



East African Journal of Traditions, Culture and Religion

eajtr.eanso.org

Volume 5, Issue 1, 2022

Print ISSN: 2707-5362 | Online ISSN: 2707-5370

Title DOI: <https://doi.org/10.37284/2707-5370>

ENSO

EAST AFRICAN
NATURE &
SCIENCE
ORGANIZATION

Original Article

Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese.

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Article DOI: <https://doi.org/10.37284/eajtr.5.1.646>

Date Published: **ABSTRACT**

30 April 2022

Keywords:

*Motivation,
Retention,
Promotion,
Salary Increment,
Recognition,
Employee.*

The study was about motivation and retention of workers in faith-based organisations: a case study of child development centre projects of Ankole Diocese. It was guided by the following objectives; to establish the influence of promotion on employee retention in faith-based organizations of Ankole Diocese Child Development Centre Projects, to examine the influence of Salary increment on employee retention in faith-based organizations of Ankole Diocese Child Development Centre Projects in reducing employee turnover and to establish the effect of recognition on employee retention in faith-based organizations in Ankole Diocese Child Development Centre Projects. A cross-section design was adopted for this study to determine the frequency of occurrences of the phenomenon and discover whether or not if there is a relationship that exists between the variables. The target population of this study comprised Child development officers, Project directors, Project overseers, Partnership facilitators, LDP graduates, and Centre guides of Ankole Diocese. The study employed questionnaire and interviewing. The study findings revealed that there is a positive strong relationship between promotions on employee retention; there is a positive strong relationship between salary increment influences employee retention; a positive relationship between recognition and employee retention in faith-based organisations. Therefore; the study recommended that employee promotion does play a very significant role in retaining employees at work places; the human resource management department should carry out its career management policy and make relevant changes so as to take into considerations the many factors that individuals may require at the Ankole Diocese Child Development Centre Project. Finally; there should be good management in faith-based organizations with the human resource department so as to ensure that the working conditions specifically in line with working hours, cleanliness of environment and work instruments are put in place.

APA CITATION

Tinka, K. S., Atukunda, G., & Atwine, J. (2022). Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese *East African Journal of Traditions, Culture and Religion*, 5(1), 41-50. <https://doi.org/10.37284/eajtr.5.1.646>

CHICAGO CITATION

Tinka, Kusasira Serinah, Gershom Atukunda & Johnson Atwine. "Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese". *East African Journal of Traditions, Culture and Religion* 5 (1), 41-50. <https://doi.org/10.37284/eajtr.5.1.646>.

HARVARD CITATION

Tinka, K. S., Atukunda, G., & Atwine, J. (2022) "Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese", *East African Journal of Traditions, Culture and Religion*, 5(1), pp. 41-50. doi: 10.37284/eajtr.5.1.646.

IEEE CITATION

K. S. Tinka, G. Atukunda & J. Atwine. "Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese.", *EAJTR*, vol. 5, no. 1, pp. 41-50, Apr. 2022.

MLA CITATION

Tinka, Kusasira Serinah, Gershom Atukunda & Johnson Atwine. "Motivation and Retention of Workers in Faith-based Organisations: A Case Study of Child Development Centre Projects of Ankole Diocese". *East African Journal of Traditions, Culture and Religion*, Vol. 5, no. 1, Apr. 2022, pp. 41-50, doi:10.37284/eajtr.5.1.646.

INTRODUCTION

Motivation is an inner feeling which energizes a person to work more. According to Sandhya and Kumar (2011), employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Organizations all over the world today are very challenging. Internal and external operating environment factors continue to challenge corporate performance and revenue growth (Ahmed et al., 2018). Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management calls for skilful handling of thoughts, feelings, and emotions to secure highest productivity (Bratton & Gold, 2018). Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth (Ajila & Abiola, 2004).

According to Haigh and Hoffman (2011) an intrinsically motivated individual will be committed to the work to the extent to which the job inherently contains tasks that are rewarding to him or her where as an extrinsically motivated person will be committed to the extent that he can receive external rewards for his or her job. Ajila and Abiola (2004)

further stated that for an individual to be motivated in a work place there must be a need, which the individual must perceive a possibility of satisfying through some reward.

Globally, valuable asset to every organization are its employees alongside with their products and service (Sahu, Pathardikar & Kumar, 2017). Employees can be seen as the engine of the company whereas the core product itself can be described to be the body. Satisfied employees are necessary for a company which is seeking growth and market dominance, therefore more and more organizations are acting accordingly (Haigh & Hoffman, 2011). Sources of employee satisfaction may vary between industries and companies but there is one pre-requisite, high employee retention. Satisfied employees are easier to retain than unsatisfied ones (Sahu, Pathardikar & Kumar, 2017). Thus, employee satisfaction is something to be kept in mind when talking about employee retention.

