, results indicate a mean 4.08 and standard deviation of 0.97, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This equips employees with up to date skills to fit in the new changes to deliver quality services to the beneficiaries which support organisation performance. Learning new skills retain employee to perform tasks as expected to enhance organisation performance. This agreed with Hendry (2012) who argues that work-life balance enables employee to learn new skills required to perform tasks effectively.

Inspire employee to appreciate themselves

Findings whether the NGO inspire employee to appreciate themselves to perform tasks, results indicate a mean 3.67 and standard deviation of 0.59, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO appreciates employee efforts to retain them, which enhance organisation performance. Appreciating oneself at work motivates the individual to endure with encountered challenges to perform the tasks.

Making exercises to relieve tension at work

Findings whether the employees make exercises to relieve tension at work to perform tasks, results indicate a mean 3.98 and standard deviation of 0.62, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that employees make exercises to stay physically fit and appreciate themselves to perform tasks at the NGO which retain them. Making exercise helps employees to live health which relieve them from tension that can cause diseases, thus leads to improve performance.

This agreed with Oredel (2015) who assert that making exercises to relieve tension at work retain employees to improve performance.

Negotiate platform to manage stress at work

Findings whether the employees negotiate platform to manage stress at work, results indicate a mean 4.21 and standard deviation of 0.13, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies the NGO have negotiation platform to manage stress at work to retain them. Provision of platform for negotiation with employee avail harmony to manage stress at and outside the workplace which enhance retention to foster organisation performance. Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling employee's level of stress to motivate them remain focused to improve everyday functioning at workplace. Stress management consists of making changes to employees' life instant stressful situation, preventing stress by practicing self-care and relaxation and managing your response to stressful situations when they do occur to retain them.

Provision of good meals

Findings whether the organisation provide good meals to employees to manage stress, results indicate a mean 4.01 and standard deviation of 0.09, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO serve good meals with balanced deity to employees in the cafeteria to help them manage stress and has platform to negotiate stress at work, thus enhance retention. Serving variety of meals keep the body health to fight stress which improves employee performance.

Employee have fun with their superior

Findings whether the employees have fun with their superior at the work, results indicate a mean 3.96 and standard deviation of 0.12, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. The fun between employees and their superior indicates unity at workplace to retain staff and ultimate improves performance. This form of communication closes the gap between the supervisors and employees which provides unity to spur desirable performance.

Interviewees assert that work life balance is emphasized in that staff are allowed to enjoy there break tea time and lunch time in the day. They all have full paid leave days in every six consecutive months of work in addition to the mandatory like for family that is maternity leave and paternity leave. Staff enjoys leisure time at work and always prepared in advance to manage any change. In fact staffs are always included in the change which relieves them from likely stress. However, some staff internally shows some resistance which is neutralized by the majority of their fellow peer.

One of the interviewees asserted that:

“....the NGO has arranges time to inquire from staff about their innovations and always encouraged to use suggestion box as well as wisher blowing for suspicious activity to ensure that the volume and rate of change at work and at home does not overwhelm or defeat them.”

4.3.4 Descriptive statistics on organisation performance at CEFORD

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs attached to efficiency, quality services and achievement of set objectives.

Table 4. 5: Descriptive statistics on organisation performance

Employee performance	N	Min	Max	Mean	Std. Dev
Timeliness					
There is timely delivery of service to beneficiaries.	60	1	5	3.87	.45
Employees are solely accountable to tasks performed.	60	1	5	4.12	.53
The employees manage to achieve set goals.	60	1	5	4.04	.21
The employee always come to work on time	60	1	5	2.18	.08
Professional Employee are employed to deliver the services.	60	1	5	4.23	.54
Quality service					
There is regular consultation of beneficiaries about their needs.	60	1	5	4.11	.73
The NGO reviews the performance standards to deliver quality services to beneficiaries.	60	1	5	3.95	.59
There is sufficient capacity to meet the demands of beneficiaries.	60	1	5	3.97	.69
The beneficiaries' expectations are effectively managed throughout the service delivery process.	60	1	5	3.86	.34
NGO interacts with the beneficiaries to provide desired services.	60	1	5	4.23	.32
Achievement of set objectives					
NGO set clear objectives to achieve.	60	1	5	4.01	.42
NGO set attainable and measurable goals to achieve.	60	1	5	3.92	.84
Staff in the NGO remain accountable to achieve the objectives.	60	1	5	4.02	.46
The NGO set timely and realistic objectives.	60	1	5	3.83	.32
Valid N (listwise)	60				

Source: Primary data (2020)

Timely delivery of service to beneficiaries

Table 4.5 revealed the attributes of organisation performance at NGO. Findings whether there is timely delivery of service to beneficiaries, results indicate a mean 3.87 and standard deviation of 0.45, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. Employees deliver outputs that exceed unit inputs of their efforts on time to beneficiaries, which facilitates organisation performance. Timely delivery of services enables beneficiaries to access the needed services on time to enhance performance. This agreed with Upadhaya et al (2014) who pointed out that, though organisational performance can be perceived on the ‘wholeness’ of timely goals achievement. Furthermore, Deming (2016) who espoused that the Total Quality Management (TQM) within the NGO activities through timely project completion with minimum wastage and cost overrun determine the organisation performance.

