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Personnel Recruitment and Retention Strategies in Lagos State Civil Service of Nigeria (Pp. 226-243)

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Abstract

Lagos State Civil Service (LSCS) exists to implement policies of government. To realize this goal, personnel are needed, which are products of personnel recruitment and retention strategies (PR & RSs) of the civil service (CS). This study empirically examined personnel recruitment and retention strategies in LSCS. To achieve the objectives of the study, questionnaires were administered and structured interview carried out with civil servants. The study adopted the chi-square analytical technique to analyze the variables. The results show that the strategy for personnel recruitment into the CS is based on mixtures of merit and political considerations. In the area of personnel retention, the study found that the CS put in place relatively good incentives to retain its employees. These retention strategies are however not adequate to retain competent personnel compared to what is provided by private organizations to retain their workforce. The study suggested the need for the CS to put in place appropriate incentives in line with what is obtainable in private organizations if it must retain competent workforce for enhanced performance.

Keywords: Lagos State Civil Service, Personnel Recruitment, Retention, Performance

Introduction

Lagos State Civil Service (LSCS) was established on May 27th 1967. The unique role Lagos occupies in the economic and industrial sustenance of the nation has made it a place of abode for people from different parts of the country. This development makes the rate of population growth to be estimated at 300,000 persons per annum with a population density of about 1,308 persons per sq kilometer. This situation placed enormous responsibility on the LSCS to provide the people with the much-needed social services and infrastructural development (LSORD, 2006).

To accomplish the goals of government, competent personnel are required. These personnel are products of R & RSs of the CS from a pool of potential applicants. Okoye (2001) observes that potential applicants are the people who are ready to serve an organization with their ability, talent, and drive in the achievement of its goals. Therefore, for any organization to achieve its goals, appropriate recruitment of its workforce from a pool of potential applicants and retention strategies to keep the workforce in the organization are *sine-qua-non*. According to Olowu and Adamolekun (2005), it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations.

Studies have shown that one of the major problems facing organizations is that of how to recruit capable personnel and retain them for performance. This problem has made it almost impossible for some organizations to have in their workforce qualified personnel in terms of skills, experience and educational qualifications to carry out their goals (Cascio, 2003; Heneman and Judge, 2003; Gberevbie, 2008). To overcome this negative development, organizations spend a lot of resources to put in place structures to make recruitment of qualified personnel possible. Also workout 'well packaged' incentives to retain these qualified personnel in the employment of the organizations and good working conditions to enable them contribute meaningfully towards organizational goals. Despite these measures, the problem still persists in some organizations. What are the possible reasons and the solutions to overcome the situation? Specifically, the objectives of this study are to empirically examine PR & RSs in LSCS.

Research Hypotheses

In order to realize the objectives of the study the following hypotheses stated in null form were tested:

Ho₁: *There is no significant relationship between the views of respondents about personnel recruitment strategies and performance in Lagos State Civil Service.*

Ho₂: *There is no significant relationship between the views of respondents about personnel retention strategies and enhanced performance in an organization.*

Scope and Limitations of the Study

The scope of this study is defined in terms of sector and time-frame (1999 – 2005). The justification for LSCS in this study is based on the fact that the state is the smallest in Nigeria with an area size of 358,862 hectares or 3,577 sq. km, yet it has one of the highest population rates (9,013,534 million people) (NPC, 2007; LSORD, 2006). In terms of revenue, the state government received from the federation account to the tune of ₦226.6 billion between 1999 and 2005 (Sobowale, 2006, August 6).

Significance of the Study

The significance of this study lies in the fact that it will:

1. Help to inform personnel practitioners in the public sector about the need to give consideration to personnel recruitment strategies that focuses on merit - appropriate educational qualifications, skills and experience as basis for performance.
2. Enable public sector managers to know the importance of providing appropriate retention strategies commensurate with what is obtainable in private organizations as basis for personnel retention for performance.

Personnel Recruitment Strategies and Performance

Bartol and Martin (1998); see personnel recruitment as a crucial function that requires careful execution, if competent personnel are to be employed in an organization. Quible (1996) observes that the success of an organization in achieving its goals is enhanced because of the quality of its workforce. Banjoko (2003) sees personnel recruitment as the process of reaching out, searching for and attracting a large supply of people or a large pool of

interested applicants from which the organization can choose those it considers competent or most qualified for the job. Studies have shown that the goal of any organization irrespective of the sector is to achieve positive results in terms of what the organization is set out to achieve (Amadasu, 2003; Banjoko, 2003; Gberevbie, 2008). As a result, the need to put in place appropriate strategies for personnel recruitment in an organization cannot be overemphasized.

