

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

WORK ENVIRONMENT, TRANSFORMATIONAL LEADERSHIP, EMPLOYER BRANDING AND TALENT RETENTION IN THE UGANDA'S PRIVATE ELECTRICITY SUB-SECTOR

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A RESEARCH DISSERTATION SUBMITTED TO THE FACULTY OF GRADUATE AND RESEARCH STUDIES OF MAKERERE UNIVERSITY BUSINESS SCHOOL IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF HUMAN RESOURCE MANAGEMENT OF MAKERERE UNIVERSITY

DECEMBER, 2023

PLAN A

DECLARATION

I, WANAMBUKO FREDRICK hereby declare that this dissertation is my original work and has not been presented for a degree award in any other institution of higher learning.

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APPROVAL

This dissertation has been submitted for examination with our approval as University Supervisors.

Signed ..... Date: 8/12/23

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Signed ..... Date: 08/12/2023

Mr. Nasiima Sentrine

DEDICATION

This work is dedicated to my daughter Hana Karen Mulungi, my wife Sanyu Hawa my parents Wepukhulu Peter and Nambuya Zeulia my brothers, sister and friends who participated in the accomplishment of this study. I am humbled to have you all.

ACKNOWLEDGEMENT

I thank the Almighty God the most gracious and most merciful for enabling me to complete this course amidst numerous challenging circumstances and giving me life and resources as key facilities to reach this far. I will forever praise your name for your powerful hand in my life. I also sincerely appreciate my Neurosurgeon Dr. Joel Kiryabwire for medical support he gave me throughout my studies, mother, brothers, Liza Ikiriza who have selflessly supported me financially and morally all through my life and I will forever be indebted to you all.

My heartfelt and deepest thanks go to my supervisors Assoc. Prof.Samuel Mafabi (PhD) and Mr. Sentrine Nasiima for their constructive suggestions, right criticism, priceless guidance, time, commitment, and availability that helped me stay focused on finishing my research work. May God richly bless you.

I also thank all my respondents for sparing their precious time to fill in my questionnaires without any hesitation. This work would not have been accomplished. I thank my friends, MHRM class 2017 and Ms. Nturaninshaba for the encouragement.

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ABSTRACT

The study examines the relationship between Work environment, transformational leadership, employer branding and talent retention in the Uganda's private electricity sub-sector. A cross sectional survey design was employed and data was collected at a specific point in time. Given the nature of research objectives, correlation analysis was performed to test associations between the study variables, while a hierarchical regression analysis was used to test both the individual and combined predictive power of Work environment, transformational leadership, employer branding on talent retention. Data was analyzed using SPSS.

The results show that relationship between work environment, and talent retention is significant (r= .356**), the relationship between transformational leadership and talent retention is significant (r= .436**) and the relationship between employer branding and talent retention is significant (r= .494**). The results also show that work environment, transformational leadership and employer branding combined explain 34.2% (R^2=.342) of the variation in talent retention.

It is therefore recommended that the private electricity subsector of Uganda should provide its employees with a suitable environment for operations. This can be done through improving the physical environment by provision of safe work spaces with enough lighting and comfortable offices. The technical environment may also be improved through the improvement in technology and giving sufficient tools of work to the employees. Leaders should also continuously be trained on how to practice transformational leadership so as to be role models to the subordinates and to be supportive in the execution of activities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The survival of the electricity subsector requires a focused and skilled workforce. It is essential to retain the quality workforce to maintain a loyal client and to avoid the extra cost of supplanting the employees. Ibidunni, (2016) argued that, talent retention helps in improving organizational performance. Hence, talent retention is regarded as crucial for organizational performance as well as competitiveness in today's world of competition in business. Talent is important for sustaining competition and ensuring effective and efficient service delivery in organizations (Samuel & Chipunza, 2019). To retain talent is a severe problem in several organizations, and it affects firms disregarding because the workforce is the most valued asset for any organization. some of the energy companies in Uganda for instance have suffered low retention levels thus the off grid annual replacement requirement of employees is estimated to be between 3600 and 5500 inclusive of both formal and informal jobs (Sharma, 2021). At UMEME, the number of employees in 2018 were 1508 and the number fell to 1380 in 2019 and then 1336 in 2020 which is an indicator of retention issues at this company (UMEME annual report, 2020). Also Bujagali energy limited replaced at least 7 employees every year from 2017 to 2020 (Ayot, 2021). This therefore requires these organisations to identify the necessary avenues to exploit so as to retain more of their talent.

Previous scholars have indicated that one of the factors that affect talent retention is the work environment. Hanaysha (2016) stated that work environment refers to an organization's atmosphere where employees are doing their jobs. To succeed, the organisation should design

their work environments to improve the level of commitment, motivation and perception of employees, leading to positive outcomes (Hanaysha, 2016). The perception of a supportive work environment among the employees is an essential element to work efficiently and productively (Yusoff et al., 2019).

Additionally, leadership is one of the significant elements that affect employees regarding their stay and withdrawal in the organization; hence it acquires strict attention (Mwita et al., 2018). Transformational leaders direct and assist their followers to perform extraordinarily in comparison with what they thought they could perform (Bass & Bass, 2009). These leaders positively persuade their employees and guide them to achieve their professional and individual goals (Sow et al., 2017). Besides, transformational leadership consists of idealized influence, individual consideration, inspirational motivation, and intellectual stimulation that change and transforms talent that encourages them to participate and work not for self-interest but the interest of the group as a whole. Accordingly, to retain talent is a severe problem in several organizations, and it affects firms disregarding because the workforce is the most valued asset for any organization, it is crucial that firms intrigue and retain their talent (Sow et al., 2016). The behavior of transformational leaders acts as a retention strategy in relation to talented employees.

More so, another factor that has been identified to contribute to the retention of staff is employer branding. Firms use employer branding to advertise the benefits they offer, including training, career opportunities, personal growth and development (Kristin & Surinder, 2004) which eventually creates a worker force that is satisfied with its jobs. According to CIPD (2015), an employer brand conveys the company's value proposition, that is, the totality of the company's culture, systems, attitudes and employee relationships and it encourages the employees to share goals to achieve success, profitability and job satisfaction. According to Matongolo, Kasekende,

& Mafabi (2018), organization cultures and systems imbed a number of things including rewards, people orientedness and strategies for functional HRs development both technical and managerial.

