

**ORGANISATIONAL COMMITMENT AND STAFF RETENTION; MEDIATED  
RELATIONSHIP OF ETHICAL LEADERSHIP AMONG ACADEMICS  
IN MAKERERE AND KYAMBOGO UNIVERSITIES,  
KAMPALA UGANDA**

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## ABSTRACT

This study investigated the relationship between organisational commitment and staff retention, and mediating effect of ethical leadership in influencing the relationship between organisational commitment and academic staff retention in public universities in Uganda. In particular, the study investigated the extent to which; i) organisational commitment influences academic staff retention; ii) ethical leadership influences academic staff retention; iii) ethical leadership influences organisational commitment; and iv) the mediating effect of ethical leadership on the relationship between organisational commitment and academic staff retention. Basing on epistemology and ontology philosophies, the study used both quantitative and qualitative paradigms and adopted correlation and cross-sectional designs on a sample of 304 academic staff. Quantitative data was analysed descriptively and bivariate and multivariate using student's t – Test, ANOVA, correlation and multiple regression analyses. The findings on the dependent variables and demographic characteristics revealed that academic staff retention in the universities was not good and demographic characteristics were not significant determinants of academic staff retention in the universities. The results on the main variables showed that organisational commitment in terms of affective, continuance and normative commitment was a determinant of academic staff retention. Whereas three aspects of ethical leadership that were namely, power sharing, people orientation and ethical guidance had a significant positive influence on organisational commitment, fairness, role clarification and integrity did not. However, all the aspects of ethical leadership had a significant positive effect on academic staff retention. Nonetheless, ethical leadership had a significant mediating effect. Therefore, it is concluded that organisational commitment is a significant positive determinant of academic staff retention; and ethical leadership has significant mediating effect on the relationship between organisational commitment and academic staff retention. It is recommended that; stakeholders such as administration and directorates of human resources should promote organisational commitment to enhance academic staff retention; the administration of the universities should promote ethical leadership to promote academic staff retention; and administration of the universities should implement ethical leadership to attract academic staff retention.