Staff accountable to tasks performed

Findings whether the NGO employees are solely accountable to tasks performed, results indicate a mean 4.12 and standard deviation of 0.53, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO employees solely accountable to the tasks and deliver services on time to the beneficiaries which spur performance. Employees with zeal of accountability are liable to deliver quality services to spur organisation performance. This implies that Kirby (2005) who state that organizational performance can be considered as an actual outcome of an organization measured against the output targets or goals achieved within competent accountable team of employees.

Achievement of set goals

Findings whether employees manage to achieve set goals, results indicate a mean 4.04 and standard deviation of 0.21, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that NGO employees endeavor to manage achievement of set goals to foster organisation performance. Goal achievement is attributed of desired performance linked to competent team of employees and management in the organisation. This agreed with Muhammad (2014) who asserts that the ability of employees to achieve set goals measures desirable performance in organizations.

Employee do not absent themselves

Findings whether employee do not absent themselves from the work, results indicate a mean 2.18 and standard deviation of 0.08, whereby majority of respondents disagreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that employees avail themselves at work as per the schedule of activities to attend to deliver services to beneficiaries and other stakeholders, thus justify improved organisation performance. Regular attendance of staff at work is a sign of employee satisfaction to support employee performance.

Qualification to deliver the services

Findings whether the employees are qualified to deliver the services, results indicate a mean 4.23 and standard deviation of 0.54, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that employees are qualified and deliver tasks to full satisfaction to achieve set goals, which justify improved performance. NGO delivers desirable standard quality services to beneficiaries and other stakeholders. Beneficiaries receive quality services and deemed satisfied with them which indicate achievement of desirable improved performance. This agreed with Yheng (2016) who

assert that quality is the delivery of desirable services to beneficiaries in the NGOs, whose satisfaction enhances the organisation performance.

Regularly consultation with beneficiaries

Findings whether the NGO regularly consult beneficiaries about their needs, results indicate a mean 4.11 and standard deviation of 0.73, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO consults the beneficiaries about their needs as receive of services to review the performance standards to satisfactory level. This concurs with Zelewski (2016) who asserted that meeting the desires of beneficiaries from NGO programs and activities justify quality service delivery.

Reviews the performance standards

Findings whether the NGO reviews the performance standards to deliver quality services to beneficiaries, results indicate a mean 3.95 and standard deviation of 0.59, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO has measures in places to evaluate the performance standards of employee to ensure delivery of quality services. Evaluation of performance re-modifies the indicators of poor performance to deliver quality services.

Sufficient capacity to meet the demands of beneficiaries

Findings whether the NGO has sufficient capacity to meet the demands of beneficiaries, results indicate a mean 3.97 and standard deviation of 0.69, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO staff has sufficient capacity with ideological competencies to meet the

demands of beneficiaries which justify improved performance. The NGO employs competent dedicated staff to deliver quality services to satisfy the demands of beneficiaries. Desirable performance of the NGO is largely attributed to the identification and meeting of beneficiaries' demand in the community.

Management of beneficiaries' expectations

Findings whether the beneficiaries' expectations are effectively managed throughout the service delivery process, results indicate a mean 3.86 and standard deviation of 0.34, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO meets beneficiaries' expectation throughout the entire process to foster organisation performance. Consultations enable the NGOs to identify needs of the beneficiaries which strengthen their ability to improve the life of leaving/ addressing the problem of society, hence justify delivery of quality services. This concurs with Özdemir (2013) post that effective consultation of beneficiaries of NGO programs to incorporate their need in the plan guarantee quality service delivery.

Interacts with the beneficiaries

Findings whether the NGO interacts with the beneficiaries to provide desired services, results indicate a mean 4.32 and standard deviation of 0.32, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that NGO prioritizes beneficiaries' expectation through interaction to deliver quality service to achieve improved performance. The NGO interaction with the beneficiaries provides a holistic plan to delivery desired service to the community, which led to improved performance.

Set clear objectives

Findings whether the NGO set clear objectives to achieve, results indicate a mean 4.01 and standard deviation of 0.42, whereby majority of respondents agreed. This implies that the NGO set clear achievable objectives to meet the mission and vision. Goal is the action designed to reinforce the organisation performance. This agreed with Patham (2014) who argues that achievement of the set objectives amongst the NGOs determines performance.

Set attainable and measurable goals

Findings whether the NGO set attainable and measurable goals to achieve, results indicate a mean 3.92 and standard deviation of 0.84, whereby majority of respondents agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO manages to achieve set attainable and measurable goals to yield desired beneficiaries and stakeholders' satisfaction. Goals set were specific, measurable, achievable and realistic and time bound to meet the desired standards. This agreed with Lebans (2012) argues that achievement of set targets within the schedule indicate organisation performance.

