

UNIVERSITY OF CAPE COAST

EFFECT OF COMPENSATION ON EMPLOYEE RETENTION AT
GHANA EDUCATION SERVICE [GES] IN CAPE COAST METROPOLIS

BY

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Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature..... Date.....

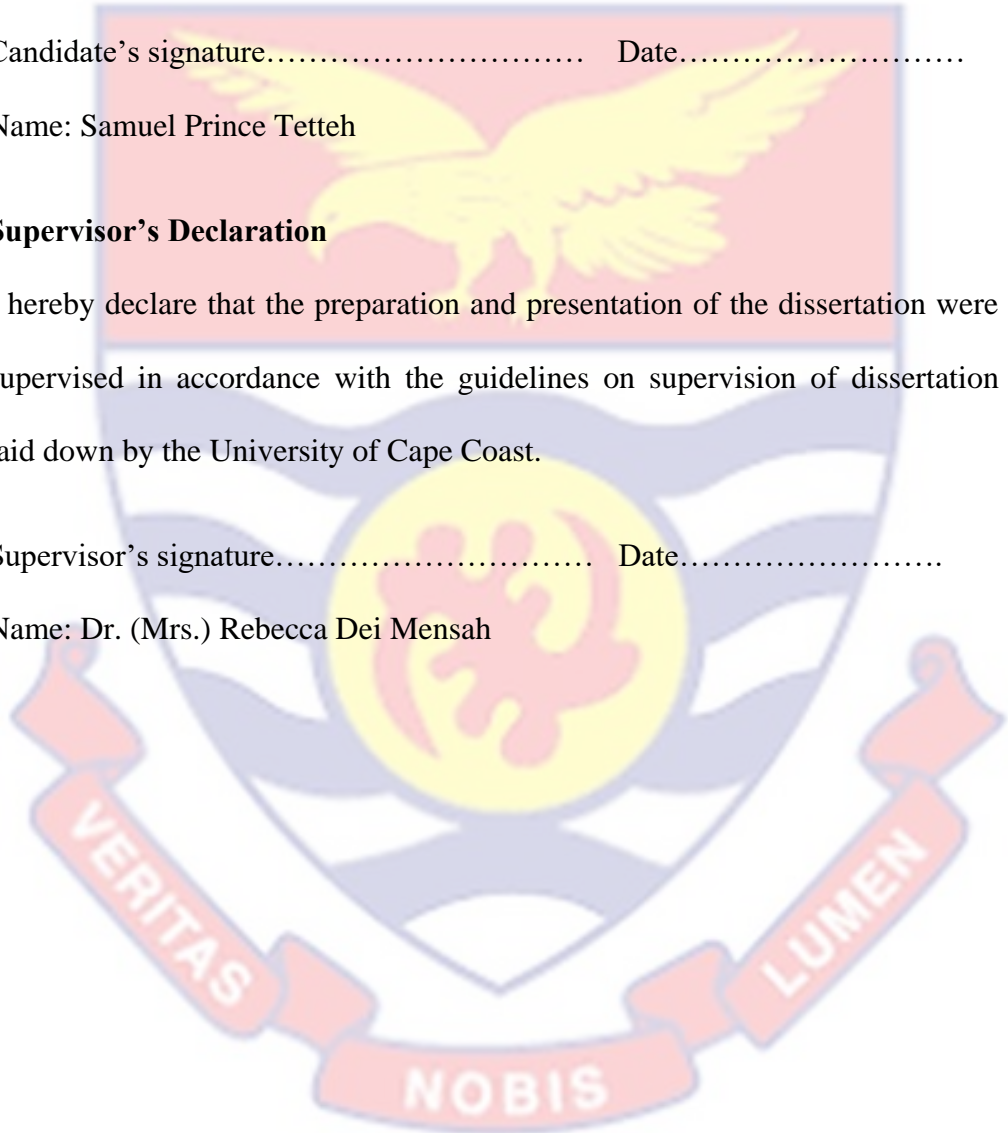
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

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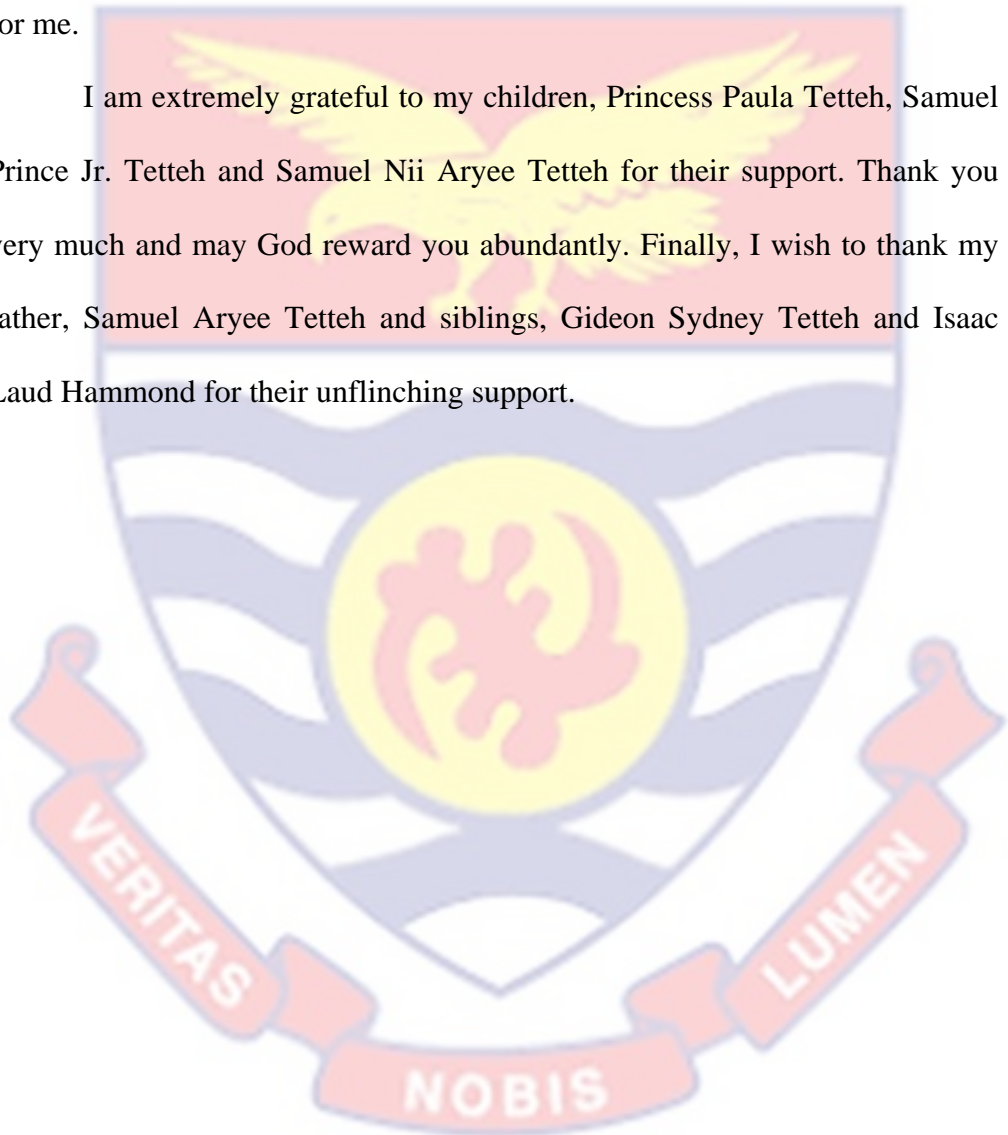
ABSTRACT