Uganda's Electricity sub-Sector is run under a liberalized set up following its Liberalization in 1997 and the enactment of the Electricity Act, 1999. The Liberalization and enactment of the Electricity Act, 1999, mandated the unbundling of Uganda Electricity Board (UEB) which was a monopoly managing generation, transmission, distribution, sale, import, and export of Uganda's Electricity. The liberalization of these activities has led to the creation of several private companies which has also significantly increased the number of people that work in the electricity subsector (ministry of energy and minerals development, 2020). However the sector is currently faced with issues of retention of labor. As much as the companies have tried to recruit quality staff, being able to maintain them has remained a challenge that needs to be investigated (World Bank, 2021). The current study therefore seeks to establish the relationship between work environment, transformational leadership, employer branding and Talent retention in the Ugandan electricity subsector

1.2 Statement of the problem

Organizations cannot ignore the significance of attracting and retaining talented people in the current era where skills and knowledge of employees are amongst the main competitive enablers of performance (Minchington, 2020; Prinsloo, 2018). When well handled, talented human resources (HR) encourage organizational efforts to execute growth strategies hence rendering sustainability to organizations and promoting economic growth (Boshard & Louw, 2016). Despite its importance, the Ugandan electricity subsector seems to be continuously struggling to

retain their talent. Due to the low retention levels, the off grid annual replacement requirement of employees is estimated to be between 3600 and 5500 inclusive of both formal and informal jobs (Sharma, 2021). At UMEME, the number of employees in 2018 were 1508 and the number fell to 1380 in 2019 and then 1336 in 2020 which is an indicator of retention issues at this company (UMEME annual report, 2020). Also Bujagali energy limited replaced at least 7 employees every year from 2017 to 2020 (Ayot, 2021). This has led to an increase in administrative costs by at least 5% in relation to recruitment, training and ensuring that talent is selected to replace those exiting the organisation. If this trend is not addressed, the electricity subsector will continue to experience an increase in costs in regards to hiring and training of new employees which will in turn affect their financial performance. Previous literature has attributed talent retention to work environment (Mwita et al., 2018; Hanaysha, 2016), transformational leadership (Sow et al., 2016) and employer branding (Matongolo, Kasekende, & Mafabi, 2018). However fewer studies have been carried out about the same in the electricity subsector hence the motivation for this study. This study therefore sought to establish if low talent retention could be attributed to work environment transformational leadership and employer branding.

1.3 Purpose of study

The purpose of the study was to examine the relationship between work environment, transformational leadership, employer branding and talent retention in the Ugandan electricity sub-sector

1.4 Research Objectives

i. To examine the relationship between work environment and talent retention.

ii. To establish the relationship between transformational leadership and talent retention.

iii. To examine the relationship between employer branding and talent retention.

1.5 Research Questions

i. What is the relationship between work environment and talent retention?

ii. What is the relationship between transformational leadership and talent retention?

iii. What is the relationship between employer branding and talent retention?

1.6 Scope of the study

Content scope

The study looked at work environment, transformational leadership and employer branding as independent variables while talent retention was the dependent variable. Work environment was measured in terms of physical work environment, technical environment and social environment. Transformational leadership was measured in terms of idealized influence, inspirational motivation, intellectual simulation and individual consideration. Employer branding was looked at in terms of reward strategy, people oriented-ness and leadership development while talent retention was looked at as the intention of talent to stay in the organisation

Geographical scope

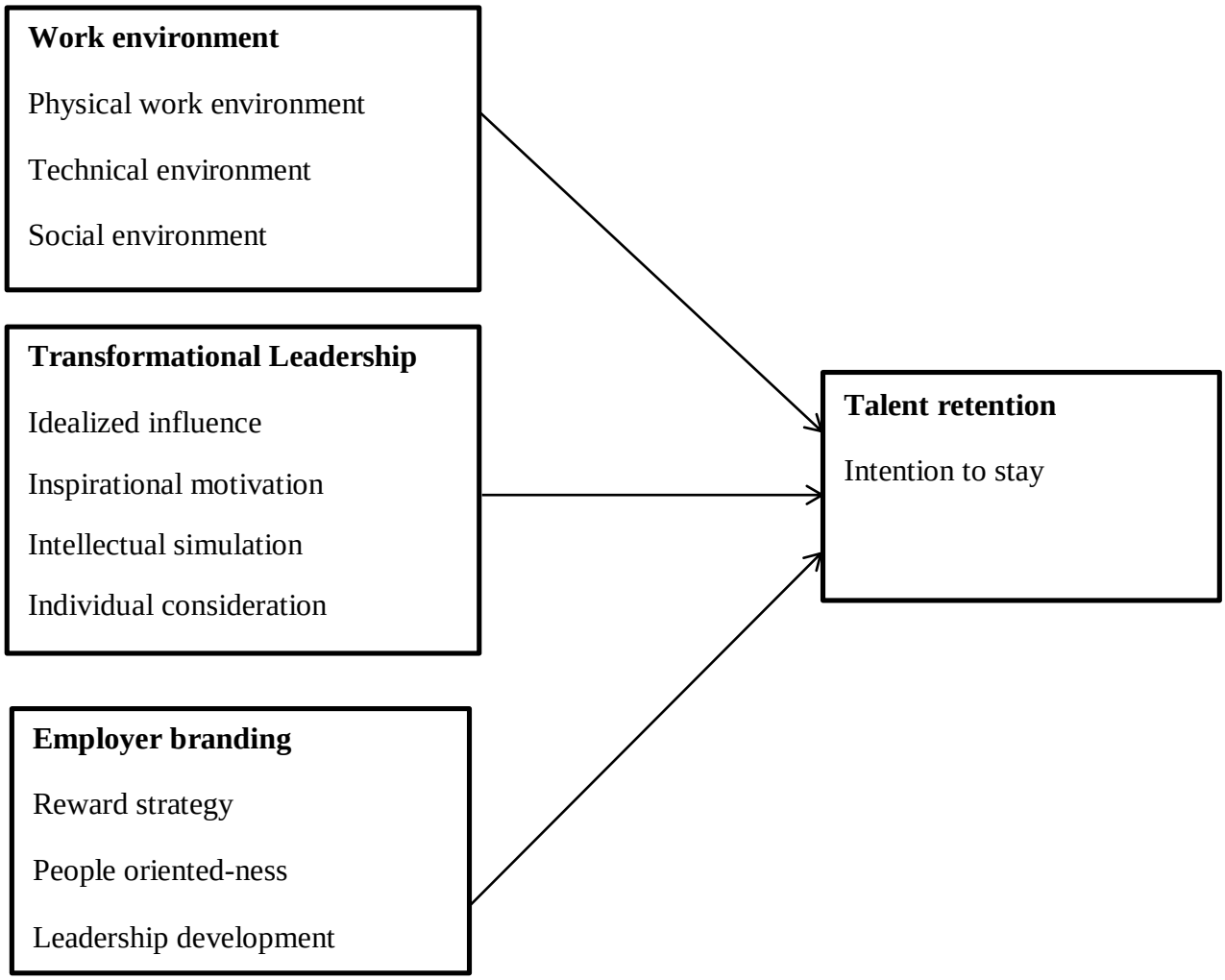
The study was conducted in central and western Uganda which has 4 energy distribution companies including UMEME limited headquaters, Kilembe Investments Limited (KIL), Kyegegwa Rural Energy Co-operative Society (KRECS) and Bujagali energy limited. These

companies have lost a significant number of talent in the recent past and thus will be a good representation of the electricity subsector

Significance of the study

i. The study will help interested human resource practioners such HR consultants, Human resource officers, academicians, researchers understand and appreciate the role of work environment, transformational Leadership and employer branding in ensuring that a satisfied staff and retaining talent.
ii. The results of the study will contribute to the existing knowledge about work environment, transformational Leadership, employer branding and talent retention. This will be used for future reference by researchers and scholars.
iii. The study will help academicians to understand more on how work environment, transformational leadership and employer branding can help in ensuring satisfied staff and retaining talent.

1.7 Conceptual framework



Source: review of literature; **Matongolo, Kasekende, & Mafabi, (2018), Nwokocha & Iheriohanma (2015), Yusliza, Faezah & Muhammad (2021**)

From the above framework, it can be conceptualized that work environment, transformational leadership and employer branding are independent variables while talent retention is the dependent variable. Work environment was measured in terms of physical work environment, technical environment and social environment. Transformational leadership was measured in terms of idealized influence, inspirational motivation, intellectual simulation and individual consideration. Employer branding was looked at in terms of reward strategy, people oriented-

ness and leadership development while talent retention was looked at as the intention of talent to stay in the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical review

The social exchange theory

According to this theory, a person, who benefits from someone, feels obligated to repay that person through positive behaviors and devotion. Furthermore, this theory postulates that employees deliver their optimum performance upon achieving support and perceiving value from their employers (Eisenberger et al., 2001). Hence, the theory is used to investigate the employees' behavior, enabling organizations to enforce certain HRM practices and igniting unique social exchange relationships.