Accountable to achieve the objectives

Findings whether the staff in the NGO remain accountable to achieve the objectives, results indicate a mean 4.02 and standard deviation of 0.46, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that NGO staffs are accountable to services delivered under their jurisdiction to achieve the set objectives to support performance. Accountability amongst NGO staff is justification of achievement of desired organisation performance. Staffs in the NGO are accountable to whatever they perform to beneficiaries which improves the performance of an organisation.

Set timely and realistic objectives

Findings whether the NGO set timely and realistic objectives, results indicate a mean 3.83 and standard deviation of 0.32, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO set timely and realistic objectives, which are achieved to determine improved organisation performance. NGO management is competent with the capacity to set realistic objectives which align within the staff competences, thus motivates them to improve desired performance and remain focused to meet the vision.

Interviewees asserted that;

“...the NGO emphasizes integrity, performance orientation to deliver quality service to beneficiaries on time without delay. ...employee, supervisors and managers are accountable to all stakeholders pertaining the project especially the immediate recipient-the beneficiaries.....NGO regularly set achievable objectives after consultation with the beneficiaries need which motivates staff at stage of completion.”

Another interviewee asserted that:

“.... the NGO review performance and employs staff with sufficient capacity to deliver services to meet the demands of beneficiaries. NGO's ability to stick to its intended programs of changing people's standard of living indicates delivery of quality service.”

4.3.5 Descriptive statistics on organisation culture at CEFORD

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of the entity to ensure desired performance.

Table 4. 6: Descriptive statistics on organisation culture

Organisation culture	N	Min	Max	Mean	Std. Dev.
The NGO's core competency is to deliver quality service.	60	1	5	4.32	.56
The organisation emphasizes respect amongst staff.	60	1	5	4.10	.12
There is professionalism amongst staff.	60	1	5	3.92	.49
The employees are committed to work towards achievement of tasks.	60	1	5	3.89	.67
There is collective decision making to accomplish tasks.	60	1	5	3.79	.23
There is equal treatment amongst all staff.	60	1	5	3.87	.53
The NGO emphasizes performance orientation to achieve a common goal.	60	1	5	4.12	.34
Employees protect one's reputation to achieve the set targets.	60	1	5	3.94	.09
Valid N (listwise)	60				

Source: Primary data (2020)

Core competency to deliver quality service

Table 4.6 revealed the attributes of organisation culture at NGO. CEFORD has a culture through shared assumptions and values which are indoctrinated with the employee to achieve desired performance. Findings whether NGO's core competency is to deliver quality service, results indicate a mean 4.32 and standard deviation of 0.56. Majority of respondents agreed, which implies that the NGO provides the culture for employee to exercise core competency to deliver quality services to the beneficiaries and other stakeholders. The standard deviation indicates low variation in responses as given by the respondents. Core competencies are valuable capabilities that are collective and unique in their characteristics, as well as strategically flexible contributing towards the success of potential business. This concurs with Hofstede and Quinn (2010) who

conjugates those values reinforces staff core competency to create a unique client value to support NGO performance.

Respect amongst staff

Findings whether the NGO emphasizes respect amongst staff, results indicate a mean 4.10 and standard deviation of 0.12. Majority of respondents agreed, which implies CEFORD encourages staff to respect each other to remain focused to achieve desired performance. The standard deviation indicates low variation in responses as given by the respondents. Respect enhances unity amongst staff leading to knowledge sharing to influence their capabilities to achieve desired performance. This agreed with Javidan (2011) who asserts that a clear shared vision of promoting respect amongst staff enhance functionality-related to competencies to operate effectively and spur NGO performance.

Professionalism amongst staff

Findings whether the NGO encourage professionalism amongst staff, results indicate a mean 3.92 and standard deviation of 0.49, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO promotes professionalism and committed to work towards achievement of set tasks to yield desired performance. This implies that Walton (2014) who conjugates that shared assumptions to foster commitment and professionalism within an organisation culture enhances retention of staff.

Employee commitment to work

Findings whether the NGO employees are committed to work towards achievement of tasks, results indicate a mean 3.89 and standard deviation of 0.67, whereby majority of respondents

agreed. The standard deviation indicates high variation in responses as given by the respondents. This implies that the NGO promotes intrinsic effort to accelerate employees' commitment to accomplish tasks to achieve desired performance. This therefore influences unity amongst staff to work creatively and innovatively to achieve set objectives to improve achievement of desired performance.

Promote collective decision making

Findings whether the NGO promotes collective decision making with staff to accomplish task, results indicate a mean 3.79 and standard deviation of 0.23, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO promotes collective decision making, which motivate staff to work hard to accomplish tasks to achieve desired performance. Collective decision making is an attribute designed to effectively link the supervisors and staff to deliver quality services. This therefore influence bottom up decision making which unity staff at the NGO to spur organisation performance. This agreed with James and Mathew (2012) who argue that collective decision making culture retain staff to perform the tasks in the organisation.