The study examined the effect of compensation on employee retention at Ghana Education Service [GES] in Cape Coast Metropolis. An explanatory research design was employed due to the non-interventional causal nature of the study. The study employed the quantitative research approach based on the nature of the study purpose under consideration. The targeted population included 106 permanent employees of the GES. Sample size of 84 workers were surveyed through structured questionnaire administration. Stratified sampling method was used for the selection of the respondents. Pearson product-moment correlation, multiple regression and independent samples t-test were conducted in respect of the specific research objectives. It was discovered that there are statistically significant positive strong linear correlations between the components of employee compensation and retention among workers in GES in Cape Coast Metropolis. Compensation accounts for a statistically substantial positive variance in employee retention at GES in Cape Coast Metropolis. Only benefits administration is a significant positive predictor of employee retention. There is no statistically significant difference in compensation satisfaction and employee retention for male staff and female staff in GES in Cape Coast Metropolis. Junior staff has higher level of retention significantly than that of senior staff in the GES in Cape Coast Metropolis. It is recommended that the Ghana Education Service must continue the usage of the current compensation system if they are to improve the level of employee retention.

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DEDICATION

To my dear wife, Mrs. Philomena Tetteh



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CHAPTER ONE

INTRODUCTION

In this repetitively changing present day economy, businesses have as a way to expect technological modernisations and to contest with other agencies globally. This need makes critical an organisation's competence to advance via its employees' gaining knowledge of and through never-ending spreading out (Kyndt, Dochy, & Michielsen, 2014). Obtaining and preserving able personnel performs a critical role in this method, due to the fact that personnel' information and talents are imperative to corporations' potential to be carefully competitive. Personnel are organisations' significant effects and the fulfilment or failure of businesses centre at the potential of the employers to draw, keep, and praise accurately gifted and accomplished employees (Armstrong, 2003).

Most often, whilst agencies make substantial efforts to draw handfuls of personnel and sustain them in the organisation, reimbursement plays a giant position in attracting and keeping excellent personnel particularly people who supply superb performance or particular skill that is critical to the organisation (Lawler, 1990). Compensation is consequently considered as the maximum essential issue for attracting and maintaining the expertise personnel (Willis, 2000). It's based totally on these elements that this examine sought to evaluate compensation and employee retention at Ghana Education Service, Cape Coast Metropolis.

Background to the Study

Institutions that have objectives to acquire might require content material and satisfied personnel in her body of workers. Outstandingly is the

reality that for any organisation like Ghana Education Service (GES) to take off and acquire its strategic goals might sturdily depend upon her capacity to attract, maintain and maintain ready and glad personnel into its employment (Oshagbemi, 2000). One of the important duties in human resources management is compensation management (Chiekesie, Emejulu & Nwannaka, 2017). It's a complicated mission that occurs periodically, demand accuracy and need to not be delayed. Chiekesie, Emejulu and Nwannaka (2017) further posited that compensation calls for incorporating personnel' approaches and information with enterprise technique and strategies to attain standard organisational targets and purposes.

This could be attributed to the fact that compensation is an important tool to combine character efforts with strategic business targets with the aid of encouraging personnel to do the right things with ever enhancing competence (Horwits, 2010). In other words, compensation is an operative means of focusing attention within a company. They distribute clean messages to all employees of the enterprise informing them about expected attitudes and conducts (Smith, 1992). For the employees, income presents the technique of enjoying their needs and wants. Compensation packages entails a few essential features that usually tend to make workers fulfil on their system amongst which include wages, additional benefit, incentives and so forth and people have significant effect on employee retention (Idemobi, Onyeisugbe & Akpunonu, 2011).

Most often, when companies make substantial efforts to draw handfuls of personnel and maintain them inside the company, compensation performs a giant role in attracting and preserving properly employees especially folks that

give wonderful overall performance or unique skill which is quintessential to the organisation (Lawler, 1990). Compensation is consequently considered as the maximum critical issue for attracting and retaining the talent personnel (Willis, 2000). In past research, Allen, Shore and Griffeth (2003) said that employers need to differentiate themselves from others via their reimbursement approach with the intention to appeal to and retain best employees. Again, an agency's capacity to maintain team of workers is a critical issue of talent sustainability even though it has emerged as increasingly difficult for agencies to rent and retain certified skills (Cotton & Tuttle, 1986). Compensation no longer only includes financial however also non-economic rewards (Milkovich, Newman, & Gerhart, 2010).

The best resource of every organisation or domain is its human resource. There's no contradiction of the reality that the Ghana Education service (GES) performs an important position in the socio-financial improvement of Ghana. The GES trains the population of Ghana before they enter tertiary institutions. For that reason, folks that do not pursue courses outside the senior secondary college in large part rely upon formal training from the GES to contribute their quota to country wide improvement (Eyiah-Wilson, Donkoh & Brown, 2013). Further, role of GES is in step with the targets of the Ministry of Education, Science and Sports (MESS), which seek out to offer applicable schooling to all Ghanaians in any respect stages, no matter gender, tribe, religion and political affiliations (GES, 2007).

In fulfilment of the above, the roles of MESS are to offer: primary education for all; training and schooling for skill development with emphasis on technological know-how, generation and creativity; better education for the

development of middle and pinnacle degree manpower necessities; and purposeful literacy to the nearby residents so that they are self-reliant (GES, 2007). There may be no denial of the reality that the Ghana training carrier (GES) plays an essential position inside the socio-economic development of Ghana. In keeping with Okumbe (1998), human aid control in educational management is the manner through which educational managers become aware of, expand and correctly launch the maximum capability of employees for the benefit of both the employer and the individual.