From the social exchange theory perspective, talent retention can be induced by training and development offered by employers, which facilitate mutual benefits and create reciprocated obligations. This phenomenon occurs because individuals and organizations are involved in exchange relationships (Raihan, 2012). Employees perceive responsibility to repay their employers upon providing a conducive working environment. This repayment may derive in the form of increased loyalty, commitment, and stay for a long time (Settoon et al., 1996). Simultaneously, their job satisfaction and proper behavioral responses will increase, owing to the perception of fulfilling emotional needs (Iqbal and Hasnah, 2016; Latorre et al., 2016; Iqbal et al., 2017; Rubel et al., 2021) and improving employee retention (Rubel et al., 2021).

2.2 Definition of variables

Work environment

Work environment comprises all factors that are related to a job and organization. These factors directly influence the relationship between employees, their jobs and the organization. Kohun, Skovira and Burcik (2012) defined work environments as the forces that are currently and continually influencing performance, motivation and employment relationship. Work environment comprises a total network of inter-relationship existing among the stakeholders and the environment in which they operate. Knudsen, Bucks and Lindt (2011) posited that work environments impact not only the commitment, satisfaction, aptitude, and performance but also have long-term effect on employees‘ health and employment continuity. Interestingly, work environment focuses on the compensation packages, training, job security, job enrichment, organizational culture and change, staffing functions, promotion, (Nolan, 2012).

Alias, Zailan, Jahya, Othman, and Sahiq, (2019) contends that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work. Work environment can give some depressing messages about how much the organization value employees and the standards it expects from them. According to Subaris and Haryono (2008) work environment is inseparable part of type and location where the employees are doing their daily activity and job

Transformational leadership

Bass (1999) explains transformational leadership as a form of leadership which moves the follower beyond immediate self-interests through influence and inspiration that elevates the follower's maturity. Similarly, Avolio, Bass and Jung (1999) define transformational leaders as being charismatic in their ability to influence employees to go above and beyond what is expected of them, for a greater benefit of the organization. Proving Bass's idea, Northouse (2013) outlines TL as a process concerned with emotions, values, ethics, standards, and long term goals. Further, Bass (1985) states that transformational leadership concept is effective for both in terms of increasing followers' performance expectations and transforming their personal values and self-concept into higher levels of needs and aspirations. Further, these studies (Bass, 1985; Bass & Riggo, 2006) attempt to associate transformational leadership with important outcome variables, such as subordinates' work engagement, job satisfaction, innovation, self-efficacy, commitment and intention to stay in the organization. Thus, a transformational leader can be defined as the one who demonstrates the four attributes of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration in encouraging and motivating his or her followers to achieve outcomes beyond their expectations while developing their own leadership capacity at the same time (Bass & Riggio, 2006).

Employer branding

The term employer branding was first proposed by Simon Barrow, and Tim Ambler, in the Journal of Brand Management in December 1996, where they referred that marketing can certainly be applied to the employment situations. Bringing this idea functionally different role would bring mutual benefit and lead to analogous performance measures of both employer and

employees. Extending the importance of employer branding as above, Kavitha & Jublee, (2015) discussed the concept of employer branding in which they stated that employer branding is a retention strategy that ensures the organizations is able to attract, engage and retain the most valuable resources that is human capital. Another researcher (Patra, et al., 2019) also discussed the concept of employer branding in which they referred that a powerful employer branding is the ability to attract and retain talent and represent quality to its customers. Further, they state that the right kind of employer branding provides an identity to the organization and helps for a better recruitment. In consistence with the above studies, another research referred that through Employer Branding, employees can build their employer identity which can be directed at existing and potential employees to differentiate their organizations from competitors which in turn makes it easier to attract and retain employees (Silvertzen, Nilsen and Olafsen, 2013).

Talent retention

Talent refers to the employees in critical jobs who are important to the success of the organization. Strategic management researchers (Wright, Dunford & Snell, 2001; Ulrich, 2000) define talent as something valuable, rare and inimitable which always brings competitive advantages to the organization. According to Dries and Pepermans (2007) and Dries (2013), talented employees are defined as those who are recognized by the senior management as persons with the potential to fulfill an executive function within the company. Retention can be defined as the effort by an employer to keep desirable workers in order to meet business objectives (Frank, Finnegan & Taylor, 2004). According to Brannick (2001), talent retention is all about keeping the best employees in the organization. With respect to above definitions, researchers define talent retention as keeping the future leaders within the

organization. Therefore, the importance of employee retention cannot be underestimated considering adverse effect on an institution when an employee leaves. Thus, retaining high-performing employees or the best professional talent is of great significance to organizations as it eliminates the recruitment, selection and on-boarding costs that would otherwise be incurred in replacing them (Tymon, Stumpf & Smith, 2011). In addition, it maintains continuity in their area of expertise.

2.3 Relationship between variables

2.3.1 Work environment and talent retention

Hanai (2021) carried out a study aimed at investigating the influence of work environment on employee retention in the banking institutions of Tanzania, particularly in Dar es Salaam region. A survey design was employed in the study. Stratified sampling was used to ensure representativeness of banks classified in terms of bank category. Eleven banks were purposely selected and simple random sampling was applied to draw a sample of 370 employees. The quantitative data were collected using questionnaire and analyzed using Binary logistic regression. The results indicated that work environment significantly influenced employee retention. The study recommends to the bank managers to develop and implement retention policies that contemplate responsibility and bank reputation as these were the most valued attributes. The bank managers also need to pay attention to the right retention policies in order to improve retention of employees.

Alias, Zailan, Jahya, Othman, and Sahiq (2019) conducted a study on the effect of supportive work environment on employee retention at Malaysia Information, Communication, and

Technology (ICT) Industry. The purpose of the study was to examine the effect of supportive work environment on employee retention. The finding of the study shows that there is no significant relationship found between supportive work environment and employee retention among ICT employees.

A study conducted by Salau, Worlu, Osibanjo. Adeniji, Falola, Olokundun, Ibidunni, Atolagbe, Dirisu, and Ogueyungbo, (2020) on the impact of workplace environments on retention outcomes of public Universities in Southern Nigeria The finding of this study shows that work environments contribute 89.6% to the retention of the academic staff of state universities in southern Nigeria. The current finding indicates that the work environment has a positive and significant effect on the retention of academic staff.

Msengeti, and Obwogi, (2015) study on the effects of pay and work environment on employee retention: a study of hotel industry in mombasa county, the study revealed that work environment has the strongest and positive effect on employee retention for Hotels in Mombasa County with a beta factor of$\beta = 0.456$. Meaning that 1 unit change in work environment has a 45.6 percent impact on employee retention.