Equal treatment amongst all staff

Findings whether the NGO provides equal treatment amongst all staff, results indicate a mean 3.87 and standard deviation of 0.53, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO gives equal treatment to employees which unit them to improve organisation performance. Equal treatment of staff accelerates retention and unit to foster organisation performance. The equal treatment is an adore strategy geared towards holistic input to improve organisation performance.

Performance orientation

Findings whether the NGO emphasizes performance orientation to achieve a common goal, results indicate a mean 4.12 and standard deviation of 0.34, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO empower staff to aim at achievement of desired performance to achieve the set common goal. Performance orientation is the ideology implemented to emphasize improved performance of tasks assigned to employee in line with goal congruence.

Protection of employee reputation

Findings whether the NGO employees protect one's reputation to achieve the set targets, results indicate a mean 3.94 and standard deviation of 0.09, whereby majority of respondents agreed. The standard deviation indicates low variation in responses as given by the respondents. This implies that the NGO employees protect one's reputation to achieve the set targets and oriented to common goal. This agreed with Hafeez (2013) who argues that empowerment through knowledge-based management system to orient employees to achieve common goals reinforce staff retention in the NGOs.

Interviewees assert that the NGO encourages core competency, respect, teamwork, collective decision making, and equal treatment of staff to retain them as well as influencing their desired performance. The organisation fellow its mission of providing capacity development services that builds the resilience of disadvantaged women, men, youth, children and their groups/organizations to realize their rights and improve their wellbeing. Organisation culture integrates the host beneficiaries' culture in districts include Adjumani, Arua and Koboko. The success of the programs depends on the perception of beneficiaries.

One of the participants asserted that;

“...existing culture through performance orientation shared values and assumptions encourage staff to deliver quality services and always remain accountable to their acts on performance. The culture guides employees on what is right and wrong amongst their intended acts to perform the tasks.”

4.4 Correlation Analysis

Karl-Pearson’s coefficient of correlation method was used to establish the degree, strength and the direction of the relationship between staff retention and organizational performance. The presentation is done following the specific objectives of this study as shown below

4.4.1 Correlation between Career development and Organization performance

This sought to establish the relationship between career development and organisation performance. Career development is measured through mentoring, promotion and training of staff to retain them in the NGO.

Table 4. 7: Correlation between career development and organisation performance

		Career development	Organisation performance
Career development	Pearson Correlation	1	.760**
	Sig. (2-tailed)		.000
	N	60	60
Organisation performance	Pearson Correlation	.760**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2020)

Table 4.7 revealed relationship between career development and organisation performance at Community Empowerment for Rural Development. Pearson correlation coefficient was adopted to establish the relationship. Findings indicate that career development has a positive statistic significant relationship on employee performance at 99% level ($r = 0.760$, $p < 0.01$). It implies that the way CEFRD performs career development practices of mentoring, promotion and training is related to how the organization will perform at the end of the day. Developing employee career through mentoring by their supervisors and manager motivate them to feel valued and work hard to achieve organisation set objectives. Promotion attracts high remuneration to stimulate employee productivity and training equips employees with skills to innovatively perform tasks to improve the organisation performance. This concurs with Wallo (2013) argues that employee career development retention strategy through mentoring and coaching has a positive statistic significant relationship to improvement of organisation performance. Furthermore, Riccio (2010) argued that employee career development facilitates organisation performance as talent and expertise do not get exposed to the competitor.

4.4.2 Correlation between Recognition and organization performance

This sought to establish the relationship between recognition and organisation performance. Employee recognition is attributed to instant recognition, informal (Thank you), and peer to peer recognition of staff at the NGO.

Table 4. 8: Correlation between recognition and organisation performance

		Recognition	Organisation performance
Recognition	Pearson Correlation	1	.601**
	Sig. (2-tailed)		.001
	N	60	60
Organisation performance	Pearson Correlation	.601**	1
	Sig. (2-tailed)	.001	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2020)

Table 4.8 indicates that recognition of employees has a positive statistic significant relationship on organisation performance ($r = 0.601$, $p < 0.01$). This implies that the way CEFRD recognizes employee through instant recognition, informal (Thank you), and peer to peer recognition is related to how the organization will perform tasks to achieve the set objectives at the end of the day. Essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance, increased productivity and positive organisation results. Instant recognition permits immediately evoking of relevant, hopefully positive memories to the employee which influence them to achieve organisation performance. This concurs with Wang (2015) who assert that employee recognition through the timely, informal or formal acknowledgement of a person's behavior, and organization's goals and values has a positive significant relationship on organisation performance.

4.4.3 Correlation between Work life balance and employee performance

This sought to establish the relationship between work life balance and organisation performance. Work life balance is attributed to managing leisure time, managing change and stress management amongst staff at the NGO.