Employee retention refers to the ability of the company to keep its employees and it's emerging as a massive challenge to companies. Retention has been viewed as an obligation to retain to do commercial enterprise or trade with a specific agency on an on-going basis (Sineldin, 2006). quite a few adequate and modern description for the idea of retention is patron liking, identity, commitment, accept as true with, readiness to advocate, and repurchase intentions, with the primary four being emotional-cognitive retention constructs, and the ultimate two being behavioural intentions (Stauss et al., 2001). Research has also indicated that retention is driven by using quite some key elements, which need to be managed congruently: communiqué, organisational lifestyle, pay and remuneration, approach, bendy work agenda and profession improvement structures (Logan, 2000).

Sineldin (2000) similarly posited that retention of personnel is a complex concept and there is no single recipe for preserving employees with a company. In literature, retention has been viewed as a duty to preserve to do enterprise or change with a selected corporation on an on-going foundation. Researchers additionally found that human aid control practices in

compensation and rewards, task security, schooling and developments, supervisor guide culture, paintings surroundings and organisation justice can assist to lessen absenteeism, worker retention and higher nice paintings (Ichniowski, Shaw & Prennushi, 1997).

Furthermore, Fits-ens (1990) additionally confirmed that most effective one factor isn't responsible in management of personnel' retention, but there are several elements influencing employees' retention which want to be managed congruently which is, compensation and rewards, job safety, schooling and traits, supervisor support, work surroundings and organisation justice and many others. As a result, company utilises considerable variety of human resource management factors to influence employee's commitment and retention (Clarke, 2001). Literature and first-class practices imply that, to a degree, if employers treat their employees as valued contributors, they generally tend to stay with the employer (Frost, 2001).

It's far therefore of excellent significance that organisation preserves their employee's interest to improve employee retention. DeYoung (2000) reveals in his studies that many agencies are facing challenges in the development of a worker retention approach. Turnover fees are growing in various agencies; if employees are unhappy with their groups, they have a tendency to leave the organisation (Schuler & Jackson, 2006). Compensation has an excessive impact on worker retention within an enterprise because with nice compensation, employees will experience that the business enterprise is worrying about worker needs.

Employee satisfaction could be proven by way of the living of personnel on the organisation or retention (Syahresa, Lumbanraja, Dalimunthe

& Absah, 2017). The empirical literature has also proven that the antecedent of retention is compensation (Astuti, 2014; Hong, Hao, Kumar, Ramendran & Kadiresan, 2012). Further, retention is also pronounced to have an effect on overall performance (Sumarni, 2011). This research sought to analyse compensation and worker retention at Ghana Education Service, Cape Coast Metropolis.

Statement of the Problem

According to Amos and Weathington (2008) point of view, one of the biggest challenges for any organisation is its ability to hire and retain staff. Both private and public sector organisations are experiencing this problem. Identifying factors that influence staff attraction and retention and then developing strategies to attract quality talent and to increase employee retention is essential. According to the researchers' point of view, compensation is the main factor. Whitt (2006) indicates that compensation have an impact on the high retention of employees.

Astuti (2004), Hong, Kumar, Ramendran and Kadiresan (2012) has also established the positive relationship and effect of compensation on employee retention. It has been also been argued that the degree to which employees are pleased with their job and their readiness to remain in an organisation is a function of compensation packages of the Organisation (Osibanjo, Adiodun & Fadugba, 2012). Employees' willingness to stay on the job is largely related to the compensation packages that the organisation is willing to offer (Armstrong, 2003).

However, Ling (2010) revealed that most of the researches that were conducted focused on financial compensation as wages, salary, bonuses,

allowances, commissions which are used to keep, retain, and attract employees in a company and the impact of non-financial compensation was not given due consideration. According to Osteraker (1999), the employee retention is considered the cornerstone for the success of organisation. Van (2000) also suggested that employee become more loyal and stay in the organisation when they identify themselves within a group and contribute to the performance of that organisation as a group.

However, Gering and Conner (2002) believe that retaining good workers is critical to any organisation. If an organisation is not able to retain its employees, it will not be able to capitalise on human assets developed within the organisation. From the literature, it has been found that only few organisations are aware about the aspects of non-financial compensation. Yensy (2010) revealed that well-managed or properly implemented compensation in the long run can be an effective tool for increasing employee morale for the organisation.

Hafanti (2015) states that there are ten forms of compensation for employees, namely salary, job bonus, holiday / pension allowance, family health insurance, employee involvement in insurance program, employee recreation program, awards for outstanding employees, and adequate leave periods (Astuti, 2014; Kossova, Kossova, Sheluntcova, 2014; Terera & Ngirande, 2014; Hong, Kumar, Ramendran & Kadiresan, 2012; Thalassinou, Ugurlu & Muratoglu, 2012; Warner, 1981), however, most of the researches conducted concentrates on the financial aspect of compensation. There are only few researches conducted on non-financial compensation (Nyaga, 2015; Bari, Arif & Shoab, 2013; Tan, 2009; Adeoti, & Isiaka, 2006).

For this reason, some organisations are not able to apply the reward system which includes non-financial compensations as they do not have the awareness and knowledge of non-financial compensation and the impact it has on the company (Yousaf, Latif, Aslam, & Saddiqui, 2014) in general and on employee retention in particular (Researchers' assumption). Again, many of the researches conducted in the area of compensation and retention of employees in institutions were primarily conducted in banks (Uwimpuhwe, Mushabe & Kajugiro, 2018; Chiekesie, Emejulu & Nwannaka, 2017), and hospitality industry (Syahresa, Lumbanraja, Dalimunthe & Absah, 2017) but not in the educational sector.

Again, the few researches conducted on compensation and employee retention in the educational institutions were only conducted on the teaching staffs of these institutions but not on the management body of such institutions. This study sought to fill that gap in literature. Again, with the recent turnover rates increasing rapidly in the educational institution such as the Ghana Educational Service (GES) and the constant mobility of these highly skilled employees from GES to other organisations, this study become necessary to find out how these compensation strategies influence employee mobility, turnover rates or retention. It is against this background that this study was conducted to investigate compensation and employee retention at Ghana Education Service, Cape Coast Metropolis.

Purpose of the Study

The study was undertaken to assess compensation and employee retention at Ghana Education Service (GES), Cape Coast Metropolis. Explicitly, the study sought to:

1. To examine the relationship between compensation and employee retention at GES, Cape Coast Metropolis.
2. To evaluate the effect of compensation on employee retention at GES, Cape Coast Metropolis.
3. To determine the differences in retention for male and female staff at GES, Cape Coast Metropolis.
4. To examine the differences in compensation satisfaction for male and female staff at GES, Cape Coast Metropolis.

Research Question

Based on the nature of the specific research objectives, the following specific research questions were asked accordingly.

1. What is the relationship between compensation and employee retention at GES, Cape Coast Metropolis?
2. What is the effect of compensation on employee retention at GES, Cape Coast Metropolis?
3. What is the difference in retention for male and female staff at GES, Cape Coast Metropolis?
4. How different is the compensation satisfaction among male and female staff at GES, Cape Coast Metropolis?

