

# The Effect of Promotion and Employee Retention in Hima Cement Factory, Kasese District, Uganda

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## ABSTRACT

Employee turnover remains a significant challenge for organizations, particularly in Uganda's industrial sector. This study investigated the effect of promotion as a reward management strategy on employee retention at Hima Cement Factory, Kasese District. Anchored on Maslow's hierarchy of needs, the expectancy theory, and the two-factor theory, the study employed a descriptive cross-sectional design using a mixed-methods approach. A total of 106 participants were selected from a population of 145 employees using Slovin's formula and proportionate sampling across departments. Data were collected using structured questionnaires and interviews, analyzed using SPSS (v27), and triangulated with thematic analysis for qualitative insights. The findings indicated that promotion practices at Hima Cement were inconsistent and often perceived as unfair. Notably, only 13.2% of employees agreed that promotions were based on merit or achievements, while 52.8% disagreed with the fairness of promotion procedures. Although 76.4% acknowledged that some promotions came with benefits, the majority felt that the process lacked transparency. Furthermore, 73.5% were uncertain whether similar benefits were given across promotions, reflecting poor internal communication and inequity. The overall mean score for promotion-related rewards stood at 3.06 (SD = 1.08), suggesting neutral to low satisfaction, with most employees expressing disagreement or uncertainty about promotional policies. Low scores in employee retention predictors were associated with negative perceptions of promotion strategies. The study concludes that ineffective promotion systems undermine employee motivation and retention. It recommends establishing clear, merit-based promotion criteria, consistent reward benefits, and open communication to improve organizational loyalty and reduce attrition.

**Keywords:** Promotion, Employee Retention, Hima Cement Factory

## INTRODUCTION

Organizations in a variety of industries have long struggled with the problem of staff retention. It has become more and more clear over time that any company, including local governments, must retain knowledgeable and experienced staff in order to continue to be successful and effective. This challenge's historical development dates back to the middle of the 20th century, when changes in worker dynamics first appeared [1]. The need for skilled labor increased significantly in the years following World War II as a result of economic expansion and technical breakthroughs. Employees now have more options to pursue a variety of career pathways in a competitive work market. Consequently, businesses, including local governments, began to struggle with the problem of keeping their prized employees [2]. The work situation changed much more in the decades that followed. Together with improvements in communication and transportation, the rise of globalization broadened the scope of employment prospects across national borders. This change made it possible for workers to look for work opportunities both nearby and farther away [2]. At the same time, a new set of opportunities and problems arose with the late 20th-century arrival of the information era. Organizational operations were completely transformed by the widespread use of digital platforms and the expansion of technology. Like other organizations, local governments had to adjust to this digital transformation, which affected employee expectations and work satisfaction in addition to operational procedures [3]. The problem of employee retention has gotten worse in recent years due to the dynamic character of the labor market and the changing demands and preferences of the workforce. A favorable work environment, chances for skill development, and work-life balance have become important factors for employees when deciding whether to remain with a company [4]. In light of this, local governments are in a difficult situation as they work to draw in and keep qualified workers who are essential to the efficient provision of public services. The past trends in employee retention highlight how important it is for local governments to take proactive steps to deal with this

issue and guarantee the availability of a skilled and knowledgeable workforce [3]. The finest rewards in the US are those that support a company's overall strategy, purpose, culture, and performance in addition to meeting the requirements of its employees. You should carefully evaluate how you will administer a reward management program if you are thinking about implementing one.

An efficient incentive management program promotes a strong work-life balance, allowing your employees to feel and perform at their highest level. Additionally, it can foster a flourishing business culture, a sympathetic workplace, and a supportive community. According to studies, non-monetary rewards can motivate employees equally as much as monetary ones, notwithstanding the importance of compensation and benefits [4]. Employers in the UK are required to adhere to stringent legal standards in all pay and reward schemes, including the National Minimum Wage, equal pay, and reporting on the gender pay gap and chief executive pay ratio. All workers, including those over 16, are entitled to the National Minimum Wage. Additionally, over 7,000 firms have voluntarily joined the Living Wage, despite it not being a legal necessity. The concept of equal pay addresses sex discrimination and guarantees that men and women should get the same compensation for comparable or identical labor. There are still significant gender pay disparities in spite of this regulation. The mandate that bigger firms submit an annual report detailing the extent of their gender pay disparity reflects this [5]. Companies are also required by UK employment rules to provide certain benefits to their workers, such as paid time off or pension plans. Additionally, businesses must pay their employees according to whatever contracts they may have. Because a contract between you and your employee is legally binding, both parties must abide by its conditions. Some employees will always feel undervalued because they aren't paid, regardless of how much a company does to recognize them. Benefits that an employee receives in return for their services to the company are referred to as employee compensation. In addition to the monthly income, it also covers extra benefits like bonuses and company-sponsored vacations [6]. However, the reward system and its sustainability become problematic when a business limits employee recognition to intangible rewards alone. Businesses must measure the financial impact of employee turnover and retention, manage and improve employee retention, and understand why some employees leave and others stay in a labor market that is becoming more competitive and dynamic. These insights are all strategic advantages [7]. Mueller [7], pointed out that for businesses to succeed in Japan, their top talent must be retained. This is what staff retention is all about. The tactics that a company creates to reduce the risk of employee turnover and the procedures it implements to hold onto its key personnel are referred to as employee retention. One of the biggest issues facing businesses and HR departments nowadays is employee retention. According to Mathimarana and Kumar [8], people quit their occupations for a variety of reasons. Some are involuntary, like being fired, while others are optional, like accepting a different job. Instead than losing a low-performing employee, employee retention tactics primarily target voluntary turnover that is harmful to the company. It also emphasizes preventable turnover, such when a worker quits their job to move out of state. One of the most important components of contemporary human capital management initiatives is employee retention. The figures are self-evident: The price is in US dollars. According to Gallup, companies spend more than \$1 trillion annually replacing workers who choose to quit their positions voluntarily (2021). High turnover also costs money, productivity, employee experience, and knowledge retention—some of which may have been prevented with earlier management action [7]. In contrast, Maqsood [9] believed that staff retention was important in Mauritania as companies fought for top talent. A 90% retention rate may be a desirable target, according to some experts, but the truth is that different businesses and sectors have varying rates.