A study by Kuria, Peter, and Alice, (2012) reported that working conditions was one of the major reasons for labour turnover in three star and five star rated hotels in Kenya with respondents citing long working hours with minimal pay thus negatively affecting their ability to balance work and family demands, lack of the choice of the shift they could work in and cruelty from their supervisors as some of the contributors to the poor working conditions

A study conducted by Sheikh, Ul-Qamar, and Iqbal, (2022) on the impact of human resource management practices on employee retention. The human resource management practices (career

development opportunities, technical environment, working environment, rewards and work-life policies) are the variables of the study. Based on the data collected from 101 respondents, the study concludes with a positive relationship between the above mentioned human resource management practices and employee retention. The study then recommended that for organizations to improve employee retention, management should focus on improving the Human Resource Management practices.

Kanwal and Majid (2013) who studied retention management in banking system of Multan in Pakistan, revealed that, long working hours and lack of effective communication between employees and employers at the work place have significant impact on employee retention. Gangwani and Dubey (2016) carried out a study on influence of working environment on employee retention in India. Using regression analysis, the study revealed a positive relationship between work environment and employee retention. The study indicated that recognition and annual performance appraisal significantly contributed on retention of employees in the banking sector of Pakistan. The study also recommended that, more flexible working hours and safer good working environment be established by the management in order to retain employees.

Reddy and Govender (2014) revealed that flexible working hours and a more meaningful and challenging work environment as important in retaining workers at a leading bank in South Africa. In a banking context of Sudan, Mohamed, et al. (2017) revealed that work environment contributes to employee retention. In the Tanzanian context, Oyagi and Kembu (2014) found that recognition, job security and work environment have positive and significant influence on employee retention. In a related perspective, Msisiri and Juma (2017) found a significant relationship between work environment, work-life balance and recognition and employee retention in CRDB bank in Arusha region, Tanzania

Williams, Blair-Loy and Berdahl (2013) conducted a research to find out impacts of workplace flexibility which shows that ―the most workplace flexibility turns into win situation for both the company and the employee, the research also concluded that flexible working hours increases the employee productivity and allow him to do proper scheduling to move with official and personal life. Employees who are using alternative work schedule are conscious that all the other staff has not been able to utilize it. It is the responsibility of the managers to recognize the staff that will be more productive for opting flex schedule. Employees, who are giving maximum output, will continue to sustain the same output.

Femi (2014) carried out a study on the impact of communication on workers‘ performance in selected organization in Lagos state, Nigeria. The data for the study was collected through questionnaire with sample population of 120 respondents. The researcher design adopted for this study was descriptive survey. The data was analyzed using static; techniques which included both descriptive and inferential statistics. The results of this study reveal that a positive relationship exists between effective communication and workers‘ performance, productivity, retention and commitment

2.3.2 Transformational leadership and talent retention

Edirisooriya (2020) examined the impact of transformational leadership on talent retention in the information communication technology industry in Sri Lanka. The study administrated cross sectional questionnaires to collect data from executive level employees who work in the ICT industry in Sri Lanka. the results indicate that idealized influence behavior, inspirational motivation behavior, intellectual stimulation behavior and individual consideration behavior of the supervisor have a strong positive impact on the retention of talented employees in the ICT

industry in Sri Lanka. Accordingly, transformational leadership could be used as a strong retention strategy not only in the ICT industry but also in other contexts.

According to Latukha and Selivanovskikh (2016), major reasons for talent turnover are less challenging job tasks, lack of personal development and lack of proper training and development opportunities. However, the goal of transformational leadership is to align followers' identity, values and aspirations with the missions and values of the organizations. According to the transformational leadership theory (Bass, 1985), transformational leaders are those who inspire and stimulate followers both to achieve extraordinary performance and to develop their own leadership competencies. It is evident that transformational leaders provide interesting and challenging job opportunities which help talented employees develop their competencies. Thus, it is clear that transformational leaders act as a retention strategy in organizations.

Mir, Khan and Abbas (2020) studied transformational leadership style and talent retention in pakistani banks. The objective of this research was to determine factors that mediate between transformational leadership style and retention of employees, as talent retention is an emerging issue for organizations due to workplace diversity. This study provides a guideline to the supervisors and leaders in managing their workforce. By using structural equation modeling (SEM), the result exhibited a positive impact between transformational leadership and talent retention, transformational leadership and job satisfaction, transformational leadership, and psychological ownership. The study also revealed a positive impact on job satisfaction and talent retention, psychological ownership, and talent retention. This model is an attempt to find out the further factors and measures that affect employee retention in the banking sector of Pakistan.

A study by Tian et al (2020) investigates the impact of transformational leadership on employee retention in small- and medium-sized enterprises (SMEs) and probes the mediating role of organizational citizenship behavior (OCB) and the moderating role of communication. Data were collected using convenience sampling from 505 employees of SMEs. A Smart PLS structural equation modeling (PLS-SEM) was used to estimate the various relationships. The findings of the study reveal a positive and significant relationship between transformational leadership and OCB. Similarly, this study finds a positive and significant relationship in OCB and employee retention. In addition, OCB had a positive mediating effect on the relationship between transformational leadership and employee retention. Furthermore, communication positively moderates the transformational leadership– OCB and OCB–employee retention relationships. Leaders at SMEs should implement the traits of transformational leadership such as developing a compelling vision for employees, focusing on goal achievement, having problem-solving techniques, having a sense of purpose, and spending time on the training and development of the team to enhance OCB and employee retention.

Makworo and Abok (2014) investigated factors affecting talent management in state corporations. The study used stratified random sampling to select 224 staff of Kenya Power and Lighting Company Limited. The regression coefficients of the study indicated that recruitment and selection, developing and compensation have positive and statistically significant effect integrated talent management at Kenya Power and Lighting Company Limited. Bula and Kireru (2014) conducted an empirical study on challenges affecting implementation of talent management in Public Sector in Kenya. The study found out that factors such as organization culture, reward system, career development and workforce environment significantly affect implementation of talent management.

Ngethe, Namusonge and Iravo (2012) while investigating the influence of leadership styles on academic staff retention in Public Universities in Kenya found out that a significant linear relationship exist between leadership style and staff retention. Even though this study did not include autocolinearity statistics, it present the much needed data needed to further research in this area and for knowledge creation.

Yambo amd Onyango (2014) investigated the role of principal's instructional leadership style on facilitating acquisition of learning materials and coordination of personnel on student's performance. The study used descriptive survey research design and collected data via questionnaires, document analysis, interview schedules and observation. The study found out that the principal's leadership style influence the provision of learning materials and coordination of personnel. Maluti, Warentho and Shiundu (2011) carried out a research study on the impact of employee commitment on retention in state financial corporations in Kenya. The findings revealed that there is a significant relationship between the impact of employee commitment and retention. Kamau, Gakure and Waititu (2013) studied the influence of Institutional Leadership on Talent Management in Public Universities in Kenya. Results further indicated that a strong positive relationship exist between institutional leadership and talent management. The study recommends that leaders should promote openness to enhance motivation and productivity in the organization

Leaders who employ transformational leadership can move employees to surpass expected performance and can prompt workers to experience a high level of satisfaction and sense of commitment to the group and organization (Bass & Riggio, 2006; Choi, Goh, Adam, & Tan, 2016). Leaders who exhibit a transformational leadership style encourage and stimulate their workers, focus on their employees' needs, and connect their employees' goals and values to the

organization (Bøgh Andersen, Bjørnholt, Ladegaard Bro, & Holm-Petersen, 2018). Leaders, placing emphasizes on satisfying the basic needs and meeting higher desires of employees, encourage workers to provide new and creative solutions in the workplace that bring about positive change. Transformational leaders also enhances employee motivations, morale, and work performance, and creates value in an employee commitment to the organization.