Ansoff (1984) refers to strategy as a set of decision-making behaviour in an organization for the purpose of achieving a pre-determined objective. Thompson, Gamble and Strickland (2004), see strategy as a game plan which management of an organization adopts to stake out market position, attract competent employees and please customers, compete successfully, conduct operations and achieve organizational goals. Strategy can therefore be viewed as a means by which a particular goal of an individual or organization is attained. This implies that for any organization to achieve its goals there is the need to devise certain strategies to facilitate it.

In a study on personnel recruitment and performance, Amadasu (2003) observes a relationship between inappropriate personnel recruitment strategy and performance in a Steel Mill (public organization). The study reports the absence of proper recruitment strategy that emphasizes appropriate educational qualifications, skills and experience, which could have enhanced the employment of competent workforce. The outcome was that of poor performance of the workforce and the organization.

Personnel Retention Strategies

Personnel retention strategies refer to the means, plan or set of decision-making behaviour put in place by organizations to retain their competent workforce for performance (Gberevbie, 2008). Studies have shown that employees are more likely to remain and contribute positively towards achieving the goals of organizations when appropriate personnel retention strategies are put in place (Taplin, Winterton and Winterton, 2003; Riordan, Vandenberg and Richardson, 2005).

Researchers argue that appropriate personnel retention strategies are combination of intrinsic and extrinsic factors such as high level of wage rate and organization's image (Taplin, Winterton and Winterton (2003), appropriate rewards and job satisfaction (Gomez-Mejia and Balkin, 1992;

Heneman and Judge, 2003), performance pay (Griffeth, Hom and Gaertner, 2000), participative decision making and information sharing (Iyayi, 2002; Jike, 2003; Riordan, Vandenberg and Richardson, 2005). The argument is that where an organization put in place personnel retention strategies involving intrinsic and extrinsic factors, the tendency is for employees to want to remain and work for the growth of the organization.

Performance Criteria

According to Boyne, Farrell, Law, Powell and Walker (2003), information on performance is very important to management of any organization. It helps management to ascertain whether their organizations are improving, deteriorating or stagnant. Also, it enables organizations to adjust with a view to improving on their services for survival and growth.

In this regard, performance is judged in LSCS by the infrastructural development put in place – educational development, healthcare services and housing for the enhancement of the living standard of the people. In this study, performance in LSCS is measured in terms of efficiency by the formulae (Boyne et al, 2003):

Goal Accomplished (Output)

Efficiency = Public Welfare or Capital and Labour (Input)

In measuring performance in LSCS, life expectancy, infant mortality rate and Human Development Index (HDI) would be the criteria to ascertain whether enhanced performance of social service delivery and infrastructural development for the enhancement of the living standard of the people have taken place.

Research Methodology

Sample Size

The study is based on a sample size of 120 respondents. It adopted the systematic random sampling technique. The justification for this technique is based on the fact that it enables every subject in the sampling frame to have equal opportunity to be selected without bias in a systematic manner (Ogbeide, 1997). The sampling frame was drawn from a staff list of 153 in the Office the State Civil Service Commission and Office of the Head of Service of the State Civil Service at Ikeja.

Data Collection

This study adopts five-point Likert-style rating scale method of questionnaire to obtain information from respondents. The Likert-style rating scale questionnaire design enables researchers to ask respondents on how strongly they agree or disagree with a statement or series of statements on a five point scale, e.g. 5 – Strongly Agree, 4 - Agree, 3 – Undecided, 2 - Disagree, 1 – Strongly Disagree.

In addition, data were obtained through structured interview with staff of LSCS with a view to eliciting information about PR & RSs of the state CS. A total of 20 employees of the State Civil Service Commission were interviewed on the subject. The results of the interview formed part of the basis for this study. Four structured questions were used as interview guide. The questions asked the respondents are: *what are the strategies put in place for the recruitment of personnel by your organization? What are the effects of these recruitment strategies on personnel in your organization? What are the personnel retention strategies put in place by your organization? What are the effects of these strategies on personnel retention in your organization?* Furthermore, the study adopted secondary data obtained from relevant journals, books, newspaper and the internet for the section of literature review and organizational performance.