But everyone benefits from being able to keep employees. Employers in the United States invest hundreds of millions of dollars annually in hiring and training new employees. If an employee quits too soon, those expenses are already incurred. Morale, team cohesion, and productivity all suffer, which also affects finances. The entire cost of replacing each person might vary from 90% of an entry-level worker's pay to 200% or more for leaders and experts with years of experience. Businesses save money on hiring expenses and get more out of employee training by concentrating on staff retention. Expenses associated with recruiting include paying recruiters or advertising the vacancy, travel for the interview, and potential signing bonuses. Training comes next, and it can be expensive. That money is squandered if the employee quits before their time on the job [8]. Employee turnover in Kenya reduces production since it takes time for a new hire to catch up and be as productive as their predecessor. The remaining employees suffer as well because they must take on more work and can end up producing work of a poorer caliber. On the other hand, employees in high-retention workplaces are typically more engaged and, thus, more productive. Businesses with effective employee retention initiatives encourage more engagement and connection, which raises morale and increases retention. On the other hand, a constant flow of employees leaving the company lowers morale, which can lead to a decline in the quality of work and an increase in employee turnover [10]. According to Mwakidimi [11], it makes sense that workers are more involved, informed, and skilled the longer they work for a company. Additionally, they have established beneficial connections with both clients and colleagues. When an employee leaves, the business loses out on the potential value they may have contributed. New workers who lack experience and skill may be more likely to make mistakes that harm a customer's experience with the business. Longer-serving,

happy workers are frequently better at interacting with clients and may even establish close bonds with them. This holds true both during the entire process of getting a contract signed and after the sale, when a consumer may contact customer support. Another important brand differentiation is an improved client experience [11]. The Ugandan government claims According to Wanda [12], staff retention is influenced by performance reviews (43.2 percent), training (32.3 percent), and rewards (28.7%). According to UBOS, the annual turnover rate in Uganda's workforce was 5%. The poll indicates that the primary cause of employee turnover is insufficient compensation. According to the Uganda Bureau of Statistics [13], the public sector's growth was mostly to account for the 71 percent of open positions that were presently unfilled. Retention is correlated with both employee engagement, or the degree of dedication employees bring to their jobs, and employee satisfaction, or contentment and fulfillment. Employee happiness and engagement are frequently higher in companies with strong retention rates, and satisfied and engaged employees are frequently more likely to stay with a company. Over time, a company's culture evolves based on the interactions and cumulative characteristics of its personnel. The ethos of a company is strengthened when engaged workers who share its values remain. Performance and productivity are also enhanced by a strong corporate culture. Anecdotal evidence suggests that employee retention can also increase revenue, so it's not simply about reducing expenses. Companies with higher retention rates retain top talent, provide a better experience for customers and employees, and are more productive, all of which can contribute to growth [14]. According to Reutener [15], the first step in improving employee retention is identifying the right candidate. Following that, it has been discovered that strategic processes enhance employee engagement, commitment, and retention. Employee retention is aided by competitive pay, bonuses, and health benefits in addition to meaningful employment. Employees remain with their employers for a number of reasons, such as chances for professional development and promotion and fulfilling work that utilizes their skills and abilities. Competitive pay and perks are additional elements that motivate workers to stay. 45.6% of workers think about quitting their jobs within the first year of employment, making employee turnover a major problem [16]. Rewards management in different firms was identified as one of the main reasons for Uganda's high employee turnover rate [17]. High staff turnover rates have far-reaching effects and cost businesses a lot of money since they cause skilled workers to leave, productivity to decline, and training and recruitment expenditures to rise [16]. At the Hima Cement Factory, Kasese, Uganda, employee retention is a major concern. On average, the factory loses at least 30% of its employees each year, and the reasons for this have not received enough attention. Of particular concern are those who consider leaving but continue to work there (Human resource Hima cement factory Kasese records 2024). For example, replacing an employee in Uganda can cost as much as 50–60% of the worker's yearly wage [16]. However, this research aim to examine the effect of promotion as a rewards management strategy on employee retention at Hima Cement Factory in Kasese District, Uganda.

## **METHODOLOGY**

### **Research Design**

The research design used in the study was descriptive and cross-sectional. According to Kothari [18], cross-sectional research is limited to a particular time period of examination. Because the researcher engaged with respondents in real time and gathered data from them all at once, the study was cross-sectional. Participants' opinions on employee retention and rewards management were reflected through the use of both qualitative and quantitative methods. Because it is used to support and refute a hypothesis, this approach is appropriate. It is appropriate for the research duration and is inexpensive to implement. The ability to test the hypothesis using a variety of variables and findings is an additional advantage.