Significance of the Study

The findings of this study could be of immense benefit to several diverse stakeholders. For instance, the Ministry of Education of Ghana together with other partners in the educational sector of Ghana such as Ghana Education Service may find this study extremely useful as the results of the study may provide useful managerial insights that could give policy

formulation in the area of compensation and employee retention of its staff. The results of this study may provide information about the dynamics of the interactions among the constructs and how they relate with each other.

This may provide guidance on how Ghana Education Service in conjunction with other stakeholders as such heads of departments (compensation) to improve the level of the dependent variable (employee retention). This information can be acted up by appropriate government agencies to promote healthy teaching and learning climate for teachers in Ghana, especially those in Public Senior High Schools in Cape Coast Metropolis. Students and researchers alike may find this study very useful as it will provide information that can serve as source of literatures, especially the interactions among compensation and employee retention.

Suggestions for further studies as well as research gaps may be offered for researchers; especially those in organisational psychology, to act upon to fully uncover the nature of interrelationships among the constructs, especially in the context of developing countries' educational context. The findings of the study may also contribute immensely to the creation and building knowledge in the areas of employee compensation and employee retention in Ghana specific context. This may provide enough evidence to validate claims from other empirical studies conducted outside Africa and in developed economies. Furthermore, the findings of this study may prove extremely helpful for Human Resource Practitioners and labour experts in Ghana as it will provide scientifically proven facts about the state of compensation strategies and how these elements interact with each other to influence employee retention in Ghana's public educational sector.

Delimitation

Generally, the study sought to assess the effect of compensation on employee retention at Ghana Education Service (GES). The study was conducted specifically in Cape Coast Metropolis, the regional capital of Central Region of Ghana. The study will exclude all teaching staffs of GES in the Cape Coast metropolis. A sample size of 96 senior staff and junior staff were targeted for the study. Stratified sampling technique was used to select the respondents. This is a pre-requisite for explanatory studies (Creswell, 2014). Structured questionnaire was used for the primary data collection among the target respondents. The study employed the quantitative research approach to analysing the data. Inferential statistical techniques such as multiple regression, correlation, T-test and descriptive statistics (mean, standard deviation, frequency and percentage) were used to analyse the demographic information and the primary data in the light of the specific research objectives formulated in the study.

Limitations

Since the study targeted on the management body of Ghana Education Service in Cape Coast Metropolis, the findings could not be generalised to include teaching staff in the metropolis. Additionally, since employee retention was transformed before the multiple regression was conducted, it become impossible as to how the indicators of employee retention actually measured the construct in any statistical means.

Organisation of the Study

The study is divided into five chapters. Chapter one consists of an introduction which includes the background, problem statement, objectives,

research questions, significance, scope, limitations and organisation of the study. Chapter two provides a review of related literature of the study with emphases on a conceptual review, theoretical framework as well as an empirical analysis of the study while the third chapter outlines the methodology of the study which includes population, research design, sampling and sampling procedures, sources of data, data collection and procedures for data presentation and analyses. Chapter Four analyses as well as discusses the results of data. Chapter Five summarises and offer recommendations and conclusion for the study.

Chapter Summary

This chapter has provided relevant information regarding the background of the study, statement of the problem, purpose of the study, research questions, and significance of the study, delimitation and organisation of the study. The essence of this introductory section is to provide enough information and clue to all stakeholders as to what the entire study is about and how subsequent chapters could be developed based on a solid foundation as guidelines of academic research demands.

CHAPTER TWO

LITERATURE REVIEW

Introduction

According to Adams, Smart and Huff (2017), a review of prior, relevant literature is an important feature of any academic project since an effective review creates a firm foundation for advancing knowledge. With focus on the objective, the study facilitates theory development, closes areas where a plethora of research exists, and uncovers areas where research is needed. This section discusses the theoretical, empirical and conceptual frameworks that set this study into perspective. The theoretical framework looks at the theories that best explain the relationship between compensation and employee retention. The empirical review, on what other scholars have done concerning this subject matter while the conceptual framework displays the pictorial relationship between these variables.

Theoretical Review

The theoretical review explains the theories that form the emphasis of this study, which try to explain the research question and articulate the already published arguments for verification and critique following the outcomes that shall be realised from this study. The theories reviewed are the Hersberg Two factor theory and the Equity Theory. These theories were chosen because they are appropriate for discussing the relationship between compensation and employee retention.

Hersberg Two- Factor Theory

Hersberg's Two-factor theory distinguishes between motivation and hygiene factors in work situations (Hur, 2018). The theory posits that satisfaction and motivation within an organisation are caused by different factors. Hersberg's Two Factor Theory further states that the factors that cause job satisfaction are separate from the factors that cause dissatisfaction (Sanjeev & Surya, 2016). According to Hersberg, meeting lower-level needs alone at the workplace make employees dissatisfied; needs are related to minimum wages or safe and pleasant working conditions. However, employees seek to meet psychological needs related to achievement, recognition, responsibility and advancement which make this theory similar to Maslow's Theory of need (Odukah, 2016).

However, Hersberg further added a new dimension to the Maslow's Theory proposing the two-factor model of motivation, based on the notion that different job incentives lead to either satisfaction or motivation at work (Lloyd & Mertens, 2018). Hersberg Two- Factor theory proposes that to improve appropriate employee behaviours, managers must identify and attend to both hygiene and satisfaction factors and not that an increase in satisfaction automatically leads to dissatisfaction. With the emphasis on this study, two job factors were identified: motivators or satisfiers and hygiene or maintenance factors. Chiat and Panatik (2019) posits that motivators are the factors that cause people to either stay or leave an organisation. Motivators are usually intrinsic to the nature of the work and include variables such as achievement, recognition and advancement.

On the other hand, dissatisfying factors called the hygiene factors are mainly associated with company policy and management, salary, technical supervisory style, interpersonal relationship with supervisors, interpersonal relationship with colleagues and interpersonal relationship with subordinates due to external and non-related factors (Mohammed & Handiso, 2018). Hygiene factors also include compensation, job security and working conditions. The absence of some working conditions dissatisfies employees but their presence does not motivate employees very much (Shuvro, Saha & Alam, 2020). Most managers of organisations consider many of these factors as motivators but these factors equally qualify as dissatisfies. Clayton (2018), dissatisfies reduce motivation to zero. The opposite of dissatisfaction is not satisfaction but no – dissatisfaction (Known & Sohn, 2017).