Transformational leaders help employees with their personal development and growth by challenging and stimulating their knowledge. Transformational leadership brings significant and positive change among supporters by leaders acting as role models who demonstrate intellectual motivation and concern for followers (Holstad, Korek, Rigotti & Mohr, 2014; Katou, 2015). Leaders focus on the growth of their employees and act on their talents to motivate and inspire. More so than with other leadership styles, leaders who use transformational leadership act as aides, guides, mentors, motivators, inspirers, listeners, and coaches to exchange the vision of members (Jyoti & Bhau, 2015; Mathew & Gupta, 2015). Leaders try to create a better working environment for workers of the organization.

Henker, Sonnentag, and Unget (2015) argued that transformational leadership is crucial to foster creative engagement in the workplace, primarily to explore new approaches without the fear of failure. Transformational leaders are proactive in helping followers achieve unforeseen objectives and move past self-interest (Bass, 1999). Leaders who lead with transformational leadership have a positive outcome because managers empower, inspire, and encourage employees to voice their ideas. Transformational managers give a real sense of a leader who wants employees to reach and exceed their usual levels of performance and their personal goals.

Transformational leaders promote trust, admiration, trustworthiness, and respect among employees. Transformational leaders inspire followers to have an open mind and to develop a culture of trust and collaboration among team members (Boies, Fiset, & Gill, 2015). Transformational leadership positively affects employee satisfaction, productivity, performance and, their effectiveness (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2017; Belias & Koustelios, 2014).

Zwingmann et al. (2014) stated that the primary behavior of transformational leaders includes articulating a vision for followers that emphasizes higher essential needs and organizational goals. Also, transformational leadership represents an exchange where both leaders and followers influence each other and gain something of value (Kuhnert & Lewis, 1987). Transformational leaders enhance their employee perception and expectation of the organization while working towards one common goal that affects the business bottom line. Transformational leaders promote trust, admiration, trustworthiness, respect amongst employees, and provides a clear vision of the organization.

2.3.3 Employer branding and talent retention

Matongolo, Kasekende, and Mafabi, (2018) examined the relationship between employer branding attributes of reward strategy, people oriented-ness and; leadership and development on talent retention in institutions of higher learning in Uganda. In a cross-sectional study, data were obtained form 218 respondents from two public universities. Confirmatory factor analysis (CFA) and structural equation modeling were employed to analyze the data. CFA maintained three dimensions of employer branding, namely; reward strategy, people oriented-ness and; leadership and development; and second, only reward strategy and people oriented-ness emerged as

significant predictors of talent retention. The results suggest that institutions of higher learning that embrace reward people oriented-ness strategies as measures for employer branding succeed in retaining their employees for longer.

Tanwar and Prasad (2016) explored the relationship between employer branding and employee retention. The purpose of this study was to determine the antecedents of employer branding from the perspective of current employees. Using qualitative data from a pilot study of an IT giant, it provided insights as to how the predicted outcomes of employer branding can lead to increased retention among employees. The research also analyzes the role of employer branding in building brand advocates who spread positive word of mouth about the organization. Results of the qualitative interviews show positive relationship between outcomes of employer branding (job satisfaction and psychological contract) and employee retention. In addition, a positive relationship is found between employer branding and organizational commitment which in turn contributes towards development of brand advocacy. The study accentuates the importance of employer branding construct and its potential to alleviate the imminent problem of employee attrition.

Chacko (2020) studied the impact of employer branding on employee retention. The study concluded that retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management. As people, intellectual capital and talent are ever more critical to organizational strategic success and existence of an organisation, in the current competitive business environment, retention of highly talented employees is very important as they contribute positively in improving the organizational productivity. Thus, companies are in search of effective mechanisms for increasing the retention rate in the organizational. Therefore, the perception or the values that an employee gives to an employer is

quite important and that the organizations are also focusing on adding up a new employee experience.

Priya and Umraman (2021) carried out a study on strategy of employer branding and its impact on talent management in IT industries. The study reveals that employees who are working within the branded companies of IT industries as their occupation shows highly satisfied working under the branded company. Employment branding should be viewed as a long-term strategy, the brand image of organisation promotes. . It helps to form an Employer Value Proposition (EVP) that conveys desired current and prospective employees why the organization is exclusive and fantastic place to figure in currently.

Gilliver (2009) argues that employer brand identifies an organization in the marketplace and makes it unique. It gives everyone in the organization a grip on what the organization is, and everyone interested in joining the organization a clear picture of what to expect. It infuses the firm's recruitment process and the interaction among people in the organization. Brands are among a firm's most valuable assets which create an employer value proposition. An employer value proposition adds a stimulus to the employer brand. It provides a concise and clear refinement of what sets a company apart as an employer.

Talent retention is useful if the employers are to strengthen their brand through encouraging workplace fun and work/life balance so as to increase their competitiveness (Kasekende et al., 2018). Batra (2017) states that companies that offer flexible work environments by giving enough autonomy and flexibility to the employees so they do not feel constrained; tend to retain their employees more than those that do not. Such flexible work environments are an indicator of people orientedness on the side of management.

According to McDonnell et al. (2017) talent retention practices refers to the management of high performers and high potentials and the identification of strategic positions and talent management systems in an effort to obtain maximum performance. Such talent retention McDonnell et al. argue, is based on several factors inclusive of concern for people issues.

According to Celani and Singh (2011) employer branding factors such workplace fun makes the organization more attractive for the job seekers, thus making the organization take less effort to develop its talent pool. In a turnover intentions model developed by Alexandrov et al. (2007) results indicated that perceived management concern for employees and customers has a significant impact on employees' turnover intention. But management concern for employees and customers indicates a level of concern for individuals in the organization. This hence implies that there exists an association between people orientedness and talent retention.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

A research design is the overall blueprint or strategy for the research (Amin, 2005). This study used a cross sectional research design which involves analysis of data collected from a population or sample at a specific point in time. The quantitative approach was utilized in sample determination, data collection and data analysis. Given the nature of objectives the correlational research design was adopted to address objectives which sought to establish the relationships between variables.

3.2 Study Population

The study was conducted in central and western Uganda which has 4 electricity distribution companies including UMEME limited headquaters, Kilembe Investments Limited (KIL), Kyegegwa Rural Energy Co-operative Society (KRECS) and Bujagali energy limited consisting of approximately 1257 employees (Electricity Regulatory Authority, 2021). These employees were considered as both the unit of analysis and the unit of inquiry for this study.

3.3 Sample size

From this population, a sample of 291 employees was considered for the study as determined by the Krejcie & Morgan (1970) table for determining the sample size. The sample size for each company was determined proportionately

Table 1: Table for population and sample

Company	Population	Sample
UMEME limited headquarters	600	139
Kilembe Investments Limited (KIL)	243	56
Kyegegwa Rural Energy Co-operative Society (KRECS)	262	61
Bujagali energy limited	152	35
Total	1257	291

3.4 Sampling procedure

The employees to be considered under this study were selected using simple random sampling. Specifically, a sampling frame was constructed using information from Uganda Electricity Regulatory Authority. A number was assigned to each employee. The numbers were written on a paper and cut out into small pieces (1-1257). The small pieces of paper were placed in a box and picked one by one after reshuffling, without replacement until the required number of 291 was achieved.