In Africa most workers in many organizations look at money as a motivator (Kreitner et al, 2016). The recent thought on the nature of optimal human resource management has concluded that in large number of cases, salary has less to do with motivation than do other important factors and experts have noted that workers do not improve on performance just because they are paid more (Haigh & Hoffman, 2011).

According to Muguongo et al. (2015), in Kenya one important tool for motivating employees to improve their retention is praise. While often times largely ignored by managers in the work place, this can be an extremely useful method of giving an individual worker a sense of worth in relation to retention (DiPietro et al., 2014). Praise has in countless examples, been shown to dramatically increase employee's satisfaction, if workers are not faced with consequences for poor performance, then productivity margins can easily shrink at retention rate (Barhite, 2017).

In Ugandan context, the nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. Well-designed jobs have a positive influence on employee motivation and their retention at work, leading to improved individual and group organizational performance outcomes such as their membership (joining/leaving an organization), reliable role behaviour (how well the worker does their job), and innovative/spontaneous action (going above and beyond the normal job) (Ugboro, 2016). What motivates employees to remain in an organization is the ability to see projects throughout their completion (Kreisman, 2016). According to "expectancy theory" individuals are motivated when they expect a favourable combination of what is important to them and what they expect as a reward for their efforts and they behave accordingly (Anyaegbu, 2016).

Statement of the Problem

Employee retention has become a global challenge. According to Hay Group, the employee turnover rate has experienced a severe increase within 2014 and 2018 where more than 49 million employees have shifted from one job to another compared to 2012 making it a total number of 192 million employees globally (Umamaheswari & Krishnan (2016). In Ankole Diocese Child Development Centres employees receive promotions, recognition, leaves among others but still there is less retention of Projects' staff. The information obtained from Human Resource Directorate Ankole Diocese shows that staff retention rate in child development Centre project is at 45%. The number of employees who voluntarily quit has increased to 66 and those that leave involuntarily are 28 total employees for

the period 2016 to 2020 which puts the organization at stake (Human Resource Directorate Ankole Diocese Annual Report, 2020). This indicates that the project is having 2% employee retention rate per annum. Employees join the organization in high spirit of serving God in child ministry and to impact lives of the needy children but later on they start complaining of salary increment and other benefits which prompt them to leave the organization to other highly paying organizations (Faith-based Organization Quarterly Report, 2020). Faith-based organization in partnership with other stakeholders mainly Ankole church have trained workers as way of motivating them, increased their pay by 2%, provided safe and conducive working environment and provided fringe benefits (medical insurance, accommodation, and annual leave) to cope up with their positions (Faith-based Organization Annual Report, 2020). Despite the efforts made by Ankole Diocese to motivate the workers, the turnover rate is escalating and rated at 2 staff per month (Ankole Diocese General Meeting Report, 2021). If this problem is not well addressed from the outset, it will be so difficult for the organization projects to achieve its objectives and realize its vision. However, there has been a missing link between motivation and employee retention in faith-based Child Development Centre Projects, hence prompting the researcher to carry out a study examining the influence of motivation on employee retention among faith-based child development centre projects in Ankole diocese.

Specific Objectives

- To establish the influence of promotion on employee retention in faith-based organizations of Ankole Diocese Child Development Centre Projects.
- To establish the influence of Salary increment on employee retention in faith-based organizations of Ankole Diocese Child Development Centre Projects in reducing employee turn over
- To establish the effects of recognition on employee retention in faith-based organizations in Ankole Diocese Child Development Centre Projects.

METHODOLOGY

Research Design

Bell (2010) defines a research design as the overall plan or strategy for conducting research. This study used a cross-sectional research design where data were collected at a particular point in time (Amin, 2005). This kind of research design is pre planned and structured and is typically based on a large sample (Churchill & Iacobucci, 2004). It describes specific characteristics of the study variables, and generates data that allows for relationships or associations between two variables to be identified (Sekaran, 2000). The cross-sectional survey design was found suitable to gather quantitative data and make statistical predictions and correlations of factors associated with motivation and retention of workers in faith-based organisations. The mixed methods approach of both qualitative and quantitative research approach was used in the study. A quantitative approach is used to understand the perception of respondents in Ankole diocese towards the establishment of the influence of

motivation on employee retention in Ankole Diocese Child Development Centre Projects.