For the management of an organisation to motivate employees to give of their best and remain in an organisation, managers need to properly consider the motivators or growth factors (De Vito, Brown, Bannister, Cianci & Mujtaba, 2018). Hersberg emphasises that hygiene factors are equally as essential as the motivators for various reasons. Hygiene factors are essential for ensuring fair treatment of employees, as motivators are related to what people are allowed to do at work (Amsat, Don, Fausee, Hussin & Raman, 2017). Hersberg's theory states that for management to provide positive motivation attention must be given to both hygiene and motivating factors (the non-monetary aspects of compensation).

In Linking Hersberg's Two Factor Theory to this study, the implementation of compensation by providing opportunities for further allowances, pay, fringe benefits, etc. motivate employees, lead to higher

performance and productivity and a higher rate of employee retention. However, if employees do not experience these compensation practices, the employees become frustrated and willing to leave. Compensation being considered as a motivator can substantially promote an organisation's success and satisfy employee career objectives and influence employee retention decisions.

Equity Theory

The equity theory was first developed in 1963. Equity can simply be defined as the ratio between an individual's job inputs (effort or skill) and job rewards (such as compensation or promotion) (Rousiou, 2019). The equity theory posits that equity can be judged by comparing rewards to what others are receiving for similar input or to some other effort-reward ratio (Akintunde & Anifowose, 2019). The equity theory describes the relationship between employees' perceptions of how fairly they are being treated and how they are being motivated to work (Koopman, Lin, Lennard, Matta & Johnson, 2020). A study conducted by Sanseau and Opoku (2019) stated that equity theory can be classified into two forms; distributive equity and procedural equity.

The distributive equity focuses on the fairness with which people perceive they are being rewarded, while procedural equity is also about employee's perception of the fairness with which the organisation manages its procedures. For instance, compensation, appraisal, and promotion. The equity theory further states that employees who perceive themselves as unfairly rewarded experience distress which consequentially requires efforts to restore equity within the organisation (Pattnaik & Tripathy, 2018). Equity determines the amount of compensation to be earned by employees (Grant & Shin, 2012).

The equity theory proposes that when people feel distressed from inequity, they may react in one or all of the following ways; first, they may restrict their inputs to a level they believe is consistent with the outcomes they receive. Second, they may meet with their supervisors to verbally negotiate a better deal—meaning they will struggle to find a balance between work and reward. Finally, they may quit the organisation. The importance of a manager’s ability to communicate effectively with employees who feel their efforts are not being adequately rewarded cannot be overemphasised in human resource management (Anand & Biswas, 2017).

Even though F. W. Taylor, in his scientific management theory saw money as a major means to motivate employees, the fact that employees compare what they earn from their input with what others earn to ascertain whether or not they are being treated fairly, makes issues related to compensation very crucial for the management of organisations. According to Boukis, Gounaris and Lings (2017), equity norm is a social assumption that an employee will expect a fair return for the contribution to the job they do. The Equity Theory suggests three assumptions capture the essence of the theory in most situations where employees’ sense inequity and seek to reduce it in an organisation.

Again, assumption one has to do with a social assumption that an employee will expect a fair return for their contribution to the job they do. Thus, they will want to know that they are receiving a fair wage for the job they perform in comparison to others doing the same job. The more they perceive inequity the more distress they will feel. They will also feel less distress when they perceive more equity. This means that employees compare

their input to their compensation. Assumption Two: The “social comparison” is the determination employees will make as to whether or not their outcome is equitable in comparison to others’ inputs and outcomes.

They will expect equal treatment in terms of raises, promotions, and scheduling. They may find ways to reduce their distress if they feel a sense of inequity. Under reward leads to the most distress when employees feel others’ equity is greater than their own. This means that employees performing similar jobs deserve similar compensations. Assumption three: When employees feel their equity is less than others equity, they will seek to reduce the inequity in three ways: Employees will reduce their effort, negotiate for a better deal, or quit the organisation to obtain equality on their job.

The relevance of this theory to this study is that the issues involved in compensation and employee retention can well be explained within the framework of this theory. The central argument of this theory is that equity in compensation influences employee performance and employee retention decisions. In the sense that employees who perceive unfair treatment in terms of their compensation may be demotivated and eventually leave their place of work to another place where they believe they will be treated fairly in terms of the compensation.

The Concept of Compensation

Compensation can simply be defined as cash and non-cash compensation paid to employees for services provided by employers (Klonoski, 2016). Employers pay their employees for their effort, skills, and time (Smith & Halpin, 2019). Organisations have many purposes of compensation, but the main purpose is to attract and retain employees (Essel,

2019). Employee compensation refers to all types of benefits that employees receive for their work (Olabode, Yinusa, & Oludele, 2019). Employee compensation includes all the income an employee generates from employment (Calvin, 2017).

According to Klonoski (2016), compensation is not only in the form of money. Benefits such as retirement, life insurance, and health insurance, as well as retirement plans and benefits, including corporate cars and subsidised transportation, are important components of compensation for many large corporations. Maslow created a hierarchy of needs for employees which suggests that in addition to working for money, employees have other needs that they want to meet from their work and employers who want to reduce their employee turnover rate must try to meet those needs (Chiekesie, Emejulu & Nwanneka, 2017).

Compensation is one of the most important tools for attracting and retaining employees within organisations (Khalid & Nawab, 2018). Job seekers want to be knowledgeable about their compensation and are therefore used to attract potential candidates (Chrisman, Devaraj & Patel, 2017). Organisations with higher compensation systems have better recruiting and retention capabilities than other organisations (Johennesse & Chou, 2017). Employees who are satisfied with their compensation tend to remain in their organisations compared to employees who perceive any form of inequity.

An effective compensation system affects the long-term stay of employees (Klonoski, 2016). In the sense that, if an employee receives the best remuneration internally, they would want to stay with the organisation. Employees may leave when they have better opportunities in other

organisation (Calvin, 2017). Providing employees appropriate compensation ensures maximum satisfaction and will therefore stay longer in the organisation (Al Mamum & Hasan, 2017). In this review of literature, compensation packages are explained in terms of financial and non-financial compensation.

Financial Compensation

Tilahun (2018), Financial compensation also known as the financial reward is a basic type of extrinsic monetary reward that makes provision for the financial needs of employees for survival (to pay bills), constancy and consistency (the job is secure), and recognition (my workplace value my skills). According to Nyberg and Maltarich (2018), compensation attracts workers into organisations and organisations seeking to measure compensation by employee performance are likely to provide financial compensation. Organisations sometimes offer high pay packages, such as stock options, special pay-outs, profit-sharing payments, base payments and bonuses, etc. to attract talented employees to the organisation (DeVaro, 2020)

Salary is an essential influence that attracts and retains employees and plays a vital role in the process of recruitment (Wong, Wan & Gao, 2017). In recent times, financial rewards, such as money, are still the primary incentive for employees to give their best performance. The main suggestion is that money affects the way employees behave in their various organisations. Thus, financial compensation affects labour force attractiveness and retention (Jauhar, Ting, Rahim & Fareen, 2017). However, some HR experts are of the view that only financial compensation is not a long-term solution to hiring

issues, especially to retain highly qualified employees (Moriarty, Manthorpe & Harris, 2018).