3.5 data collection methods

The survey method of data collection was adopted in this study. The main data source was primary data collected from the field using a survey questionnaire. According to Burns and Grove (2005), a questionnaire is a well thought-out tool designed to elicit information that can be obtained through written responses from the study subjects. A questionnaire was preferred

because the study is concerned mainly with the views, perception, feelings of individuals which cannot be directly observed.

3.6 Measurement of variables

The independent variables are work environment, transformational leadership and employer branding while the dependent variable is talent retention. These variables were measured using item scales developed by previous scholars drawn from existing literature and theories. Work environment was conceptualized as the forces that are currently and continually influencing performance, motivation and employment relationship. It was measured in terms of physical work environment, technical environment and social support (Kohun, Skovira & Burcik, 2012; Alias, Zailan, Jahya, Othman, & Sahiq, 2019).

Transformational leadership was conceptualized as a form of leadership which moves the follower beyond immediate self-interests through influence and inspiration that elevates the follower's maturity. It was measured in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1985; Bass & Riggo, 2006; Northouse, 2013)

Employer branding was conceptualized as a strategy for employer identity which can be directed at existing and potential employees to differentiate their organizations from competitors. In this study it is measured in terms of reward strategy, people oriented-ness and leadership development (Matongolo, Kasekende, & Mafabi (2018); Silvertzen, Nilsen & Olafsen, 2013).

Talent retention was conceptualized as keeping desirable workers in order to meet business objectives. In the current study, it was measured by the employees' intention to stay (Frank, Finnegan & Taylor, 2004; Brannick (2001)

3.7 Validity and Reliability of the Instruments

Validity of instruments

Validity is the extent to which research instruments measure what they are intended to measure (Carmines & Zeller, 1991). The researcher used the expert judgment to verify the validity of the instruments. Two academicians were requested to rate the questionnaire items as either relevant or not irrelevant. This is because these parties are deemed to have knowledge about the variables under study. The responses from these experts were then used to determine validity using Content Validity Index (CVI). CVI=Items rated relevant by both judges divided by the total number of items in the questionnaire as shown here under.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}}$$

As recommended by Amin (2005), for the instrument to be valid, the CVI should be at least 0.7, a condition that was met as indicated in the table below

Table 2: Validity results

Variable	Number of items	CVI
Work environment	17	0.74
Transformational leadership	24	0.89
Employer branding	14	0.92
Talent retention	5	0.98

Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). It indicates the extent to which it is without bias or free from error, and hence ensures consistent measurement across time and across the various items in the instrument. In order to ensure reliability, the Cronbach alpha's coefficient test was used to measure the consistency of the scale used in this study. The recommended threshold for reliability test is above 0.7 alpha coefficient (Nunnaly, 1978) and this was achieved for all variables as indicated below

Table 3: Reliability test results

Variable	Number of items	Cronbach alpha coefficient
Work environment	17	0.822
Transformational leadership	24	0.867
Employer branding	14	0.794
Talent retention	5	0.899

3.8 Data processing and analysis

Data from the field were processed and analyzed using Statistical Package for Social Scientists (SPSS version 21). The data was cleaned by checking for missing values and outliers. Descriptive statistics to explore the characteristics of respondents and firms in the energy sector were determined. Given the nature of the research objectives, the data analysis technique adopted was Pearson's correlation to address objectives which seek to establish relationships between variables. Regression analysis was also carried out to establish the predictive power of variables on talent retention.

3.9 Ethical Considerations

The major ethical problem anticipated in this study is the privacy of the respondents and confidentiality of their information. To ensure privacy, the respondents were informed upfront that indeed their names were not required (Mugenda & Mugenda, 2003). To ensure confidentiality, the respondents were informed upfront that the information given was solely used for academic purposes and data obtained on private matters would be treated with utmost confidentiality (Amin, 2005).

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the results from descriptive and inferential analyses. The descriptive analysis was performed to describe the relevant aspects of the phenomena under consideration and provide detailed information about each relevant variable. For the inferential analysis, the study used the Pearson correlation to measure the degree of association between variables under consideration and the regression analysis to estimate the contribution of variables to talent retention.

4.1 Response rate

The study population comprised 1257 employees. A sample size of a sample of 291 employees determined using the Krejcie and Morgan (1970) sample size determination table participated in this study. The researcher obtained responses from 258 employees representing 89% percent response rate.

4.2 Demographic characteristics

Respondents were asked to provide information about their demographic characteristics which includes their gender, marital status, and age and education level. The results from their responses are presented in the sections below.

Table 4: Demographic characteristics

Characteristic	Item	Frequency	Percentage
Gender	Male	145	56.2
	Female	113	43.8
Age bracket	21 -30	105	40.7
	31 -40	91	35.3
	41 to 50	37	14.3
	above 50	25	9.7
Education qualification	secondary certificate	11	4.3
	collage certificate	58	22.5
	Diploma	74	28.7
	Bachelors	101	39.1
	Others	14	5.4
Job tenure	Less than 2 years	73	28.3
	2 to 4 years	95	36.8
	5 to 8 years	41	15.9
	Above 8 years	49	19.0

Results from table 4 indicate that majority of the respondents were male (56.2%) and the female were 43.8% of the respondents. This indicates that the electricity subsector employs more male than the female gender. This could be due to the complexity of the roles played in the jobs in this sector since the male are always associated with complex jobs. Also majority of the respondents were aged between 21 and 30 years (40.7%), followed by those with 31 to 40 years (35.3%),

then those with41 to 50 years (14.3%) and the least group was aged above 50 years (9.7%). This shows that the electricity subsector employs majorly the youth. This could be because the youth keep in trend with new discoveries and technology which is ideal in the quest to improve the talent retention of a firm. Further, majority of the respondents had a bachelor's degree (39.1%), followed by those with a diploma (28.7%) and then those with a collage certificate (22.5%). The least group had a secondary certificate (4.3%). This group is mostly comprised of lines men who do the repair and maintenance of transmission and distribution lines which implies that most employees have the basic education qualifications to enable them perform their respective duties effectively. Majority of the employees had been employed in the sector for 2 to 4 years (36.8%) followed by those that had been employed for less than 2 years (28.3%) and then those that were employed for more than 8 years (19%). These results indicate that most of the employees have been in this sector for a short period of time which is an indicator that there are issues of talent retention in the electricity subsector.

4.3 Correlation analysis

The objectives of the study were to establish relationships between the variables under study. In order to achieve these objectives, correlation analysis was carried out. The rule of Pearson correlation is that a value of 0 indicates that there is no relationship between the two variables. A value below zero indicates a negative association between variables which means that as the value of one variable increases, the other decreases. A value greater than 0 indicates a positive association between variables in that as the value of one variable increases, so does the other variable. Results for associations are presented in the table below

Table 5: Correlation results

Correlations														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Physical work environment1	1													
Technical environment- 2	.431**	1												
Social environment -3	.504**	.246**	1											
Work environment-4	.540**	.059	.145	1										
Idealized influence-5	.737**	.708**	.703**	.558**	1									
Inspirational motivation -6	.655**	.051	.243**	.593**	.418**	1								
Intellectual simulation – 7	.651**	.224**	.212**	.253**	.346**	.646**	1							
Individual consideration – 8	.544**	.191*	.163*	.246**	.300**	.255**	.155*	1						
Transformational Leadership -9	.816**	.214**	.270**	.470**	.467**	.786**	.725**	.727**	1					
Reward strategy-10	.701**	.237**	.364**	.304**	.452**	.394**	.460**	.418**	.569**	1				
People oriented-ness -11	.391**	.116	.122	.024	.137	.033	.126	-.026	.046	.071	1			
Leadership development-12	.552**	.022	.111	.186*	.152	.175*	.271**	.049	.201*	.260**	.541**	1		
Employer branding-13	.743**	.149	.254**	.239**	.318**	.271**	.387**	.186*	.361**	.576**	.704**	.884**	1	
Talent retention-18	.574**	.227**	.192*	**.356****	.384**	.355**	.460**	.212**	**.436****	.376**	.301**	.403**	**.494****	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

The results indicate that there is a significant relationship between work environment and talent retention(r= .356, p<.01). All dimensions of work environment were found to be positively and significantly related to talent retention with correlation coefficients of .574, p<.01, .227**, .192*for physical work environment, technical environment and social environment respectively. This implies that an improvement in work environment in terms of physical work environment, technical environment and social environment is associated with an improvement in talent retention.