Study Population

This study targeted 230 people (source: Project Field Manual (PFM 2.0) comprising, 5 Child development officers, 5 Project director, 5 Partnership facilitators, 5 Leadership development program (LDP) graduates, and 210 Centre guides from Ankole diocese. The approved structure of the Technical Staff of each child development Centre in Ankole diocese is five as indicated: 1 Project director (PD) 3 Child development officers (CDO), and 1 Project overseers.

Sample Size

According to Mugenda and Mugenda (2003), it is impossible to study the whole targeted population and therefore the researcher must decide on a sampled population. A sample size of 169 respondents was drawn from the targeted population as guided by the Krejcie and Morgan's *Table 1*.

Table 1: Population from which Samples are Selected

S/N	Category	Population	Sample size	Sampling Techniques
1	Child development officers	5	5	Purposive sampling
2	Project directors	5	5	Purposive sampling
3	Partnership facilitators	5	5	Purposive sampling
4	LDP graduates	5	5	Purposive sampling
5	Centre guides	210	136	Simple random sampling
	Total	230	156	

Source: Krejcie & Morgan (1970).

Sample size was determined by the Table developed by Krejcie and Morgan (1970), the total population of the selected respondents being 230, the sample size is 156 respondents.

Sampling Technique

Simple Random Sampling

Simple random Sampling is a technique in which every element within the target population has an equal and independent chance of being chosen. This is done in a single step with each subject selected independently of the other members of the

population (Dudovskiy, 2019). The technique was used to select Centre guides.

Purposive Sampling

Purposive sampling involves selecting certain units or cases based on a specific purpose (Teddlie & Yu, 2007). Using purposive sampling, the researcher selected particular people to provide in-depth views in this study. The technique was relevant for this study because of its ability to ensure selection of useful cases. It gave opportunity for the researcher to actively select the most productive samples such as Child development officers, Project directors, Partnership facilitators, and LDP graduates because

they were informative and had the required characteristics for this study.

Data Collection Methods

Questionnaire Survey Method

The survey based on the fact that data can be collected from a smaller representative set of the population (sample) to infer it on the entire population. Questionnaire surveys are known as one of the methods of data collection because it is less expensive to use as they focus on a sample rather than the entire elements of subjects (population) and attract higher response rate (Amin, 2005). The method was also used on Centre guides because it has potential in reaching out to a large number of respondents within a short time, it is able to give the respondents adequate time to respond to the items, it offers a sense of anonymity to the respondent and it is an objective method hence no bias resulting from the personal characteristics.

Interview Method

Interview method was used as a supplementary method for data collection. This method of collecting data involves presentation of oral-stimuli and replies in terms of oral verbal responses (Kothari, 1990). The method of interview using unstructured interview guide was deemed appropriate since the aforementioned categories of staff have vital information yet no time to fill in questionnaires (Sekaran, 2003). Interview schedules were designed and used to obtain data from the Child development officers, Project directors, Partnership facilitators, and LDP graduates.

Data Analysis

Quantitative Data Analysis.

The data from the quantitative research was cleaned, categorized, coded, and analysed using Statistical Package for Social Scientists (SPSS Version 25) software to test for relationships between the independent and dependent variables. This study

had many attributes and therefore generating simple data sets using SPSS was possible. The data was grouped according to the study objectives and themes. SPSS Version 25 was used to understand patterns and important relationships for instance various cross-tabulations to draw conclusions and other important parameters for analysis including significance and reliability tests. SPSS version 25 was run to perform correlation tests using the Pearson's Product Moment Correlation Coefficient (r) to determine the relationship between motivation and employee retention. The value of r must be between -1 and 1 which implied that r near to ± 1 indicated a strong positive or negative association between variables. More so, regression analysis and analysis of variance (ANOVA) was used to test the hypothesis.

Qualitative Data Analysis

Thematic data analysis of qualitative data for the three objectives of the study was done ratios, using Nvivo software. Each piece of work- answer in the interview guide was read through thoroughly to identify themes where they belonged. Creswell (2014) recommended that the information should be placed under different themes and sub themes which are given codes. In this analysis, data was conceptually organized interrelated, analysed, and evaluated and this formed a foundation for thematic analysis. This approach enabled the researcher to easily depict the findings of the study, interpret them in-depth and in an appropriate manner so as to come up with valuable conclusions from the data gathered.

RESEARCH FINDINGS

Promotion on Employee and Retention in Faith-based organizations

The hypothesis shows the relationship between promotion and employee retention. It was found out that that there is a positive strong relationship between promotion on employee retention given by Pearson's Correlation coefficient of 0.617 as shown in *Table 2*.