### **Research Approach**

In order to give a thorough grasp of the connection between rewards management and employee retention in Hima Cement facility, Kasese Uganda, this study used a mixed-methods research strategy, combining quantitative and qualitative techniques. Triangulating data from many sources is made possible by the use of mixed methodologies, which improves the validity and dependability of the results.

### **Target Population**

A total of 145 employees of Hima Cement Factory Kasese district participated in the study. Managers, accountants, salespeople, technical staff, support staff, marketers, and drivers were among these groups of people. A table displaying the anticipated study population can be found below.

**Table 1: Population Categories**

SN	CATEGORY OF PEOPLE	TARGET POPULATION
1	Managers	5
2	Accountants	10
3	Sales personnel	30
4	Technical staff	50
5	Support staff	30
6	Marketers	10
7	Drivers	10
	<b>Total</b>	<b>145</b>

**Source: Hima Cement Factory Human Resource Staffing Records 2024**

#### **Sample Size and Sampling Techniques**

Sloven's formula, which Robert Sloven devised in 1960, was used to determine the sample size of respondents from a population of 145 workers.

The sample size (n) is equal to the population size (N) / (1 + N \* e \* e)^2.

Equation 1: Using Slovin's formula to determine the sample

$$n = \frac{N}{1 + Ne^2}$$

In which n is the sample size

N is the size of the entire population.

e = Error margin

145 is the population size (N).

The sample size is determined as follows, using the provided margin of error of 0.05 at a 95% confidence interval:

$$n = 145 / (1 + 145 * 0.05^2)$$

$$145 / (1 + 145 * 0.0025) = n$$

$$145 / (1 + 0.3625) = n$$

$$n = 145 \approx 106.44 \approx 1.3625 n$$

Consequently, 106 respondents made up the study's sample size for quantitative replies.

#### **Sampling Techniques**

The Proportionate Sampling technique was used to select respondents across the various departments in the company.

**Table 2: Sample size**

Category of people	Population	Proportionate sample
Managers	5	4
Accountants	10	7
Sales personnel	30	22
Technical staff	50	37
Support staff	30	22
Marketing staff	10	7
Drivers	10	7
<b>Total</b>	<b>145</b>	<b>106</b>

**Source: Hima cement factory Human resource staffing records 2024**

#### **Data Collection Sources**

In this investigation, only primary data was employed as the basis of data. Data gathered through questionnaires and interview guides were considered primary data sources.

#### **Data Collection Methods**

Questionnaires and interviews were used to gather primary data; key informants were interviewed to provide qualitative information, while a questionnaire was used to gather quantitative data.

#### **Questionnaire**

Utilizing questionnaires, a set of questions was created and distributed to participants who had to provide data for the study. Because it is simple to administer and yields statistics quickly from a large number of respondents, the questionnaire was chosen as the most practical method of gathering data from respondents [14]. The chosen

respondents received questionnaires during planned meetings or work shifts. The respondents were given detailed instructions on how to fill out the questionnaire, with a focus on the significance of truthful and precise answers. Respondents were given enough time to finish the questionnaires after receiving them, taking into consideration their other obligations and work schedules. To increase participation and response rates, non-respondents received reminders. After reading and evaluating the interrogations, respondents filled out the questionnaire form by checking the response that best suited their replies. The researcher received the completed questionnaires back. A significant amount of information was gathered on respondents' opinions regarding staff retention and rewards administration. The approach was ideal for extremely busy respondents who require enough time to conduct in-depth consultations. To make it easier for staff members who were not very proficient in reading and writing English to read and comprehend the questionnaire, it was translated into Lukonzo.

#### **Interview Schedules**

Four key informants were chosen from a variety of employment categories and interviewed face-to-face by the investigator. Verbal responses were established instantly after questions were posed. In addition to writing the respondents' responses, voice recordings were made in order to preserve the data. Interviews were employed due to their benefits, which include capturing respondents' facial expressions and guaranteeing probing for additional information clarification. Furthermore, they provide the researcher with an opportunity to revisit certain aspects that were overlooked in prior instruments but are considered crucial for the study [7]. Key informant interviews were changed in order to produce more data.

#### **Data Collection Tools Reliability**

##### **Pretesting of Questionnaires and Interview Guides**

To find any ambiguities or misinterpretations in the questionnaires and interview guides, a pre-test was carried out prior to the real data collection, using 10% of the sample size from the Tororo grinding site. To improve the instruments' appropriateness and clarity, necessary changes were made in response to the pretest feedback. A subset of respondents participated in a test-retest reliability assessment of the questionnaire to guarantee the validity of the data gathering methods. To find out how consistent the responses were over time, the identical questionnaire was given to the same respondents twice, and the results were compared. Appropriate statistical metrics, like the Pearson correlation coefficient, were used to calculate the reliability coefficient. As shown below, both validity and reliability were employed to guarantee the instruments' quality control. According to Kothari [18], validity is the degree to which the instrument captures what the researcher truly wants to capture. With the assistance of my supervisor, who assessed the instrument's compliance with the standards, it was decided. Naturally, the supervisor assessed the instrument's applicability, the items' lack of bias, and the accessibility of the evidence it was designed to gather. The degree of validity was expressed using a content validity measure. The items used to gauge employee retention and rewards management were deemed legitimate for the study when the content validity index was higher than 0.85. The degree to which a research tool produces consistent results across the different items when given at different times is known as reliability [18]. The same subjects took the instrument twice at three-week intervals to establish dependability. Changes were made to the instrument's items based on the pretest findings. Cronbach's Alpha coefficient was developed for the Likert-type scale test in order to guarantee the quantitative data's dependability. A piece is considered dependable if its reliability coefficient is 0.85 or above. Extended sessions with the respondents were used to guarantee the credibility of the qualitative data.