The results further indicate that there is a positive and significant relationship between transformational leadership and talent retention (r = .436**, p<.01). The dimensions of transformational leadership were positively and significantly related to talent retention with correlation coefficients of .384**, p<.01, .355**, p<.01, .460**, p<.01 and .212**, p<.01 for idealized influence, inspirational motivation, intellectual simulation and individual consideration respectively. Therefore an improvement in transformational leadership in terms of idealized influence, inspirational motivation, intellectual simulation and individual consideration is associated with an improvement in talent retention.

Also, the results show that there is a positive and significant relationship between employer branding and talent retention (r = .494**, p<.01) with all dimensions being positively and significantly related to talent retention. The correlation coefficients for the dimensions are .376** p<.01, .301** p<.01 and .403** p<.01 for reward strategy, people oriented-ness and leadership development respectively.

4.4 Regression analysis

The researcher also carried out hierarchical regression analysis to determine the contribution of each independent variable on the dependent variable. The results are shown in the table below

Table 6: Regression analysis results

	Model 1			Model 2			Model 3			Model 4		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
Age	.013	.052	.025	-.004	.048	-.009	.017	.046	.034	.014	.043	.029
Education	.029	.044	.067	.037	.041	.086	.003	.040	.007	.010	.037	.024
Work environment				.377	.072	.384**	.226	.078	.230**	.160	.074	.162**
Transformational Leadership							.246	.061	.326**	.170	.058	.225**
Employer branding										.289	.056	.360**
R		.086[a]			.392[b]			.483[c]			.585[d]	
R Square		.007			.154			.233			.342	
R Square Change		.007			.147			.079			.109	
Adjusted R Square		.005			.138			.214			.322	
F Change		.598			27.719			16.451			26.194	
Sig. F Change		.551			.000			.000			.000	

Model 1 – the control variables (age, education) were regressed on talent retention. Results in model 1 show that the control variables explain 0.7% of variance in in talent retention. Unlike other variables, age (beta= .025, p>.05) and education (beta= .067, p>.05) turned out insignificant hence age and education have no effect on talent retention.

Model 2 – work environment was added in model 2. The results show that the addition of work environment to the equation, accounts for an extra 14.7% of the variance explained by the model ($R2\Delta$= .147; $f\Delta$= 27.719). The results also indicate that work environment is a significant predictor of talent retention (β=.384, p< .01).

Model 3 – transformational leadership was added in model 3. The results show that the addition of transformational leadership to the equation, accounts for an extra 7.9% of the variance

explained by the model (R2Δ= .079; fΔ= 16.451). The results also indicate that transformational leadership is a significant predictor of talent retention (β=.360, p<.01).

Model 4 – employer branding was added in model 4. The results show that the addition of employer branding to the equation, accounts for an extra 10.9% of the variance explained by the model (R2Δ= .109; fΔ= 26.194). The results also indicate that employer branding is a significant predictor of talent retention (β=.326, p<.01).

Overall, the final model explains 34.2% of variance in talent retention (R square= .342).

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses and concludes the findings of the study, recommendations and areas for further research. The study investigated work environment, transformational leadership, employer branding and talent retention in the Uganda's private electricity sub-sector.

5.1 Discussion of findings

This section discusses the findings on work environment, transformational leadership, employer branding and talent retention in the Uganda's private electricity sub-sector in the order of research objectives.

5.1.1 The relationship between work environment and talent retention

Objective one sought to examine the relationship between work environment and talent retention in Uganda's private electricity subsector. The results showed that if work environment is improved, there will be an improvement in talent retention. The degree of an organisations talent retention depends largely on the ability of management to create environments where employees can work with vitality and provide opportunities that foster the growth of self-motivated employees. Work environment consciously involves the process of ensuring quality of life, improving the degree of satisfaction derived from the work itself, providing opportunities for growth, creating safe and healthy workplaces, increasing creative and critical use of initiatives,

facilitating work life balance and managing workplace stress. Thus an effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do consequently increasing their intention to stay in the organisation. Also the most workplace flexibility turns into win situation for both the company and the employee. Flexible working hours increases the employee productivity and allows them to do proper scheduling to move with official and personal life. Employees who are using alternative work schedule are conscious that all the other staff has not been able to utilize it. It is the responsibility of the managers to recognize the staff that will be more productive for opting flex schedule. Employees, who are giving maximum output, will continue to sustain the same output. These findings are in line with the findings of Alias, Zailan, Jahya, Othman, and Sahiq (2019); Msengeti, and Obwogi, (2015) who also found a positive and significant relationship between work environment and talent retention. They concluded that for organizations to improve employee retention, management should not only focus on improving the Human Resource Management practices but also the environment in which their employees operate.

5.1.2 The relationship between transformation leadership and talent retention.

The second objective was to establish the relationship between transformational leadership and talent retention. Results indicated that there is a positive and significant relationship between transformational leadership and talent retention. employees who have leaders who provide them with a sense of belonging, respect, empowerment and engagement, provide support for their personal growth and development and grant them flexibility and freedom in executing their duties are effective in driving a talent retention strategy. These transformational leaders influence their employees in a positive way, and they are less likely to be enticed away by another

organisation. Leaders need to connect at the human interface with their employees. In a technology-driven world, this is particularly important and more so at a time when the workplace has experienced, and will continue to experience, a move to remote work. Transformational leadership is crucial to foster creative engagement in the workplace, primarily to explore new approaches without the fear of failure. Transformational leaders are proactive in helping followers achieve unforeseen objectives and move past self-interest. Leaders who lead with transformational leadership have a positive outcome because managers empower, inspire, and encourage employees to voice their ideas. Transformational managers give a real sense of a leader who wants employees to reach and exceed their usual levels of performance and their personal goals. These findings are in line with those of Mir, Khan and Abbas (2020) and Latukha and Selivanovskikh (2016) who concluded that transformational leaders provide interesting and challenging job opportunities which help talented employees develop their competencies. Thus, it is clear that transformational leaders act as a retention strategy in organizations.