Table 4. 9: Correlation between work life balance and employee performance

		Work life balance	Employee performance
Work life balance	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.001
	N	60	60
Organisation performance	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.001	
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2020)

Table 4.9 revealed that work life balance for employees has a positive statistic significant relationship on employee performance ($r = 0.401$, $p < 0.01$). This implies that employees who balance work and their social life through managing leisure time, change and stress relate to the way performance is realized at the organisation. Leisure time enable employees to refresh their mind to improve performance. Managing any change in the organisation strengthens staff capacity to remain productive to achieve organisation performance. Stress management empowers staff capacity to maneuver any challenge to foster improved organisation performance. This finding agrees with Wegner (2011) who argues that work life balance increases the quality of employees which pose a positive significant relationship on employee performance at 99% level. Work life balance links the employee personal life with the organisation which leads to achievement of set objectives. Whenever possible, create several different flextime options allow employees to choose the one that works the best for them (George & Jones, 2012).

4.4.3 Correlation between organisation culture and employee performance

This sought to establish the moderating relationship between organisation culture and organisation performance. Culture is critical to the organisation performance and is measured in terms of shared assumption and values at the NGO.

Table 4. 10: Correlation between organisation culture and employee performance

		Organisation culture	employee performance
Organisation culture	Pearson Correlation	1	.380**
	Sig. (2-tailed)		.001
	N	60	60
Organisation performance	Pearson Correlation	.380**	1
	Sig. (2-tailed)	.001	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2020)

Table 4.10 indicates that organisation culture has a positive statistic significant relationship on organisation performance ($r = 0.380$, $p < 0.01$). This implies that the conducive environment provides by CEFRD relate to the way tasks are performed at the end of the day. Culture drives employee attitude and perception on the workplace environment through shared assumption and values to empower their ability to enhance employee performance. This agrees with Fhein (2014) who assert that organisation culture is the attributed into the three levels to include artifacts, values and assumptions which controls the behaviors and conduct of employee to improve the performance of organisation.

4.4.2 Regression Analysis

Regression analysis was carried out to establish the extent to which the staff retention influence organisation performance and the suitability of the planned regression model on proposed hypothesis.

Table 4. 11: Model Summary on effect of staff retention on organizational performance

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.596 ^a	.355	.314	.149	.355	5.851	4	56	.020
a. Predictors: (Constant), Career development, Recognition, Work-life balance, Organisation culture									

Source: Primary data (2020)

Table 4.11 revealed that staff retention (career development, recognition and work-life balance) and organisation culture explain 31.4% variation on employee performance at 95% level of significance (Adjusted R Square = 0.314). Other factors not studied in study explain 64.5% variation on employee performance. F-test represented with F-Change of 5.851 indicates that predictor has significance influence to improve employee performance. The identified variables predict the performance of NGO. Retaining staff play significant role towards performance of organisation. This concurs with Griffeth (2012) who pointed out that retention of staff guarantee reputation to spur non-government organisation performance.

Table 4. 12: Coefficient results on effect of staff retention on employee performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	4.074	.314		6.146	.030
Career development	.227	.105	.256	4.669	.020
Recognition	.113	.103	.129	1.561	.120
Work-Life balance	.050	.044	.090	2.155	.152
Organisation culture	.051	.039	.070	1.145	.080

a. Dependent Variable: employee performance

Source: Primary data (2020)

Table 4.12 revealed that effect of staff retention on employee performance. It is established that taking all variables of staff retention and organisation culture at zero, performance of organisation will be 4.074 and significant at 95% level. This therefore justify that NGO achieve desirable performance with other factors in exclusion of staff retention.

Findings indicates that career development with coefficient ($\beta = 0.256$, t-values = 4.669, P value = 0.020) has positive significant effect on the employee performance at 95% level. This rejects null hypothesis one of this study which states that career development has no significant effect on organization performance in the NGOs. This implies that unit increase on career development led to 0.256 (25.6%) increase on employee performance. Implementation of career development through mentoring of employee by superior, promotion from low level to high level and training to equip employees with modern skills has positive influence on the employee performance. Career development motivates to stay and remain focused to achieve desired performance. The significant effect between career development and employee performance agreed with Nilsson

and Ellström (2012) who argues that career development through training, internal promotion has positive significant effect on employee performance at 95% level.

Findings revealed that recognition with coefficient beta ($\beta = 0.129$, t-value = 1.561, P value = 0.120) has positive insignificant effect on employee performance. This implies that employee recognition is vital but insignificant towards the performance of organisation. This rejects null hypotheses two of this study which states that recognition has no significant effect on employee performance in the NGOs. Employee recognition motivates them to remain vigor to work towards achievement of set objectives although has insignificant effect on employee performance. Essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance and positive organisation results. This disagreed with Wang (2015) who pointed out that recognition of employees with instant packages, peer to peer has positive significant effects on improved organisation performance.

Findings revealed that work-life balance with coefficient beta ($\beta = 0.090$, t-value= 2.155, P value = 0.152) has positive significant effect on employee performance. This implies that work-life balance enables staff to perform tasks although insignificant on the employee performance. This rejects hypothesis three of this study which states work-life balance has no significant effect on organisation performance in the NGOs. Provision of good work-life balance for employees increase staff retention rates, attract new talent to perform tasks excellently although has insignificant organisation performance. Contrary, Bhengu (2014) assert that work-life balance has significant effect on organisation performance at 99% level.