#### **Data Analysis Techniques**

Following data gathering and field survey, the data were tallied, sorted, edited, entered into a computer, and triangulated. The answers were meticulously recorded into a digital database or spreadsheet for additional analysis after the surveys were gathered. To reduce errors and guarantee the dataset's integrity, data entry was done accurately and meticulously. After establishing the factors and categories for rewards management, points ranging from 1 for the least retention prediction to 5 for the highest retention prediction were allocated based on whether the response **strongly agreed (5), agreed (4), wasn't sure (3), disagreed (2) or strongly disagreed (1)** with the category of rewards management. To ascertain where the majority of employees' scores fell, whether in the highest or lowest employee retention scores, they were handled univariately, and outliers were identified. Thematic analysis was applied to qualitative interview data in order to find recurrent themes and patterns associated with the study's goals

#### **Quantitative Data Analysis**

Quantitative information gathered via structured surveys was subjected to both descriptive and inferential statistical analysis. The distribution of factors about rewards management and employee retention, as well as the demographic characteristics of the respondents, were compiled and presented using descriptive statistics, which included measures of central tendency and dispersion. The relationships between various facets of rewards management (independent variables) and employee retention (dependent variable) were investigated using inferential statistical techniques such as multiple regression analysis and correlation analysis.



### The regression equation

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where

Y=Employee retention

X<sub>1</sub>= Recognition

X<sub>2</sub>=Promotion

X<sub>3</sub>=Profit sharing

B<sub>s</sub>= Coefficients

e= Significance level (5%)

### Assumptions of regression analysis.

The following are the assumptions associated with a regression model

- 1) Test for Multicollinearity  
States that when many independent variables have a strong correlation with one another, or when one independent variable is near near-linear combination of other independent variables, multicollinearity arises [18]
- 2) Test for Normality  
States that for any fixed value of X (IV), Y (DV) is normally distributed. The residuals of variables are considered to be regularly distributed.
- 3) Test for linearity  
The relationship between X and the mean of Y is linear. Standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear. If the relationship between (IV) and (DV) is not linear, the results of the regression analysis will underestimate the true relationship [19].

### Qualitative Data Analysis

Thematic analysis was used to examine the qualitative information gathered from semi-structured interviews and document inspections. Sub-themes were identified after the full transcription of the recorded interviews, followed by themes and a study of pertinent documents for thematic identification. After that, the text data was subjected to a methodical coding and classification procedure. Important themes, correlations, and patterns in the qualitative data were found and categorized into useful groups using an iterative method.

Researcher cross-checked the themes to make sure they were dependable and consistent. To help with the organization and analysis of the qualitative data, NVivo software for qualitative data analysis was used.

### Data Triangulation

A triangulation strategy was used to increase the findings' rigor. In order to validate and enhance the interpretations, this required contrasting and comparing findings from both quantitative and qualitative data sources. A thorough grasp of the effect of rewards management and employee retention was made possible by the contextualization and complementing of the quantitative results with qualitative information gleaned from document reviews and interviews.

### Ethical Considerations

The researcher acquired approval from the Kampala International University Western Campus Research Ethics Committee (REC).

## RESULTS

## Respondent's background information

Table 3: Showing demographic characteristics of respondents.

Variable	Category	Frequency (n)	Percent (%)
Gender	Male	65	61.3
	Female	41	38.7
Age	18 – 34	58	54.7
	35 – 49	40	37.7
	50 and above	8	7.5
Marital status	Single	19	18
	Married	73	68.8
	Widowed	5	4.7
	Divorced	9	8.5
Highest level of education attained	Primary	18	17
	Secondary	40	37.7
	Tertiary	43	40.6
	None	05	4.7
Number of years at the current workplace	Below 5 yrs.	43	40.6
	5 – 9 yrs.	40	37.7
	10yrs. and above	23	21.7

(Source. Field data 2025)

Findings revealed majority 65(61.3%) of participants were males and the least 41(38.7%) were females. Most 58(54.7%) of employees were aged between 18-34 years and the least 8(7.5%) were aged above 50 years. More than two thirds 73(68.8%) were married and the least 5(4.7%) were widowed. It was also found out that more than a third 43(40.6%) that had tertiary education and the least 5(4.7%) with no formal education. Most 43(40.6%) were below 5 years as employees of Hima cement company and the least 23(21.7%) had been employees for Hima cement for 10 years or more.