5.1.3 The relationship between employer branding and talent retention.

The third objective was to examine the relationship between employer branding and talent retention. It was established that an improvement in employer branding leads to an improvement in talent retention. Employer branding helps create a workforce that is hard for other firms to imitate. By systematically exposing workers to the value proposition of the employer brand, the workplace culture is moulded around the corporate goals, enabling the firm to achieve a unique culture focused on doing business the firm's way. Engaged and passionate employees are essential to the growth of any company. Employees who communicate satisfaction and excitement surrounding their employer and their work helps boost an employer's image and causes interest on the part of potential candidates. Companies with strong employer brands tend

to have more engaged team members who demonstrate a higher level of motivation because they are proud to work for the company. A strong employer brand enables candidates to self-assess for fit within the company, which can increase employee retention and engagement rates over time. For human resource leaders and recruiters, a solid employer brand often attracts a higher caliber of candidates, which consequently develops a loyal talent community who will later serve as advocates for the company and its mission. These findings are in line with the findings of Priya and Umraman (2021) and Chacko (2020) who found that employer branding and talent retention have a positive relationship. It is thus essential for employers to create a brand for their companies so as to retain the best employees compared to their competitors.

5.2 Conclusion

From the findings, it can be concluded that there is a positive and significant relationship between work environment and talent retention, transformational leadership and talent retention, employer branding and talent retention.

An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do consequently increasing their intention to stay in the organization.

Employees who have leaders who provide them with a sense of belonging, respect, empowerment and engagement, provide support for their personal growth and development and grant them flexibility and freedom in executing their duties are effective in driving a talent retention strategy

Companies with strong employer brands tend to have more engaged team members who demonstrate a higher level of motivation because they are proud to work for the company, thus have intentions to stay in such a company

Work environment, transformational leadership and employer branding predict 34.2% of variance in talent retention.

5.3 Recommendations

The private electricity subsector of Uganda should provide its employees with a suitable environment for operations. This can be done through improving the physical environment by provision of safe work spaces with enough lighting and comfortable offices. The technical environment may also be improved through the improvement in technology and giving sufficient tools of work to the employees.

Leaders should continuously be trained on how to practice transformational leadership so as to be role models to the subordinates and to be supportive in the execution of activities.

The company management should see to it that they initiate unique cultures in the organisation such that they create strong brands for which employees are willing to work for. This can be through improving the remuneration and conditions of work in the organisation

5.4 Limitations of the study

Overall final model explains 34.2% of variance in talent retention. This means that the remaining 65.8% is explained by factors other than work environment, transformational leadership and employer branding

The current study also adopted a cross sectional research design where data is collected at one point in time which may not indicate the long term effects work environment, transformational leadership and employer branding on talent retention

The current study concentrated on private electricity subsector leaving the public sector that may also be facing talent retention related challenges.

5.5 Areas for further research

Future research may find out the relationship of other variables like information sharing and competitive intensity to find out if they explain the remaining percentage talent retention

A longitudinal research design may also be adopted to determine the long term effects of the variables on talent retention in the electricity subsector

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Questionnaire

Dear respondent,

I am a post graduate student, pursuing a Master's Degree in Human Resource Management. I am undertaking a study on ***"Work Environment, Transformational Leadership, Employer Branding and Talent Retention in The Uganda's Private Electricity subsector"*** as a partial fulfillment for the award. You have been identified as a resourceful person to this study. Please take a few minutes of your precious time to answer the following questions. Whatever response you give is purely for academic purposes and will be kept with utmost confidentiality. Thank you so much in advance.

1. Please indicate your gender

(1) Male ☐ (2) Female ☐

2. Indicate your age bracket

(1) 21-30 ☐ (2) 31-40 ☐ (3) 41-50 ☐ (4) above 50 ☐

3. Select your highest level of education qualification

(1) UACE certificate ☐ (2) College certificate ☐ (3) Diploma ☐ (4) Bachelors ☐

(5) Others (specify)……

4. How long have you worked with this company?

(1) less than 2 years ☐ (2) 2 to 4 years ☐ (3) 5 to 8 years ☐ (4) above 8 years ☐

Work environment

	Physical work environment	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	In this organisation;					
P1	We have enough lighting to carry out our work safely without straining to see.					
P2	The Workspace allows us a full range of movements required to do the job					
P3	Workplace temperature ranges are appropriate for employee comfort					
P4	The seating provides the opportunity to alternate between standing and sitting to reduce fatigue and discomfort					
P5	We have changing rooms to avoid spread of contaminating substances					
P6	The toilets are appropriate for basic					

	health, welfare, privacy and dignity					
	Technical environment					
T1	I find the technical working conditions at this organisation ideal and favorable to me					
T2	The tools of work are appropriate for the work I do					
T3	My work station has all the necessary equipment I need to do my work					
T4	The technological infrastructure is enough to effectively facilitate my work					
T5	Our work processes in terms of workflow and reporting lines are excellent in all aspects					
T6	Our work systems aid our work well					
	Social environment					
Ss1	My colleagues help me to apply my skills and knowledge					
Ss2	I receive cooperation of my peers at work					
Ss3	My co-workers are curious about my performance					
Ss4	My peers do not criticize me when I implement new skills.					
Ss5	My colleagues do not laugh at me when I make mistakes on job					

Transformational leadership

	Idealized influence	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	My supervisor;					
I1	Follows rules, is neither corrupt nor self-serving					
I2	Works hard before enjoyment					
I3	Tries his/her best at work regardless of personal Interest					
I4	Goes beyond self-interest for the good of the department/unit or the organization					
I5	Puts one's own benefits after group's or					

	organization's benefits					
I6	Never takes the achievements of other peoples as his/her own					
I7	Shares achievements and sorrows in the work with his/her followers					
	Intellectual simulation					
IS1	Makes his/her subordinate know the prospect of the department/unit					
IS2	Makes staff understand the management philosophy, visions and missions of the organization / department					
IS3	Explains long-term meaning of the work to Employees					
IS4	Depicts a vivid future for employees					
IS5	Sets goals and directions for employees					
IS6	Often analyzes the impact of their effort on the goals of the department/unit with staff					
	Inspirational motivation					
IM1	Considers the real conditions of employees when contacts with them					
IM2	Is willing to help employees to solve difficulties in their life and family					
IM3	Communicates with employees to know about their work, life and family					
IM4	Is patient in instructing employees, and answer their puzzles					
IM5	Cares about employees' work, life and family, and gives advice for their development					
IM6	Tries his/her best to help and facilitate the employees to develop their strengths					
	Individual consideration					
IC1	Pays attention to every employee					
IC2	Encourages two way communication for employees					
IC3	Influences each follower's work attitude					
IC4	Creates mutual partnerships with employees					
IC5	Is empathetic towards each employee					

Employer branding

	Reward strategy	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
R1	This company's financial health and stability makes it an organization with strong future prospect					
R2	My company offers competitive non-financial benefits (e.g. gym, insurance, medical care)					
R3	This company is a workplace where my competencies are valued and rewarded					
R4	My company offers travel opportunities abroad to its employees without any discrimination					
R5	My company offers competitive financial benefits					
	People oriented-ness					
P1	This is a fun place to work					
P2	My company values international diversity					
P3	My company ensures work/life balance for its employees					
P4	I am offered challenging workload at this company					
P5	This company is a workplace that is open, friendly and sincere and emphasize honesty					
	Leadership development					
L1	This company is a workplace where my innovative and creative thinking are encouraged and valued					
L2	Employees are held accountable for their decisions					
L3	Employees are offered training and development to further themselves professionally					
L4	The company sets clear milestones to be achieved by the employees					

Intention to stay

		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
IT1	I wish that tomorrow finds me here					
IT2	I feel motivated to remain working in this company for a long time					
IT3	I will achieve the better future that I hoped for if I remain in this company					
IT4	I am unlikely to look for a new job in the next year					
IT5	I am likely to stay in this company even if I get an opportunity to change my career					