Findings indicates that organisation culture with coefficient beta ($\beta = 0.070$, t-value = 1.145, P value = 0.080) have positive insignificant effect on organisation performance. This indicates that culture is relevant to any organisation to achieve improve performance although insignificant. Organisation culture through artifacts, values and shared assumptions pave way to behaviors and conduct of employee to yield improved productivity and overall employee performance.

4.5 Conclusion

This chapter presented the empirical results of the study with concern on staff retention (career development, recognition and work-life balance) and it is effects on employee performance. Results from the correlation indicated that career development, recognition, work-life balance and organisation culture have positive significant relationship on employee performance. From regression analysis, its only career development with positive significant effect on employee performance while others are insignificant. Career development, recognition and work-life balance explain 31.4% variation, thus meant that the predictor variables are suitable in explaining the employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings on each research question, conclusions, recommendations, and areas for further research.

5.1 Summary of findings

The overall response rate was 93%, gender representation was slightly balanced were male at 57% were majority and female were at 43%. Majority of employees at 68.3% were aged between 31 years and 50 years, and were graduates with bachelors and master's degree at 80% with experience between 1 year and 5 years at 68%, thus retain staff.

The study examined the effect that staff retention has on employee performance in Non-Governmental Organizations, a case of Community Empowerment for Rural Development. Regression analysis revealed that career development, recognition, work-life balance and organisation culture explain 31.4% variation on employee performance (Adjusted R Square = 0.314) while 68.6% is contributed by other variables. Staff retention predicts employee performance.

The first objective was to establish the effect of career development on employee performance. Correlation analysis indicate that career development amongst the employees has positive significant relationship on employee performance ($r=0.760$, $p<0.01$). Other findings from regression results revealed that amongst the staff retention practices career development (Beta= 0.256,) has positive significant effect on employee performance. Thus, reject the null hypothesis

one (H1), which states that career development has no significant effect on organization performance in the NGOs.

The second objective was to establish the effect of recognition on employee performance in the NGOs, a case of CEFORD. Correlation analysis indicate that recognition amongst the employees has positive significant relationship on employee performance ($r= 0.601$, $p<0.01$). Findings from regression results of staff retention practices revealed that recognition (Beta = 0.129,) has positive insignificant effect on employee performance. Thus, accept the null hypothesis one (H2), which states that recognition has no significant effect on employee performance in the NGOs.

The third objective was to establish the effect of work-life balance on employee performance in NGOs, a case of CEFORD. Correlation analysis indicate that work-life balance amongst the employees has positive significant relationship on employee performance ($r= 0.401$, $p<0.01$). Regression results of work-life balance retention practice (Beta = 0.090) has positive insignificant effect on employee performance. Thus, accept the null hypothesis one (H3), which states that work-life balance has no significant effect on employee performance in the NGOs.

The study further established that organisation culture at CEFORD as a moderating variable has positive significant relationship on employee performance at 95% ($r= 0.380$, $p= 0.001$). Other findings on regression results revealed that organisation culture has positive insignificant effect on employee performance ($r=0.070$, $p=0.080$). Organisation culture is core towards retention of staff although insignificant on employee performance.

5.2 Conclusions

Career development through mentoring of staff by superiors, promoting of staff from low to high level, and on job training predicts employee performance. Prioritizing career development motivates staff to remain focused to stay which relates to task performance at the organisation. This is supported with Job embeddedness theory (Mitchell, 2001) where on job training, monitoring and promotion of staff enhance them to staff to achieve improved desired performance in the NGO.

Recognition of staff through instant recognition, informal (Thank you) and peer to peer recognition is relevant due to positive significant relationship to employee performance. However, recognition has positive statistic insignificant effect on employee performance. This therefore enables staff to feel valued to stay and work hard to achieve desired performance.

Work-life balance has positive insignificant effect on employee performance. Work-life balance enables staff to refresh their mind and think innovatively to concurrently achieve personal interests, family and social or leisure activities to achieve set objectives of organisation although insignificant. This justifies the availability of favorable working environment for staff to enjoy the work place in liaison with concern to the family. The goal congruence is prioritized in the work life balance to achieve performance.

It is concluded that culture in an organisation remains the center of encouraging staff to achieve desired performance. Organisation culture has positive significant relationship on performance and thus has to be emphasized in the NGO. CEFORD builds the resilience of disadvantaged women, men, youth, children and their groups/organizations to realize their rights and improve their wellbeing.

5.3 Recommendations

Based on the finding's objective one, it is recommended that CEFORD should promote career development practice to retain staff and achieve improved organisation performance. Monitoring and training strategies prepare staff for promotion in the high officers with more responsibilities, allowances and other benefits to empower the bearer innovative and creative to focus on task accomplishment.

The NGO supervisors should assign tasks to staff and mentor them to perform which enhance their chance for achieving desired employee performance in an organization.

The NGO should recognize staff on successful achievement of task to motivate them to remain focused on performance improvement than attrition.

The NGO should indoctrinate a performance culture to staff to work to achieve desired performance. Culture distinction amongst the organisation is what lead a staff to exercise peak performance in one entity and low performance in another entity when offering similar services to beneficiaries.