Non-financial Compensation

Non-financial compensations are also referred to as non-profit rewards (DeVaro, 2020). Employees of today are not only focused on receiving financial rewards and are not satisfied by only being given money as a form of motivation. Employees also desire to be offered non-financial returns, for example, training opportunities, job challenges, promotion opportunities, recognition and a favourable work environment (Wargo-Sulgeris, Robbins, Lane & Philips, 2018). According to See, Morris, Gorard and Soufi (2020), non-financial types of compensation are very essential to employees and the intentional use of highly motivated and personalised non-financial rewards for improved performance reinforces positive behaviours and improves employee performance and retention intentions.

The management of organisations deliberate on the non-financial benefits that can be provided for their employees considering the needs and behaviours of their employees (Agaba, 2018). Organisations focus on the needs and welfare of its employees and determine the most appropriate non-financial compensation to influence employees to continue to work with the organisation. Therefore, the provision of compensation; financial and non-financial rewards, is one of the most important ways to enhance employee retention in the organisation. Most researchers agree that non-financial compensation is one of the main reasons for employee retention (McKnight, 2017).

Dimensions of Compensation

Agaba (2018), companies today typically offer compensation packages that include both cash payments (wages, paid leave, paid leave and bonuses) and non-cash or deferred cash payments (insurance and retirement plans). Small businesses expect a competitive disadvantage in terms of their ability to pay high wages to large businesses and the availability of fringe benefits. (McKnight, 2017) compensation is the total reward that employees receive in return for service rendered to the organisation. It can include direct payments (salaries and wages) and indirect payments (benefits programs). Types of compensation include benefits such as base wages, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel/lunch / home allowances, and dental, insurance, medical, vacation, retirement, and taxes. Compensation is an important issue in attracting and retaining talented workers in an organisation.

However, inadequate remuneration, lack of recognition from managers, colleagues and customers increase employee turnover (Agaba, 2018). Earlier studies have focused on assessing compensation satisfaction as a general construct, however recent studies have assessed compensation satisfaction with specific dimensions of compensation such as how pay systems were administered (Gomes-Meija, Berrone & Franco-Santos, 2014). Majority of studies on dimensions of compensation utilise the dimensions of compensation satisfaction defined by Heneman and Schwab (1985); Pay structure, benefit level, benefit administration and pay level. Further studies by Brower, Ford, Williams and Carraher (2008) added other dimensions to the four compensation satisfaction dimensions as posited by Heneman et al.,

(1985). For this review, the dimensions of compensation satisfaction as posited by Brower et al., (2008) will be utilised.

Pay Structure

Pay structure can be defined as the hierarchical relationships created among pay rates for different jobs performed by employees within the organisation (Mcdaniel & Ford, 2007). The CIPD also defined a pay structure as a collection of pay grades, levels or bands, linking related jobs within a hierarchy or series that provides a framework for the implementation of reward strategies and policies within an organisation. According to the CIPD research, there are various types of pay structures;

Benefits Level

Employee benefits are the payments organisations make to employees in addition to the wages and salaries given to them (Asaari, Desa, & Subramaniam, 2019). In addition to compensation in the form of wages and salaries, organisations provide employees with other benefits that form part of the compensation package and serve as an important tool to retain employees (Badu, Prince & Chacko, 2016). Employee benefit level can be defined as the difference in employee benefits due to changes in job specifications (Taylor, 2020). Employee benefits are not given to the worker for any specific performance of a job but are offered to boost employees' interest in the job (Cassar & Meier, 2018). Employee Benefits are very essential and the management of organisations must pay special attention to the benefits level of employees.

Benefits Administration

Hattrup, Edward and Funk (2020), employee benefits administration means defining and managing the benefits offered to employees in the company. Benefit Administration systems generally determine what benefits employees are entitled to, including medical, dental, disability, retirement accounts, leave and paid leave, sick leave, and parental leave. The administration of benefits is usually the responsibility of the organisation's human resources department. Effective benefits administration can provide a competitive advantage in attracting, hiring and retaining top talent to many companies, as well as reducing operating costs. When an organisation analyses the needs of its employees and selects services to meet those needs, employees often feel heard and valued, which can increase employee engagement and retention. Similarly, applicants are often more likely to apply and work for an organisation that provides competitive and meaningful benefits to employees.

Pay Levels

Mcdaniel and Ford (2007) pay level refers the current direct compensation of an employee (wage or salary). A pay level is a basic unit in the compensation structure of an organisation that is used to show the difference in compensation due to the smallest change in the job specification (Gamage, Kavetsos, Mallick & Sevilla, 2020). Pay levels usually increase with an increase in the hierarchy of an organisation. Pay level is based on the level of work, responsibility, liability, position, experience, etc. in the company (Gamage, et al., 2020).

Benefits Determination

Cope (2019), Managing employee benefits is a cost-intensive endeavour for organisations. There are various employee benefit programs; medical insurance, retirement income plan benefits, paid-time-off benefits and educational assistance programs. One of the most critical components of total compensation cost is benefit determination and design (Pregolato, 2017). In benefit determination, employers must identify the objectives the organisation's benefit seeks to achieve and the cost involved. Organisations must also conduct a needs assessment to determine the best benefits to be given to employees based on their needs and wants, formulate a benefit plan program and communicate the benefits plan to employees and finally develop an evaluation process periodically to determine the effectiveness of the benefits to be given to employees (Tilahun, 2018).

Variable Pay Procedure

Variable pay is an earning that is determined after employees' performance period (Kumar, Sarker & Dhinam, 2019). Variable pay can be long-term or short-term. Short term variable pay is provided for the performance of employees for a period of one year or less while, long -term variable pay is intended to focus and reward the performance of employees over one year. Wickramasinghe and Wickramasinghe (2016) literature on variable pay systems have proved that variable pay improves an organisation's employee retention rate. Variable pay procedure is based on a principle that an individual's pay should vary based on the performance of the individual, group, or organisation, to encourage efforts of employees. Variable pay

includes individual, group and organisational forms of reward and remuneration such as bonus, incentive.

Benefits of Compensation

Pandita and Ray (2018), compensation is a very powerful tool for attracting and retaining talented employees who are dedicated to their responsibilities within the organisation. Companies by providing compensation attract and retain employees. A study conducted by Omelusor (2018) revealed that employees value their compensation level particularly in comparison to others. The comparison determines the extent to which employees are satisfied with their compensation. Employees who consider their compensation as unfair are mostly frustrated in their organisations and may end up leaving the organisation. This assertion is confirmed by Pierce, Wang and Shang (2020) arguing that inequity in compensation is the most common reason for the high turnover rate in organisations.