Table 2: Promotion on Employees and Retention

		Promotion	Employee retention
Promotion	Pearson Correlation	1	.617
	Sig. (2-tailed)		.000
	N	136	136
Employee retention	Pearson Correlation	.617	1
	Sig. (2-tailed)	.000	
	N	136	136

The relationship is statistically significant at 95% confidence level (2-tailed) as the p-value is less than 0.05 (=0.000). Therefore, the researcher rejected the null hypothesis and accepted the alternative which

stated that there is a relationship between promotion on employee retention in faith-based organizations. This implies that promotion of workers increases staff retention in faith-based organisations.

Table 3: Multi linear Regression for Promotion, Salary Increment and Recognition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.627	.519	.77661

a. Predictor (Constant), Promotion, Salary increment, Recognition,

The coefficients of determination (Adjusted R² =0.519) indicates that 51.9% variation in employee retention is accounted by promotion, Salary increment, and recognition. This implied that there was a good fit for predictor’s variables on the dependent variables.

Salary Increment and Employee Retention

The hypothesis which states “there is relationship between salary increment and employee retention” shows there is a strong positive relationship between salary increment and employee retention given by Pearson’s Correlation coefficient of 0.640.

Table 4: Salary Increment and Employee Retention

		Salary increment	Employee retention
Salary increment	Pearson Correlation	1	.640**
	Sig. (2-tailed)		.000
	N	136	136
Employee retention	Pearson Correlation	.640**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value (0.000) is less than 0.05. Therefore, the researcher accepted hypothesis one which was stated that salary increment influences employee retention. This means that adopting salary increment leads to staff retention in faith-based organizations because staff will not be looking for competitive jobs that suit their qualification levels since they are paid a fair amount.

Recognition on Employee Retention

The hypothesis sought to determine the significant relationship between recognition and employee retention among workers in faith-based organisations. It was found out that there is a strong positive relationship between recognition and employee retention given by Pearson’s Correlation coefficient of 0.00.

Table 5: Recognition on Employee Retention

		Recognition	Employee retention
Recognition	Pearson Correlation	1	.736**
	Sig. (2-tailed)		.000
	N	136	136
Employee retention	Pearson Correlation	.736**	1
	Sig. (2-tailed)	.000	
	N	136	136

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

The findings in the table further showed that there is a positive relationship recognition and employee retention given by Pearson’s Correlation coefficient of 0.736. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 (P=0.000<0.05). Therefore, the

researcher accepted hypothesis which states that there is relationship between recognition and employee retention among workers in faith-based organisations. This implies that recognizing staff improves employee retention in organisations.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
I	Regression	30.326	2	10.109	16.760	.000 ^b
	Residual	209.284	134	.603		
	Total	239.609	136			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Recognition, Salary increment, Promotion

The P-value of 0.000 indicates that there is statistically positive significant relationship between promotion, Salary increment, recognition,

and employee retention since P-Value = 0.000<0.05.

Table 7: Multi linear Regression Model

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant)	2.725	.170		16.045	.000
	Promotion	.067	.056	.072	1.191	.000
	Salary increment	.205	.054	.243	3.784	.000
	Recognition	.074	.044	.103	1.678	.001

a. Dependent Variable: Employee Retention

$$\text{Employee Retention} = 2.725 + 0.067 \text{ Promotion} + 0.205 \text{ Salary increment} + 0.074 \text{ Recognition}$$

The model showed that without Promotion, salary increment, recognition, the employee retention is 2.725. The P-value of 0.000 is less than 0.05 implying that employee retention is significant.

The model further shows that variation of 6.7% in employee retention is accounted by promotion. The P-value of 0.000 is greater than 0.05 implying that promotion is significant at 5% level of significance hence there is influence of promotion on employee retention. This implied that promotion improves workers retention in faith-based organisations.

The model further showed that a variation of 20.5% in employee retention is accounted by salary increment. The P-value of 0.000 is less than 0.05 implying that there is a strong positive significant relationship between salary increment and employee retention at 5% level of significance. This implied that salary increment influences employee's retention in faith-based organisations.

Lastly, the Model further showed that a variation of 7.4% in employee's retention is accounted by recognition. There is significant positive relationship between recognition and employee retention since P-value (0.001) < 0.05. This implies recognition is significant at 5% hence there is influence of recognition on employee retention. This implies that recognition improves employee's retention in faith-based organisations.