#### Rewards management strategies in fostering employee retention at Hima Cement Factory in Kasese District, Uganda.

Rewards management was assessed for scores of likelihood of retention, as in the scores below,

.5 = **Strongly Agree** 4 = **Agree** 3 = **Not sure** 2 = **Disagree** 1 = **Strongly Disagree**. Highest scores for rewards management. Scores 4 and 5 were presumed more likely to stay on their jobs, score 3 was presumed neutral, whereas the lowest scores 1 and 2. Average scores were taken to establish the distribution where most employees lie in rewards management as an indicator for their likelihood to continue with their job.

Table 4: Showing Descriptive Statistics on promotion

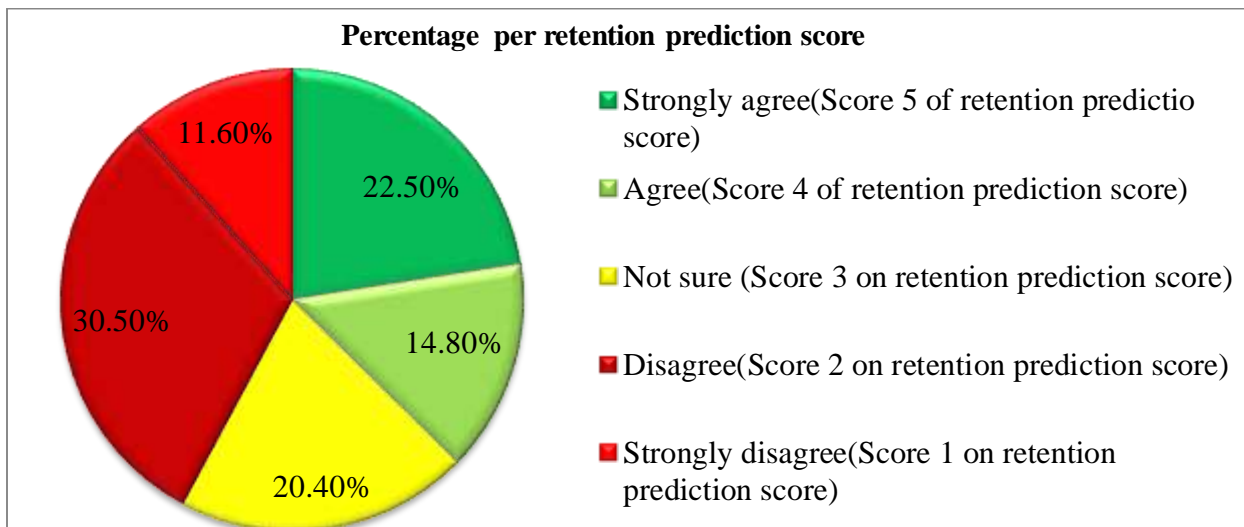
Promotion policies		5	4	3	2	1	Mean	SD
Hima cement factory practices	(n)	26	20	24	4	32	3.0377	1.56098
horizontal promotions	(%)	24.5	18.8	22.6	3.7	30.2		
There is fairness in promotions in	(n)	14	20	10	56	6	2.8113	1.20407
Hima cement factory	(%)	13.2	18.8	9.4	52.8	5.6		
Hima cement factory attaches	(n)	81	20	00	5	00	4.6698	.71343
benefits to promotions	(%)	76.4	18.8	00	4.7	00		
Promotions are based on	(n)	08	12	12	56	18	2.3962	1.12698
achievements.	(%)	7.5	11.3	11.3	52.8	17		
Managers do implement vertical	(n)	14	22	06	53	11	2.7642	1.26906
promotions in my Hima cement	(%)	13.2	20.7	5.6	50	10.4		
factory								
Similar benefits are always given in	(n)	00	01	78	20	7	2.6887	.60731
promotions	(%)	00	0.9	73.5	18.8	6.6		
<b>Grand mean</b>							<b>3.0613</b>	<b>1.0803</b>

(Source: field data, 2025)

Key 5 Strongly Agree, 4 Agree 3 Not Sure 2 Disagree 1 Strongly Agree.

### *Employee Promotions as rewards management for retention.*

Regarding employees' promotion as a rewards management intervention for employees' retention, nearly 32(30.2%) strongly disagreed that Hima Cement Factory practices horizontal promotions and the least 4(3.7%) agreed that Hima Cement Factory practices horizontal promotions. Most 56(52.8%) of respondents disagreed that there is fairness in promotions in Hima cement factory compared to the least 6(5.6%) who strongly agreed that there is fairness in promotions in Hima cement factory. The majority 81(76.4%) who strongly agreed that Hima cement factory attaches benefits to promotions and the least 5(4.7%) who disagreed that Hima cement factory attaches benefits to promotions. Most 56(52.8%) of employees disagreed that Promotions in Hima cement factory are based on achievements, while the least 8(7.5%) of employees strongly agreed that in Hima cement factory, promotions are based on achievements. A half of 53(50%) of employees agreed that managers do implement vertical promotions in Hima cement factory, and a few 6(5.6%) were not sure whether managers do implement vertical promotions in Hima cement factory. Nearly three-quarters 78(73.5%) of employees were not sure whether they were always given similar benefits in promotions, and only 1(0.9%) agreed that they were always given similar benefits in promotions.



**Figure 1: showing percentage distribution summary for rewards management of Promotions as a predictor for retention.**

From the above figure, the scores for rewards management variables on employee Promotion were as follows, most 30.50% of employees nearly least score (2 for disagree) for retention prediction followed by those that strongly agreed 22.50% with maximum score (5) for retention rewards management of employee promotions, others included 22.40% who were not sure with score of 3 for retention prediction, 14.80% that agreed with score of 4 and 11.60% who strongly disagreed with retention prediction score of 1.