The NGO should provide time for staff to enjoy leisure and relieve from office stress as well as thinking for innovative ways of improving performance. This should be done concurrently with designed activity schedule in the NGO.

5.4 Contribution

The study established that career development with positive significant effect and relationship on organisation performance at 95% has to be emphasized in the organisation. Staff need to develop their career for future consumption whether inside or outside the organisation as supported with Job embedment theory. Organisation culture is vital to retain staff and improve organisation

performance. Managers and supervisors should prioritize career development to retain staff and support their performance.

5.5 Area for further research

- Impact of organisation culture on staff retention.
- Impact of job rotation on staff retention in the organisation.
- Role of employee retention programs on employee performance.
- This being a case study of CEFORD, the findings may not be inferred to the all NGOs in Uganda. It is therefore essential to undertake similar study in another NGO which have not been covered by earlier studies to confirm the results.

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APPENDICES

Appendix i: Questionnaire for staff at CEFORD

Dear respondents,

This survey instrument is aim to examine the effects of staff retention on organisation performance at CEFORD. I kindly request you to take few minutes of your time to respond to the questions and your response will be treated with utmost confidentiality. This information is purely for academic purpose and your contribution is very crucial to the success of this study. Your name is not required.

Section A: Demographic information (Please tick circle your preferred choice)

1. Age bracket of the respondent

- (a) 21-30 (b) 31-40
(c) 41-50 (d) 51 and above

2) Gender

- (a) Female (b) Male

3) Highest level of Education

- (a) Diploma (b) Bachelor's degree (c) Master's degree

4) Duration of service at NGO

- (a) Less than 1 year (b) 1-5 year (c) above 5 years

Section B: Staff retention

Read the following statements on retention of staff and then tick [√] the number which best describes the way in which the NGO retain staff through career development, recognition, and work-life balance. Please use the following scale in order to give your response: -

1(Strongly disagree) 2(disagree) 3(Non-committal) 4(agree) 5(strongly agree).

B.1	Career development (Mentoring, Promotion, and Training)	SCALE				
B.1.1	Mentoring	1	2	3	4	5
B.1.1.1	NGO supervisors monitor the activities dedicated to their subordinates.					
B.1.1.2	NGO management strongly guide the staff on activities to perform.					

B.1.1.3	The NGO identify talents from the mentees based on performance.					
B.1.1.4	NGO makes continued commitment to support employee performance.					
B.1.1.5	NGO supervisors maintain a productive relationship with their subordinates.					
B.1.2	Promotion					
B.1.2.1	There are opportunities for promotion in our organisation.					
B.1.2.2	The organisation promote good performance.					
B.1.2.3	At my work, the criteria for promotion is fair					
B.1.2.4	Promotion is based on employee performance.					
B.1.2.5	Regular promotions are made by management of our organization.					
B.1.3	Training					
B.1.3.1	At my work, I receive formal training on new skills needed to improve NGO performance.					
B.1.3.2	There are good career prospects in our organisation.					
B.1.3.3	The training I receive enables knowledge sharing to perform tasks.					
B.1.3.4	At my job, I receive relevant training to perform the task.					
B.1.4.5	The organisation alter training packages based on organisation needs at work.					
B.2	Recognition (Instant recognition, Informal, Peer-peer)					
B.2.1	Instant recognition					
B.2.1.1	My efforts to accomplish tasks are immediately recognized at work.					
B.2.1.2	The NGO instantly recognizes my innovations to perform tasks.					
B.2.2.3	At my work, I am energized to perform the activities.					
B.2.2.4	I receive instant feedback on performance from my superiors at the organisation.					
B.2.2.5	I am impressed with the task completion.					
B.2.2	Informal					
B.2.2.1	I feel good whenever my superiors casually appreciate my performance.					
B.2.2.2	I am motivated to accomplish task with informal praises like thank you, good work etc.					
B.2.2.3	I apply innovative skills to accomplish task with informal recognitions.					

B.2.2.4	My effort is valued at work with informal recognition.					
B.2.2.5	I get carried away when I'm working with informal recognition.					
B.2.3	Peer to peer recognition					
B.2.3.1	The NGO recognizes peer to peer effort to accomplish tasks.					
B.2.3.2	Am inspired to accomplish task with fellow peers at work.					
B.2.3.3	I feel good to work with my fellow peers to perform tasks.					
B.2.3.4	The NGO encourages teamwork to support peer-peer praises.					
B.2.3.5	The NGO take positive actions on peer innovations.					
B.3	Work-life balance (leisure time, change, and stress management)					
B.3.1	Leisure time					
B.3.1.1	I balance my time between work and for myself include family.					
B.3.1.2	The organisation provide leisure time to us.	/				
B.3.1.3	I refresh myself during leisure time in the day at work.					
B.3.1.4	I get ample time to think on how to perform tasks.					
B.3.1.5	I share skills on work-performance during leisure time.					
B.3.2	Change					
B.3.2.1	The organisation prepares us for change modification to perform tasks.					
B.3.2.2	My emotional state is catered for within the transition at work.					
B.3.2.3	My self-esteem is integrated within change to perform tasks at work.					
B.3.2.4	The NGO implements changes on step by step method.					
B.3.2.5	I have learnt new skills through change to deliver services at NGO.					
B.3.3	Stress management					
B.3.3.1	NGO inspires me to appreciate myself to perform tasks.					
B.3.3.2	I make exercises to relieve tension at work to perform tasks.					
B.3.3.3	There is negotiate platform to manage stress at work.					
B.3.3.4	The organisation provide good meals to us to manage stress.					
B.3.3.5	I have fun with my superior at the work.					