Return Rate of Questionnaires

Out of the 120 questionnaires administered to respondents in LSCS, 105 were received, which represents 87.5 percent of the total questionnaires administered. However, out of the 105 questionnaires returned, five or 4.76 percent were not analyzed due to improper completion. Consequently, data analysis for this study is based on 100 or 85.83.33 percent of the total administered questionnaires.

Data Presentation

Table 1 shows that 58 percent of respondents were male, while 42 percent were female. On the other hand, 42 percent of the respondents had WASC/OND/NCE, 48 percent had HND/B.Sc Degrees, 8 percent had Masters Degree and 2 percent had professional certificates. Also the table indicates that 54 percent of the respondents earned between =N= 500,000 and below per annum and 46 percent earned between =N= 501,000 and above per annum 13.46 percent of the respondents earned between =N= 500,000 and below per annum. Furthermore, 45 percent of the respondents served

between 0 – 10 years, 38 percent served between 11 – 20 years and 17 percent served between 21 years – above. In addition, the table shows that 68 percent of the respondents are senior staff and 32 percent are junior staff.

Instrument for Data Analysis

Chi-square (χ^2) analytical technique is used to test for significant relationship between variables. Chi-square (χ^2) formula:

$$\chi^2 = \frac{(f_o - f_e)^2}{f_e}$$

Where f_o = observed frequencies

f_e = expected frequencies

Staff Recruitment Strategies

Strategies put in place for personnel recruitment in LSCS are mixtures of merit and political considerations (Interview, 2006). This development is understandable considering the fact that LSCS, like other states of the federation is a public organization situated within the political environment of government.

Recruitment into the state CS is an ongoing process because of its unique role both as provider of social services to the people and an avenue to solve the problem of unemployment. As a result, anyone wishing to pickup employment with the state CS goes to the State Civil Service Commission (SCSC), where the applicant is expected to obtain a job application form designed for that purpose. The form is filled out and returned, once there is a vacant position, those that have indicated their interest are invited for interview by the SCSC and if found qualified, such persons are given employment. This process gives priority to merit as basis for personnel recruitment (Interview, 2006).

In addition to merit, political considerations in favour of political allies play a major role in personnel recruitment in LSCS. It has been observed that people who are employed into the CS based on political considerations have been known to pay more allegiance to their political ‘godfather’ through whom they were employed than the CS itself. People that are closely associated with the chief executive politically fill the employment quota more often than not (Interview, 2006).

However, one notable feature of the LSCS is the fact that people are recruited into the service not on the basis of tribe, state of origin or religious affiliation but on the basis of qualifications and political considerations. This unique feature has made it possible for people from all parts of the country to be recruited, also made it easier for the service to attract a workforce from a large pool of potential applicants to carry out its function of social service delivery to the people (Interview, 2006).

Staff Retention Strategies

In order to retain its personnel for performance, LSCS put in place various strategies in form of incentives. These incentives include: training; career development; free staff transportation services; provision of food through subsidized canteen services; subsidized staff quarters; working implements; staff welfare services – medical services for staff, their spouses and four children and job security (Interview, 2006; LSORD, 2006).

In addition, regular promotion of civil servants is one of the strategies put in place by LSCS to motivate and retain personnel for performance. In 2005 for instance, 5,000 civil servants in the state were promoted from one grade level to the next. Furthermore, 1,400 officers were deployed to reflect their new status (Interview, 2006; LSORD, 2006).

To further retain and motivate personnel for performance, the government spends =N= 1.4 billion on a monthly basis for salaries and allowances of civil servants in 2005 (LSORD, 2006). The table below shows the salary range of civil servants in LSCS.

Table 2 shows the salary range of civil servants in Lagos State. A closer look shows that the least paid personnel on grade level 01 earns a maximum salary of =N= 10,228.60. The highest paid staff on grade level 17 earns a maximum salary of =N= 89,369.47 per month. However, when one compares the monthly salaries paid to staff at the private organizations in Lagos like Nigerian Breweries Plc at =N=20,833.33 for least and =N= 833,333.33 for highest paid staff, Nestle Nig. Plc at =N=33,333.00 for least and =N=416,666.75 for highest paid staff, Zenith Bank Plc at =N=35,000.00 for least and =N= 600,000.00 for highest paid staff and that of LSCS at =N= 10,228.60 for least and =N= 89,369.47 for highest paid staff, it is clear that the monthly salaries paid to staff by the private organizations are higher than that paid to staff by the public sector (NBFRA, 2005; NARA, 2005; ZBAR,

2005; Interview, 2006; LSWSC, 2006). This development may have accounted for the higher level of seriousness attached to their job in terms of performance by the private sector workers than that of the public sector in Nigeria.