When organisations properly compensate employees, they promote the achievement of business goals (Strojilova & Rafferty, 2013). Compensation is a key initiative that companies can take to retain their employees. Satisfied employees remain committed to their organisations. Compensation tells employees how valuable they are to their organisation (Essel, 2019). Compensation includes any prize or bonus that attracts and retains the best employees (Kokkinis, 2019). Compensation involves all kinds of rewards that a person receives in return for performing organisational work with the desired results.

Compensation motivates and satisfies employees to give off their best performance. Compensation is very essential for companies to attract and

retain their most talented and skilled employees. Compensation management is an important part of an organisation's overall management and can be said to be the process by which employees are compensated for their contribution to the workplace (Gopinath, 2020) Effective compensation management requires accuracy, precision and fairness because if not handled properly and reasonably, it may disrupt employee performance and retention.

Employee Retention

Employee retention is a process in which organisations create an environment which encourages employees to stay for longer periods (Khan, Aslam & Lodhi, 2011). Organisations achieve competitive advantage in the market through employee retention (Das & Baruah, 2013). In recent times most organisations are struggling with retaining their skilled and valuable employees. The ability of organisations to employ competent staff is as essential as retaining these staff (Msini, 2019), since replacing a new employee with a new one aggravates the operational costs in the form of new employees' training and filling vacancies. A study conducted by Alnaqbi (2011) revealed effective communication as the basic factor for retaining employees.

Employee retention can be defined as the measures taken by organisations to encourage employees to stay in the organisation for the maximum period (Anitha, 2016). Retention can also be defined as an employee's requirement to stay within an organisation as a result of the measures put in place by the management of the organisation (Kaur, 2017). Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their job. Employee retention involves the

management of organisations taking measures to encourage employees to remain in the organisation for the maximum time (Choudhary, 2016). Hiring talented workers into an organisation is essential for an employer; but retention is even more important than hiring (Kaur, 2017).

Prior studies have identified several factors that can influence an employee's retention intention. The first important indicator of employee retention intention is their organisational commitment (Jena & Pradhan, 2018). Employees with a high organisational commitment are those employees who have a strong identification with the organisation and value the sense of membership within it. This commitment is influenced by the organisation's norms and practices, especially the organisational climate (Sundar, 2019), and is not job specific (Alam, 2019). Hermanson, Houston and Stefaniak (2016) suggested the following aspects to the management of organisations while attempting to retain employees: "planning, clarity in job requirements, identify a good source of recruitment, screening and interview, provide challenging work, and focus on compensation and working conditions".

Another study by Deshwal (2015) identified seven factors that can enhance employee retention: "(i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organisation, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (viii) good communications". These studies suggest a set of workplace norms and practices that must take place to enhance employee retention.

Victor and Hoole (2017) conducted a study that revealed that employees' portrayal of loyalty, trust, commitment, and identification and attachment with his or her organisation can help the management of an organisation predict employee retention intention. The study further revealed that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life can also influence employee retention decisions (Deshwal, 2015).

According to Sankar, (2015), organisations with a high rate of employee retention attain benefits such as customers' satisfaction, better service, lower costs, lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency. Human resource manager's ability to hire knowledgeable people for a job is as essential as the retention of knowledgeable employees for a job (Tilahun, 2018). There are various opportunities available for talented employees since there are many organisations that are looking for such employees.

Employees, who are not satisfied with their current job, switch over to some other more suitable jobs. The competitive nature of the business environment makes it very important for organisations to retain their employees. An employee's reason for leaving an organisation may be personal or professional (Al Mamun & Hasan, 2017). Most organisations are getting to know the reasons and are adopting many strategies to ensure an improvement in employee retention. Well performing organisations are on the top because they value their employees and they know how to influence them to remain in the organisation.

Indicators of Employee Retention

Fits-ens (1990) recognised that employee retention is not influenced by a single factor, but there are factors which are responsible for retaining employees in an organisation. Management need to pay attention to factors such as compensation and rewards, job security, training & developments, supervisor support culture, work environment and organisation justice etc. According to Begum and Mohamed (2016) the employee satisfaction and retention are the key factors for the success of an organisation. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical.

The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources (Alhmoud1 & Rjoub, 2019). The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. Wijesiri, Paranagama, Sirirwardhana, Thilakarathna, Weerarathna, and Pathirana (2019) identified several factors that affect employee retention.

- 1. Promotion and Opportunity for Growth:** Promotion and opportunity for growth Pergamit and Veum (1989) in their study found a close and positive correlation between promotions and job satisfaction and which in turn helps in retaining employees. Research by Meyer et al, (2003) has shown internal career development of employees is often the best predictor of an employee's effective commitment. Prince (2005) [38] argued that talented employees are required for maintaining a

competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring. Eyster, et al. (2008) state that job flexibility along with lucrative career and life options, is a critical incentive for all employees.

2. **Participation in Decision-Making:** Hewitt (2002) has mentioned that modern businesses always keeps its employees well informed about all the important affairs of its business and involves them in decision-making at all levels which can exploit the talents of its employees. Supporting the view Noah (2008) found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.
3. **Work-life Balance:** Work-life balance is increasingly important for engagement and affects retention. Hyman et al., (2003) in their empirical research in the UK found that interventions of work demands into personal life (e.g. working during the week-end) resulted into heightened stress and emotional exhaustion among the employees. In a study conducted by the Australian Telework Advisory Committee (2006) it was found that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation.

4. **Work Environment:** According to Miller, Erickson and Yust (2001), employees get benefited by work environment that provide sense of belonging. Wells and Thelen (2002) have stated in their study that organisations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organisation for the long term. Ramlall (2003) stressed the need for recognising the individual needs of an employee in an organisation as it will encourage commitment and provide a suitable work environment.

Gender and Compensation Satisfaction

The level of compensation satisfaction among male and female employees sometimes differ (Chukwusa, 2020). Women are perceived as homemakers and have responsibilities at home to see to the welfare of the young ones, for this reason, when women get jobs that allow them to be able to combine work and home responsibilities; they derive job satisfaction irrespective of inequality in the amount of compensation given (Pepra-Mansah, Adjei & Agyei, 2017). Several studies have concluded that female employees experience extremely high levels of compensation satisfaction compared to their male counterparts (Jackson & Fransman, 2018). However, there is an extensive, prolonged argument over whether gender disparities exist in compensation satisfaction. For instance, some studies contradictorily concluded that gender is not significantly related to salary (Darrah, Hougland & Prince, 2014).