### **Perceived Employee Retention efforts as reported by employees.**

Employee retention was assessed on a scale by the variables listed below, the strongest positive belief was given the highest score (5) as a predictor to remain on their jobs where as the least score with extreme negative belief was given a score of 1. The total employees' scores were entered as in the table below. A statistical summary was drawn to see most common distribution for the comfort of employees that are predict their retention into their jobs.

**5 = Strongly Agree, 4 = Agree, 3 = Not sure, 2 = Disagree, 1 = Strongly Disagree**

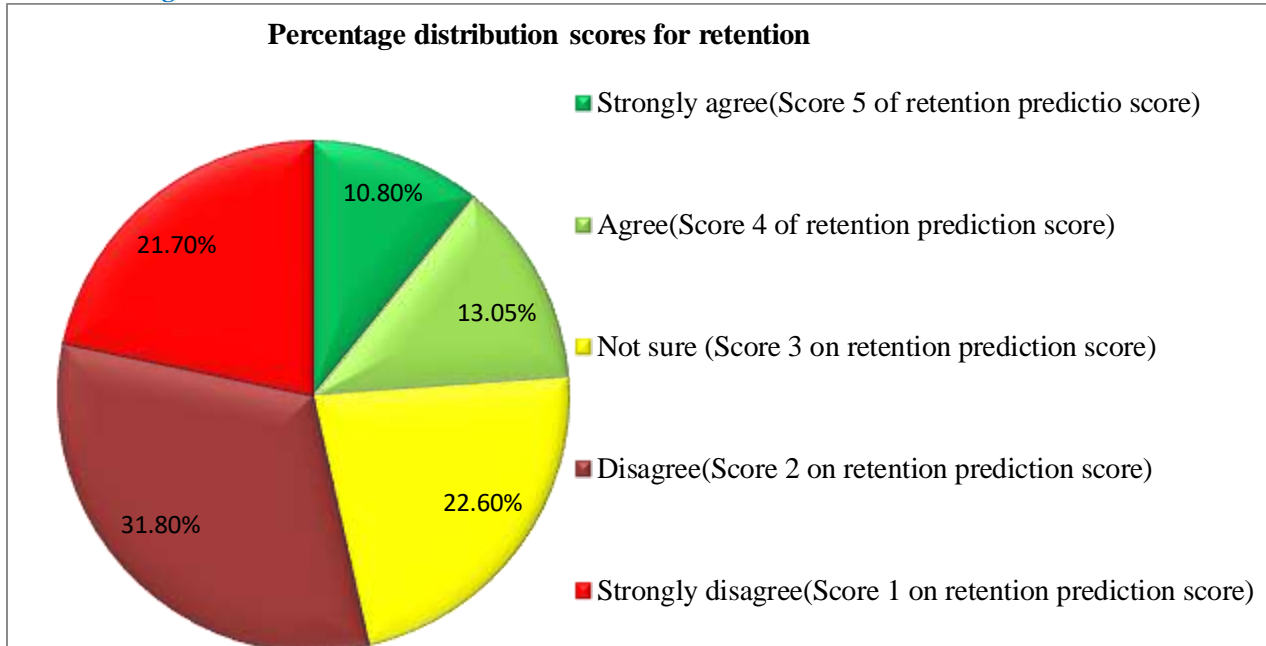


Table 5: Showing Descriptive Statistics on Employee Retention.

Variables categories		Retention prediction score					Mean	SD
		5	4	3	2	1		
Hima Cement Factory motivates staff for retention	(n)	04	16	38	7	41	2.3868	1.24649
	(%)	3.8	15.1	35.8	6.7	38.7		
Hima Cement factory ensures employees are given accommodation.	(n)	02	12	24	58	10	2.4151	.88229
	(%)	1.8	11.3	22.6	54.7	9.4		
Hima cement factory provides meals during working hours.	(n)	04	13	34	47	8	2.6038	.93278
	(%)	3.7	12.3	32.1	44.3	7.5		
Hima cement factory pays salaries to the workers promptly by end of month.	(n)	56	34	05	7	4	4.2358	1.06505
	(%)	52.8	32.1	4.7	6.6	3.7		
Hima cement factory gives and honors contract.	(n)	02	06	27	64	7	2.3585	.77076
	(%)	1.8	5.7	25.5	60.4	6.6		
My organization gives scholarships to workers to go for further studies.	(n)	01	02	16	19	68	1.5755	.88316
	(%)	0.9	1.8	15.1	18	64.1		
<b>Grand mean</b>							<b>2.5959</b>	<b>0.9634</b>

(Source: field data, 2025)

Findings revealed more than a third 41(38.7%) of strongly disagreed that Hima cement factory motivated staff for retention and the least 4(3.8%) strongly agreed that Hima cement factory motivates staff for retention. More so; most 58(54.7%) of employees disagreed that Hima cement factory ensures employees are given accommodation and the least 2(1.8%) of employees strongly agreed that Hima cement factory ensures employees are given accommodation. It was also noted that majority of employees 47(44.3%) disagreed that Hima cement factory provides meals during working hours than a few 4(3.7%) who strongly agreed that Hima cement factory provides meals during working hours. Regarding whether Hima cement factory pays salaries to the workers promptly by end of month, more than a half 56(52.8%) strongly agreed that Hima cement factory pays salaries to the workers promptly by end of month whereas the few 4(3.7%) revealed that they strongly disagreed with Hima cement factory paying salaries to the workers promptly by end of each month. Majority 64(60.4%) of participants disagreed with Hima cement factory giving and honoring its employees contracts whereas a few 2(1.8%) of employees revealed that Hima cement factory gave and honored contracts of employees. Regarding study support, majority 68(64.1%) of employees strongly disagreed that Hima gives scholarships to workers to go for further studies and the least 1(0.9%) of employees reported being strongly in agreement that Hima cement factory organization gives scholarships to workers to go for further studies.