In spite of the relatively poor salaries paid to staff in LSCS compared to what is obtainable at the private organizations; public sector workers hardly resign their appointment with the CS. One of the reasons is that people see their employment with the CS as “permanent” and this has created in them self confidence in their day-to-day working activities. The feelings of job security amongst employees of the CS have gone a long way to influence their resolve to serve in LSCS for as long as they could (Interview, 2006). In an interview with a personnel officer in the SCSC on personnel retention, he said thus:

As civil servants, we are aware that remuneration paid to staff by the government in form of monthly remuneration is very low compared to what is obtainable in private organizations. This development may have contributed to the poor performance of public sector workers in Nigeria. However, workers hardly resign their appointment with the CS because the fear of being dismissed is very low; the feeling of job security therefore is one of the main factors keeping us in the employment of the CS (Interview, 2006).

The expression above goes to show that the feeling of job security by employees is a catalyst to their willingness to want to remain in the employment of their organization. Therefore the ability of organizations to combine personnel policies and practice that promote the feeling of job security in their personnel and the provision of appropriate incentives are good strategies capable of guaranteeing personnel retention for performance.

Organizational Performance

In this study, performance in LSCS is considered in the area of education, healthcare and housing:

Education

Lagos State Education Ministry implemented the programme of Unified Internal Examination for students in the public secondary schools. The purpose is to improve the teaching skills of teachers through regular training and the provision of teaching materials at the cost of ₦180.5 million between 1999 and 2003, and ₦31.5 million in 2004/2005 (LSORD, 2006 and LSPR, 2005).

In addition, the ministry implemented the programme on the payment of West African Examination Council (WAEC) fees for 74,315 Senior Secondary students in 2003/2004 at a cost of ₦193.4 million and ₦244 million for the same purpose in 2004/2005. Also between 1999 and 2005, 500,000 students benefited from government policy of fee payment for Junior Secondary Student's examination at the cost of ₦1.04 billion (LSPR, 2005).

HealthCare Services

Lagos State Health Ministry provided free immunization against polio to children under the age of 5 years in addition to 100,000 pregnant women that were immunized against polio free of charge between 1999 and 2005. In the same vein, 300,000 patients benefited from the free malaria treatment programme. Furthermore, 20,000 eye patients were screened free of charge; of this number 1,022 were operated for cataract, glaucoma and other eye defects and 8,875 eye patients were provided free medical glasses to improve their sight (LSORD, 2006 and LSPR, 2005).

In a bid to improve healthcare, Lagos State Health Ministry implemented a policy of free healthcare services for children below 12 years of age and adults of 60 years of age and above, and free ante-natal care to women at the cost of ₦140 million. In addition, ₦137.44 million was spent to sponsor patients for treatment overseas whose cases could not be treated locally. The ministry also provided treatment for 23,000 emergency patients, established 18 Ambulance points all over Lagos for easy movement of accident victims, purchased 35 mobile intensive care unit Ambulance Vehicles fitted with hi-tech equipment to facilitate healthcare services in the state (LSORD, 2006 and LSPR, 2005).

Housing

Lagos State Housing Ministry completed the Amuwo Odofin Housing Estate comprising 56 units of 8-in-1, three bedrooms flats, the Gbagada Housing Scheme of 32 units of 8-in-1, three bedrooms flats and 20 units of Town Houses, Ibeshe Housing Scheme of 150 units of 2-in-1, bedroom bungalows, 540 units of Low Income Houses at Ojokoro Housing Scheme, 38 detached houses, 26 units of twin duplexes and 24 units terrace building at Lekki Scheme II (LSORD, 2006; LSPR, 2005).

Other houses completed by the ministry between 1999 and 2005 are: 126 units of luxury flats built by the Lagos State Development and Property Corporation at the Femi Okunu III Scheme – Lekki, the new Dairy Farm Estate in Agege comprising 54, two-bedrooms and 84, three-bedrooms units (LSORD, 2006; LSPR, 2005).