CONCLUSION

According to objective one; the study concluded that in faith-based organizations in particular Ankole Diocese Child Development Centre Projects there is promotion of workers which has brought about job satisfaction which contributes to employee retention. It was also established that promotion leads to growth in an organization thus contributes to employee retention. Promotion as one of the management style and leadership contributes to employee retention. The study further concluded that with promotion in Ankole Diocese Child Development Centre Projects, a discrepancy between what is expected and what actually happened contributes to employee retention. Also, promotion in Ankole Diocese Child Development Centre Projects is one of the remuneration and benefits that contributes to employee retention. Therefore, the researcher rejected the null hypothesis and accepted the alternative which stated that there is a relationship between promotion on employee retention in faith-based organizations.

With objective two, the study concluded that majority of respondents agreed with salary increment scheme as motivation factors which maintain employees in Ankole Diocese Child Development Centre Projects for long time. Various bonuses schemes together with periodical increase in personal salaries were establish. With those strategies employees opt to stay with Ankole

Diocese Child Development Centre Projects for a long time. Therefore, the researcher accepted hypothesis two which was stated that salary increment influences employee retention. This means that adopting salary increment leads to staff retention in faith-based organizations because staff will not be looking for competitive jobs that suit their qualification levels since they are paid a fair amount.

On this objective three, the study concluded that recognition has a significant impact on employee's satisfaction and productivity and that employees attach great value to recognition as part of rewards which increases employees stay in an organization. Additionally, the study concluded that in faith-based organizations, there should be more than financial rewards given to employees in order to motivate them in terms of recognition. Also, on the effect of recognition on performance, the study concluded that employees take recognition as part of their feelings of value and appreciation and as a result it increases employees' morale, which eventually increases efficiency of Ankole Diocese Child Development Centre Projects as faith-based organization for a long time. Therefore, the researcher accepted hypothesis which states that there is relationship between recognition and employee retention among workers in faith-based organisations. This implies that recognizing staff improves employee retention in organisations.

Recommendations

The study recommended that employee promotion does play a very significant role in retaining employees at work places. This however, is not the only deciding factor, Job security is one of the most important features when it comes to employee retention. As such, human resource activities should be geared to encourage and motivate employees to feel more secure in their job. This can be done by instituting mandatory work contracts and explaining to each individual on board what the work place policy entails.

There should be good management in faith-based organizations with the human resource department so as to ensure that the working conditions specifically in line with working hours, cleanliness

of environment, and work instruments are put in place. Since the Ankole Diocese Child Development Centre Project is church funded, the management should carry out a cost-benefit analysis which would also ensure that church would be readily willing to fund any such projects.

The human resource management department should carry out its career management policy and make relevant changes so as to take into considerations the many factors that individuals may require at the Ankole Diocese Child Development Centre Project.

There is need for leadership development at the Ankole Diocese Child Development Centre Project. The creation of a great organizational culture demands the presence of good leaders -- those who know how to delegate, communicate, and listen. Without a great leader in place, the team can lose sight of the importance of organized and effective teamwork. There is need to improve communication. Management should establish open lines of communication for all members and not just the managers and leaders in the organizational structure.

There is need to build and improve teamwork at Ankole Diocese Child Development Centre Project. Putting a team in place to connect with each other, not just on a work level, but also on a friendship level is beneficial towards more effective teamwork in the future. Team-building exercises are an easy way to get the team on the same level, familiar with one another, and better at communicating in a variety of environments. Planning out-of-office retreats and exercises for the team is also a great way to encourage better teamwork.

Since financial rewards highly motivate employees to perform with zeal Ankole Diocese Child Development Centre Project, education managers should: ensure that remunerations like salaries and other allowances are commensurate with the work done as this would encourage teachers to work hard towards achieving organizational objectives; and ensure timely payment of allowances as this would compel teachers to beat deadlines on minimal supervision. Additionally, there is a need for stakeholders in Ankole Diocese Child Development Centre Project to always organize workshops, seminars, and refresher courses for head teachers.

Since human beings are craving beings, there is a need for Project managers to equally address employees' motivation using non-financial means like recognition, promotion, challenging responsibility. The employment scheme of service at Ankole Diocese Child Development Centre Project should be made on contract basis so that employees work to produce results with zeal according to the set goals and objectives. A performance assessment for the renewal of a contract should be put in place and strictly followed.

ACKNOWLEDGEMENT

I am grateful to God for the inspiration, strength, vision, wisdom and understanding that made me carry out this dissertation successfully. I am forever grateful to Him. I would like to extend my sincere appreciation to my supervisors Prof. Gershom Atukunda and Dr. Atwine Johnson, for their patience, guidance, and the precious time they spared supervising me until the completion of this dissertation. I am very grateful to my lecturers and course mates for the courage and time rendered for discussions during the compilation of this work. I also extend my gratitude to my husband and our children for the material support, advice, spiritual and financial support rendered to me throughout my academic career. I also thank all my friends for always being there for me.

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