**Figure 2: showing Percentage distribution summary for rewards management as perceived condition for employee retention.**

Findings revealed that largest percentage 31.80% of employees has overall score of disagreed with overall score of 2 on retention prediction score, followed with those not sure with score of 3, 22.60%, then strongly disagreed with score of 1 being 21.70%. However, those with positive attitudes for agree with score of 4 and strongly disagreed with score of 5 were only 13.05% and 10.8% respectively.

## DISCUSSION

### Promotion as rewards management for retention.

Regarding employees' promotion as rewards management intervention for employees' retention, nearly 32(30.2%) strongly disagreed that Hima cement factory practices horizontal promotions. This was due to the specialized departments that basically depended on available skills in specific areas hence hindering multiple skills development, hindering employees with chance to have new experiences of working in various departments and tasks which creates boredom and monotony in daily routines hence leading to poor employee retention. These results ran counter to those of [12], who suggested that firm personnel be promoted in a variety of ways, including horizontal, vertical, dry, open, and closed. Majority 81(76.4%) who strongly agreed that Hima cement factory attaches benefits to promotions however, most 56(52.8%) of employees disagreed that there is fairness in vertical promotions in Hima cement factory and most 56(52.8%) dis-agreed that Promotions in Hima cement factory are based on achievements. This was due to corruption in promoting committee as well as whether they exist any gaps in evaluation criteria for promotions within the organization. It demoralized employees especially when they feel being led by less qualified people yet they are they consider to be qualified and competent hence some could consider quitting as result of feeling no fairness in means to attain higher seats based on their competency. These results were consistent with those of Shauna and Mahmood [20], who discovered unique advantages associated with the style of promotion depending on their particular objectives and employee profiles for improved retention. They also contradicted the findings of Hausknecht et al. [21], which demonstrated the relationship between emotional intelligence and effective leadership. They suggested that people with higher emotional intelligence are more suitable for managerial positions and have a significant influence on decisions about promotions that increase leadership effectiveness in an organization. They also go against those of Shackleton [22], Sarmad [23], and Bodjrenou et al. [24], who stressed equity in employee promotions by evaluating each employee's evaluation and performance for equitable considerations, taking into account their books last because all members would eventually want to be taken into account. A half 53(50%) of employees agreed that managers do implement vertical promotions in Hima cement factory. This was due to the fact that these having seen some employees get promoted to higher levels hence could motivate workers to love their job, aim at higher spots than leaving for greener pastures. These results were in line with a study conducted by [19] among employees to examine the effects of promotions on motivation, attrition reduction, and overall productivity. The study found that promotions are essential for lowering attrition and raising motivation, both of which raise productivity levels. They also disagree with Shaheeb's [25] findings, which showed

that internal promotions are more cost-effective than employing new employees and lead to career growth and a decrease in job attrition. Nearly three quarters 78(73.5%) of employees were not sure whether they were always given similar benefits in promotions. This was due to these not knowing whether payments are uniform, therefore others who may suspect being less rewarded than their fellows at the same level could end up being demoralized which creates Job dissatisfaction hence triggering desire for seeking new employment opportunities. These results were comparable to those of [20], who found that incentives such as closed and open promotions all support employee retention and work satisfaction. Most 30.50% of employees lied in nearly least score (2 for disagree) for retention prediction followed by those that strongly agreed 22.50% with maximum score (5) for retention rewards management of employee promotions, others included 22.40% who were not sure with score of 3 for retention prediction, 14.80% that agreed with score of 4 and 11.60% who strongly disagreed with retention prediction score of 1. This implied that employees were in lower scores for reward of employee promotion in relation to employee retention prediction which implied that they could easily leave for greener pastures. According to Mazikana [26], employee promotions are a significant tool for career advancement and employee retention because when given the opportunity to grow, people remain with a firm. These total scores on rewards management of promotions ran counter to these findings. According to Varma and Chavan [27], employees who felt that promotions were fair and transparent were more likely to report better levels of job satisfaction and lower inclinations to leave, which suggests that there may be poor employee retention.

#### **Profit sharing as rewards management for retention.**

Majority 80(75.5%) of employees strongly disagreed that Hima cement factory boosts productivity through profit sharing. This could be due to the fact that employees do not directly see whether they share in profits made by the organization apart from their agreed salaries and bonuses. This demoralizes workers from focusing on work and making more profits since they don't see direct benefits when these profits increase. These results run counter to those of Suresh [28], and Saravanan and Sruthi [29], who found that a percentage-based profit-sharing scheme is a way to encourage employees' efforts and guarantee their retention. This fosters a sense of ownership, which in turn improves employee retention.