Comments on Performance

Looking at the data presented on the activities of Lagos State Civil Service at their face value shows enhanced performance of the provision of social service delivery and infrastructural development. However, Considering the large population of people living in Lagos State and the amount of revenue that accrued to the state government from the federation account between 1999 – 2005 at =N= 226.6 billion (Sobowale, 2006, August 6); it will not be far from the truth to state that the performance recorded so far by the CS seems too little to meet the needs of the people. It is right however, to argue that since government policies and programmes are given practical expression by the CS, whatever level of infrastructural development and social service delivery recorded in the state could be attributed to the calibre of personnel in the CS.

In spite of the huge revenue from the federation account and the services provided by the state government, the standard of living in the state is yet to improve. Data from African Development Bank/Organization of Economic Corporation and Development (ADB/OECD) (2006) show that social indicators have improved only marginally. In 2005 Nigeria ranked 158 out of the 177 countries of the United Nations Development Programme (UNDP) Human Development Index (HDI). Nigeria's HDI, at 0.453, is lower than the average HDI for Sub-Saharan African countries (0.515) and marginally above the average for Economic Community of West African States at (0.434) (ADB/OECD, 2006).

In the same vein, ADB/OECD (2006) reports show that Nigeria's public health expenditure accounted for only 1.2 % of GDP. While Nigeria's per capita health expenditure in 2004 was estimated to be \$50 but that of South Africa was \$700, Botswana was \$400 and Cote' Ivore was \$110. The number of physicians per 100,000 people in Nigeria was 27, lower than 212 for Egypt, 70 for Tunisia and 69 for South Africa. Life expectancy dropped to 43.3 years in 2005, infant mortality declined from 140 to 98 per 1,000 live births, GDP per capita was \$2,200, and illiteracy rate was 29.2 percent (ADB/OECD, 2006).

Hypotheses Testing

Two hypotheses earlier stated in the work are tested to achieve the objectives of the study. The objectives of the study are to find out the relationship between the views of respondents about personnel recruitment and retention strategies in LSCS.

Hypothesis (1)

Ho: There is no significant relationship between the views of respondents about personnel recruitment strategies and performance in LSCS. Table 3 shows the reaction of respondents to the question raised.

Question: Do you agree with the view that personnel recruitment strategies based on other factors than merit affect the performance of the workforce and that of the LSCS negatively?

Research Decision

$$\text{Calculated } x^2 = 2.73$$

$$\text{Critical or table } x^2 = 7.78$$

$$\text{Degree of freedom (d/f)} = 4$$

$$\text{Alpha } (\alpha) = 0.05 \text{ percent}$$

Research Result

Calculated x^2 of 2.73 is less than the critical or table x^2 of 7.78 at alpha (α) level of 0.05 percent. This means that data are not statistically significant. The result is to reject the research hypothesis (H_r) and accept the null hypothesis (H_o), which states that there is no significant relationship between the views of respondents based on their annual income category about personnel recruitment strategies and performance in LSCS.

Interpretation: What the research result means is that there is no evidence to prove that respondents' annual income category affect their views about personnel recruitment strategies and performance in LSCS. However, out of the 100 respondents sampled in this study, 91 or 91 percent agree that personnel recruitment strategies based on other factors than merit affected performance negatively in LSCS.

Hypothesis (2)

Ho *There is no significant relationship between the views of respondents about personnel retention strategies and enhanced performance in an organization.* Table 3 shows the reaction of respondents to the question raised.

Question: Appropriate personnel retention strategies such as career development, promotion, regular and enhanced monthly salaries and sense of job security helps to retain competent personnel for organizational performance.

Research Decision

Calculated $\chi^2 = 1.13$

Critical or table $\chi^2 = 7.78$

Degree of freedom (d/f) = 4

Alpha (α) = 0.05 percent

Research Result: Calculated χ^2 of 1.13 is less than the critical or table χ^2 of 7.78 at alpha (α) level of 0.05 percent. This means that data are not statistically significant. The result is to reject the research hypothesis (Hr) and accept the null hypothesis (Ho.), which states that there is no significant relationship between the views of respondents based on their job status about personnel retention strategies and performance in an organization.

Interpretation: What the research result means is that there is no evidence to prove that respondents' job status affect their views about personnel retention strategies and enhanced performance in an organization. However, out of the 100 respondents sampled in this study, 91 or 91 percent agree that appropriate personnel retention strategies retain competent personnel for enhanced performance in an organization.