SECTION C: Organisation performance

C.	Employee performance (Timeliness, quality service, achievement of set objectives)	1	2	3	4	5
C.1	Timeliness					
C.1.1	There is timely delivery of service to beneficiaries.					
C.1.2	Employees are solely accountable to tasks performed.					
C.1.3	The employees timely manage to achieve the set goals.					
C.1.4	The employee always come to work on time					
C.1.5	Professional Employees are employed to deliver the services on time.					
C.2	Quality service					
C.2.1	There is regular consultation of beneficiaries about their needs.					
C.2.2	The NGO reviews the performance standards to deliver quality services to beneficiaries.					
C.2.3	There is sufficient capacity to meet the demands of beneficiaries.					
C.2.4	The beneficiaries' expectations are effectively managed throughout the service delivery process.					
C.2.4	The NGO interacts with the beneficiaries to provide desired services.					
C.3	Achievement of set objectives					
C.3.1	The NGO set clear objectives to achieve.					
C.3.2	The NGO set attainable and measurable goals to achieve.					
C.3.3	The staff in the NGO remain accountable to achieve the objectives.					
C.3.4	The NGO set timely and realistic objectives.					

SECTION D: Organisation culture

D	Organisation culture	1	2	3	4	5
D.1	The NGO's core competency is to deliver quality service.					
D.2	The organisation emphasizes respect amongst staff.					
D.3	There is professionalism amongst staff.					
D.4	The employees are committed to work towards achievement of tasks.					
D.5	There is collective decision making to accomplish tasks.					
D.6	There is equal treatment amongst all staff.					
D.7	The NGO emphasizes performance orientation to achieve a common goal.					
D.8	Employees protect one's reputation to achieve the set targets.					

Thank you very much for your cooperation

Appendix ii: Interview guide

Dear interviewee, the information you provide will be of great value to this study to establish a set of new knowledge about staff retention and organisation performance of CEFORD. This interview is being administered for absolutely study purposes and all information provided will be treated with utmost privacy.

Questions

- 1) What is your view on staff retention practices used at this NGO? *[Ask the respondent about; career development, recognition, and work-life balance]*
- 2) In your opinion, explain how the organisation measures its performance? *[Ask the respondent about; efficiency, quality services, and achievement of set objectives]*
- 3) Please, kindly share with us the reason as to why staff retention is crucial towards organisation performance? *[Probe respondent on; relevance of staff retention towards performance]*
- 4) Explain how staff attrition can prevent organisation performance? *[Probe respondent on; drawbacks of staff attrition]*
- 5) In your view how does the organisation culture influence staff retention to support organisation performance? *[Probe on; relevance of shared assumption, and values and the like]*

Thank you, very much

Appendix iii: Consent form

Participants' Consent Form

I hereby agree to freely participate in this research study titled staff retention and organisational performance at Community Empowerment for Rural Development without coercion or undue influence. I understand the brief content and purpose of the study as explained by the researcher. I will have to attend to an interview session guided by the researcher. This study is not a rigid mutual contract therefore I may withdraw my participation at any point I feel the nature of conduct is differing from the purpose. I also appreciate the fact that my participation will remain confidential; my personal identity is not required. This research study will not pose any harm or risk to me, my office and the NGO I serve.

Participant's signature

.....

Date:.....

Researcher

Name: Anzoo Christine

2016-M101-10003

E-mail: christineanzoo8@gmail.com

Appendix iv: Sample Determination Table

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
10	10	200	132	900	269
15	14	210	136	950	274
20	19	220	140	1000	278
25	24	230	144	1100	285
30	28	240	148	1200	291
35	32	250	152	1300	297
40	36	260	155	1400	302
45	40	270	159	1500	306
50	44	280	162	1600	310
55	48	290	165	1700	313
60	52	300	169	1800	317
65	56	320	175	1900	320
70	59	340	181	2000	322
75	63	360	186	2200	327
80	66	380	191	2400	331
85	70	400	196	2600	335
90	73	420	201	2800	338
95	76	440	205	3000	341
100	80	460	210	3500	346
110	86	480	214	4000	351
120	92	500	217	4500	354
130	97	550	226	5000	357
140	103	600	234	6000	361
150	108	650	242	7000	364
160	113	700	248	8000	367
170	118	750	254	9000	368
180	123	800	260	10000	370
190	127	850	265	15000	375