



SUCCESSION PLANNING, CAREER MANAGEMENT AND EMPLOYEE RETENTION IN PUBLIC UNIVERSITIES IN UGANDA

ABSTRACT

This study examined the relationship between succession planning, career management and employee retention among public universities in Uganda. The objectives which guided the study were; to examine the relationship between career management and employee retention; succession planning and employee retention; and joint relationship between succession planning, career management on employee retention. The study was cross-sectional research design and adopted a quantitative research approach. A sample size of 364 employees contain academic and non-teaching staff was selected by stratified random sampling from an overall 6,414 employees in the 9 public universities in Uganda. Data was obtained using a structured questionnaire which contained only closed ended questions. Validity of the instrument was determined using expert judgement and content validity index. Reliability of the same was obtained through pre-testing and Cronbach Alpha Coefficient. Data was analyzed using SPSS (v.20) for analysis to obtain a frequency table and inferential statistics of correlation and regression analyses for interpretation. The study found out a positive relation between succession planning and employee retention. Succession planning constructs of delegation and internal recruitment were also found to be possibility related with employee retention. Moreover, this study obtained that both rewards and job satisfaction attributes of career management were positively relation related with significant in predicting variances in employee retention. More so, it was found out that career management was the better predictor of employee retention. More so, it was found out that career management was the better predictor of employee retention. The study concludes that succession planning and career management are key human resource management aspects that cannot be

excluded from the employee retention model. Moreover, the model unveils that when we draw special attention towards career management, we can be sure of better employee retention. The study recommends: enhancing rewarding; providing training and development opportunities to employee; and improve working conditions for employees.