Findings, Summary and Conclusion

In this study, two hypotheses were formulated and tested using the chi-square (χ^2) analytical technique. In addition, structured interview with members of staff of LSCS were carried out. The results of the first test show that there is no significant relationship between respondents' annual income category and their views about personnel recruitment strategies and performance in LSCS. The second test also shows that there is no significant relationship between respondents' job status and their views about personnel retention strategies and enhanced performance in an organization.

To support the argument that personnel recruitment strategies effect performance, 91 or 91 percent of the respondents sampled in this study agree that personnel recruitment strategies of LSCS based on mixtures of merit and political considerations negatively affected the CS from attracting into its employment competent personnel needed to achieve its goals of enhanced performance in its role of social service delivery and infrastructural development. In the same vein, 91 or 91 percent of the respondents sampled in this study supports the argument that inappropriate personnel retention strategies of organizations negatively affect the retention of competent personnel for enhanced performance.

This study empirically examines personnel recruitment and retention strategies in Lagos State Civil Service. It was found in the study that PR & RSs put in place by the state CS made it difficult for the service to attract and retain competent workforce in terms of appropriate skills, educational qualifications and experience needed to carry out its goals of social service delivery and infrastructural development for the enhancement of the living standard of the people.

Based on the findings of the study, the following personnel recruitment and retention strategies are hereby recommended to enable public organizations in Nigeria to attract and retain competent workforce for enhanced performance: These include: personnel recruitment based on merit in terms of appropriate skills, experience and educational qualifications; appropriate personnel retention strategies that emphasize good and improved monthly salaries, personnel training and career development, promotion; implementation of personnel policies and practice that encourage job security; and good condition of service as obtainable in the private organizations.

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Table I: Sample Characteristics of Respondents

Sample Characteristics (Percentage)	
Gender	<ul style="list-style-type: none"> • 58 percent are male • 42 percent are female
Education	<ul style="list-style-type: none"> • 42 percent had WASC/OND/NCE • 48 percent had HND/B.Sc Degrees • 8 percent had Masters Degree. • 2 percent had professional certificates
Annual Income	<ul style="list-style-type: none"> • 54 percent earned between =N= 500,000 and below per annum. • 46 percent earned between =N= 501,000 and above per annum.
Years of Service	<ul style="list-style-type: none"> • 45 percent served between 0 – 10 years. • 38 percent served between 11 – 20 years • 17 percent served between 21 years – above.
Job Status	<ul style="list-style-type: none"> • 68 percent are senior staff. • 32 percent are junior staff.

Source: Fieldwork (2006)

Table II: Salary Range of Civil Servants per annum on Grade Level 01 – 17

S/N.	Grade Level	Salary Range (=N= 000.)
1.	01	98,400 – 122,743.20
2.	02	99,695.04 – 131,525.40
3.	03	100,800.96 – 139,921.80
4.	04	104,701.44 – 151,701.36
5.	05	116,150.64 – 170,757.00
6.	06	137,524.44 – 204,086.04
7.	07	185,661.36 – 267,706.20
8.	08	231,980.04 – 329,628.36
9.	09	267,753.24 – 364,019.56
10.	10	309,583.80 – 437,434.20
11.	12	358,265.64 – 499,917.60
12.	13	396,086.64 – 544,444.08
13.	14	434,082.60 – 595,307.16
14.	15	612,075.84 – 784,555.32
15.	16	781,383.36 – 988,673.04
16.	17	837,188.76 – 1,072,433.64

Source: Lagos State Wages and Salaries Commission (2006).

Table III: Chi-square test of association between the views of respondents on personnel recruitment strategies, their annual income categories and performance in LSCS.

Reponses	=N= 500,000 & Below	=N= 501,000 & Above	Total
Strongly Agree	30	29	59
Agree	20	12	32
Undecided	2	1	3
Disagree	1	3	4
Strongly Disagree	1	1	2
Total	54	46	100

Source: Fieldwork (2006)

Table IV: Chi-square test of association between the views of respondents on personnel retention strategies, their job status and organizational performance.

Responses	Junior Employees	Senior Employees	Total
Strongly Agree	20	48	68
Agree	9	14	23
Undecided	1	2	3
Disagree	1	3	4
Strongly Disagree	1	1	2
Total	32	68	100

Source: Fieldwork (2006)