Most 95(89.6%) of employees strongly agreed that Hima Cement Factory prepares retirement benefits for workers. This was through government-regulated schemes like NSSF, which keep workers hopeful and focused on those rewards after their retirement or when they are no longer able to continue working. These results are in line with Rossi [30], who found that companies created a variety of retirement plans using employer and employee contributions. These plans might be the same or age-weighted for older workers. Nearly half 50(47.2%) of employees were not sure whether Hima Cement Factory has a pro-tax contribution plan for employees. This implied that workers have not clearly understood taxation policy whether they cover everything themselves or are in some ways helped by their employer to cover these taxes. This demoralizes some workers who may feel taxed pressed hence could contribute to poor employees' retention. These results run counter to those of Rono [31], who found that pro-tax cost sharing for employees resulted in reduced employee turnover. Regarding whether Hima cement communicated management plan on profit sharing, findings revealed most 95(89.6%) of employees who disagreed. This could be due to company policies which do not guarantee that an employee will get any share from what the company gets apart from fixed salaries. In case they realize that the organization is making a big fortune where as their earning remains fixed, they may feel demoralized hence leading to job dis-satisfaction and poor employee retention. These results were in contrast to those of Aslam et al. [32], which found that employers preferred a profit-sharing plan that was clearly explained to workers over wage increases or cost-of-living adjustments because dividends are only paid out when a profit is made. This also benefits employers by providing employees with a direct incentive to increase productivity, and waste is decreased because a portion of each employee's income is tied to the employer's profit. From the summary scores for profit sharing as rewards management scores, most 27.03% of employees disagreed with retention prediction score of 2, followed by those that were not sure with score of 3, then those that strongly agreed with score of 5, strongly disagreed with score of 1 and those that disagreed followed with 19.10%, 17.50% and 12.20% respectively. From these summary; most employees being in low scores for employee retention prediction implying that they are not satisfied with profit sharing policies and rewards management inputs which could lead to poor retention In contrast, a study conducted by Martin (2009) and Usman (2010) used financial analysis to examine how profit-sharing plans (PSPs) affect employee commitment. The results showed that PSPs increase employee commitment by tying pay to company performance.

#### **Perceived efforts of employee Retention by Hima cement employees.**

Findings revealed more than a third, 41(38.7%) of strongly disagreed that Hima cement factory motivated staff for retention. this could be due to the organization being less concerned about retaining experienced workers developed over time, hence creating gaps in the efficiency of workers. These findings differ from those of [23], who demonstrated motivation for staff retention by offering incentives and rewards and providing justifications for motivations supplied; their findings go counter to those of other studies.

Most 58(54.7%) of employees disagreed that Hima Cement factory ensures employees are given accommodation and it was also noted that the majority of employees 47(44.3%) disagreed that Hima Cement factory provides meals during working hours. This could be because of the presumption that their payments for daily work can cater for physiological needs like food, water, shelter, among others. These take a lot of costs, hence making saving a penny for any employee very difficult hence creating job dissatisfaction and leading to poor employee retention. Regarding whether Hima cement factory pays salaries to the workers promptly and equally by the end of the month, more than half 56(52.8%), strongly agreed that Hima cement factory pays salaries to the workers promptly by the end of the month. This could be due to government policies that govern workers and ensure payments for workers as an employer-employee agreement. This motivates workers to be loyal to their work since they are sure that their reward in form of salary is guaranteed. These results corroborate those of Martin [32], whose research on the financial impact of reward management showed that satisfaction rises with pay and tends to decline in the absence of consistent and fair compensation. Majority 64(60.4%) of participants disagreed with Hima cement factory giving and honoring its employees contracts. This could be due to limited efforts in employees' protection policies in Uganda hence employers can hire and fire an employee anytime they want in most organizations. This creates Job insecurities resulting into job dissatisfactions and poor employee retention. These findings agree with those of Amoatema [34] which revealed retention inputs like contracting of employees. Regarding study support, majority 68(64.1%) of employees strongly disagreed that Hima gives scholarships to workers to go for further studies. This could be due to most employees that seek further studies being under other sources of funding, hence discourages those that are aspiring to go higher in their professional rankings. In case these go to school, they may even be replaced by new employers, leading to poor employee retention. These results are contrary to those of Delery [35], who found that providing employees with opportunities to further their education and professions is one of the finest top-performer recognition program ideas. If an employee improves their professional skills, your business will also profit. Findings revealed that the largest percentage, 31.80% of employees, has an overall score of disagreed with an overall score of 2 on retention prediction score, followed by those not sure with a score of 3, 22.60%, then strongly disagreed with a score of 5, being 21.70%. However, those with positive attitudes for agree with a score of 4 and strongly disagreed with a score of 5 were only 13.05% and 10.8% respectively. Most employees could be non-retained on their jobs as their scores are low in employment retention predictor scores and rewards for employees.

### CONCLUSION

The study revealed that although employees at Hima Cement Factory recognize some efforts toward promotion-based rewards, the overall perception is that promotions lack fairness, transparency, and consistency. Most employees felt that promotions were not achievement-based and often lacked attached benefits or clarity in implementation. This led to low employee retention scores, as many respondents expressed dissatisfaction and uncertainty about their future within the organization. Enhancing promotion practices through fairness, merit-based evaluations, and transparent criteria may improve employee satisfaction and reduce turnover.

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