Seay (2014) investigated the assertion that pay satisfaction may be mediated by gender differences in the importance of selected job facets. The study suggested that because pay and advancement may be less important to women, they may be more satisfied with a given amount of compensation. Another study conducted by Cui-Callahan (2012) suggested that men are more commonly the primary source of income for a family, and for this reason are very concerned about their level of compensation, thereby making the compensation satisfaction of male employees being very essential for HR managers of organisations to focus on. Following this reasoning, gender differences in perceived financial need of the family and gender roles may account for part of the gender differences in pay satisfaction.

Gender and Retention Intention

Employees who are not satisfied with their working conditions tend to leave their organisations in pursuit of better opportunities (Mamun & Hasan, 2017). Effective Compensation management is an essential function of management to ensure the retention of both male and female employees (Saey, 2014). Up until the mid-to-late 20th century, women mostly joined organisations and stayed with the same employer for many years. Changing of organisations in pursuit of better opportunities was an irregular occurrence among women (Rabovsky & Lee, 2018).

Several factors have accounted for changing trends, thus some women leaving one organisation for the other in pursuit of better opportunities (Bishu & Alkadry, 2017). Further Studies repeatedly reveal that women are less mobile and less likely to move from one organisation to another in pursuit of better salaries. The issue of family responsibilities is more limiting on

women's ability to make retention choices than it is on men's mobility and retention choices (Bishu & Alkadry, 2017).

Compensation and Employee Retention

In literature, compensation is considered as one of the key factors that influence employee retention (Asees, 2017). Studies have proved that compensation helps increase retention and reduce absenteeism (Kundu & Lata, 2017). Similarly, Yam (2018) also conducted a study that revealed that compensation is one of the main factors in keeping employees glued to their organisation for a longer time. Salary is a key feature of compensation that influences employee retention and attractiveness (Bibi, Pangil, Johari & Ahmad, 2017).

Similarly, Mamun and Hasan (2017) suggested that employees leave an organisation if the organisation does not provide them enough compensation. One of the most common reasons why the rate for employee intention to quit is high is the salary scale. Employees usually look for jobs that pay well and those who are desperate for a job usually accept their first employment offers and that leads them to search for a well-paying job. Besides, employees plan to leave an organisation due to low salaries and this adversely affects their performance and the retention rate of the organisation (Mehresa, 2019).

Unequal or unfair wage structures also cause employees to leave their organisations, especially when two or more employees perform similar tasks and have similar responsibilities. Differences in pay rates of employees who perform a similar job can lead to the abandonment of employment by the low-paid employees. In the same vein, when organisations pay less than other

employers for similar work, if the other factors are relatively equal, employees move to other organisations for higher salaries (Meskelu, 2019). Jackson and Renae (2020) argued in their study that an organisation's compensation strategy affects key outcomes such as job satisfaction, attractiveness, retention, productivity, skill acquisition, collaboration, motivation, and employee turnover.

Employee retention and motivation have become a major challenge for various HR institutions. Compensation and benefits have been identified as contributing to the high attrition rate. The study after examining the compensation strategy of organisations and the retention intention of employees showed that there is a positive relationship between the two. Waltengus (2019) in his study argued that compensation strategy is extremely important because the adequate compensation strategy contributes to building an efficient and competitive organisation. The poor adjustment of the compensation strategy to the needs of the organisation, human resources and business strategies can destroy the organisation. In few years the organisation can suffer from poor performance and if it does not use the full potential of the employees.

Badu and Chacko (2016) conducted a study to show that organisations that give higher compensation compared to their competitors attract and retain high-quality employees. Employees are satisfied with their compensation if what they receive is matched by the time, energy and effort they offer to their organisation. When workers realise that their efforts exceed their rewards, especially when it comes to pay, dissatisfaction can arise and the intention to quit can arise (Ratten, Ryan & Sagas, 2009). Bibi, Pangil, Johari and Ahmad

(2017) researched to investigate the impact of compensation on employees' retention. The results showed a significant relationship between compensation and employees' retention. In a similar study, Kundu and Lata (2017) investigated the impacts of compensation on staff retention and found a significant relationship between them.

Besides, Osibanjo and Adenji (2014) also found a significant relationship between compensation on employees' retention. Prior studies have also shown that employees propose to leave an organisation when there is a lack of benefits accessible to them in the company in which they work. High employee intention to leave could also be associated with no potential opportunity for advancements or promotions. Employees prefer others working for organisations which may provide them with higher prospects and increased compensation packages (Ratten, Ryan & Sagas, 2009).

Empirical Review

A body of literature has shown that there are several employee retention initiatives implemented at various organisations and these initiatives influence the beliefs, attitudes and intentions of employees. Efforts are made by most organisations to increase the rate of employee retention with arguments that, Employees in the first-place provide the organisation with a competitive advantage. Pangil, Johari and Ahmad (2017) conducted a study to assess the impact of compensation and promotional opportunities on employee retention. 380 questionnaires were disseminated among the faculty members in public higher education institutes in Pakistan and 220 were collected and used for further analysis for the study.

The survey measured compensation, promotional opportunities and employees' retention. The study used a survey to collect data from 220 faculty members working in public sector universities in Pakistan. Out of 220 respondents, 85% were males, remaining 15% were females; 65.5% were lecturers, 28.5% assistant professors; 5% of associated professors and only 1% professors. The data were analysed with Smart PLS version 2.0. The study revealed that compensation had a positive relationship with employees' retention within their organisation. The employees with higher salaries and promotional opportunities had the intention to stay with the institution.

Another study conducted by Khalid and Nawab (2018) also investigated the relationship between compensation and employee retention. Self-administered questionnaires were distributed to first-line and middle - level employees. The study employed two mechanisms for data collection: Primarily, data were collected through a self-administered questionnaire from organisations in Pakistan. Data were also collected through emails. Data were collected utilising convenient sampling. The study revealed that compensation has a direct relationship with employee retention. Thus, the higher the level of compensation, the more resolved the employees were to continue working their organisations.

Another study by Mocheche, Bosire and Raburu (2017) investigated the influence of gender on job satisfaction and retention of secondary school teachers in Kisii using compensation as one of the sources of job satisfaction. The target population of the study consisted of 903 secondary school teachers and a sample of 306 was selected by a stratified sample from all the categories of secondary schools followed by stratification according to gender. Twelve

secondary school principals who were purposively selected participated in the qualitative study.

The study employed an ExPostFacto research design; a mixed-method research approach. Per the study, the qualitative data that was received were analysed using both descriptive and inferential statistics. The findings of the study recommended that the female teachers were more content with their salary levels and hence had higher job satisfaction compared to their male counterparts. The study further recommended that the Teachers' Service Commission should consider recruiting more female teachers given that the female teachers enjoyed a relatively higher job satisfaction and had retention intentions compared to the males.

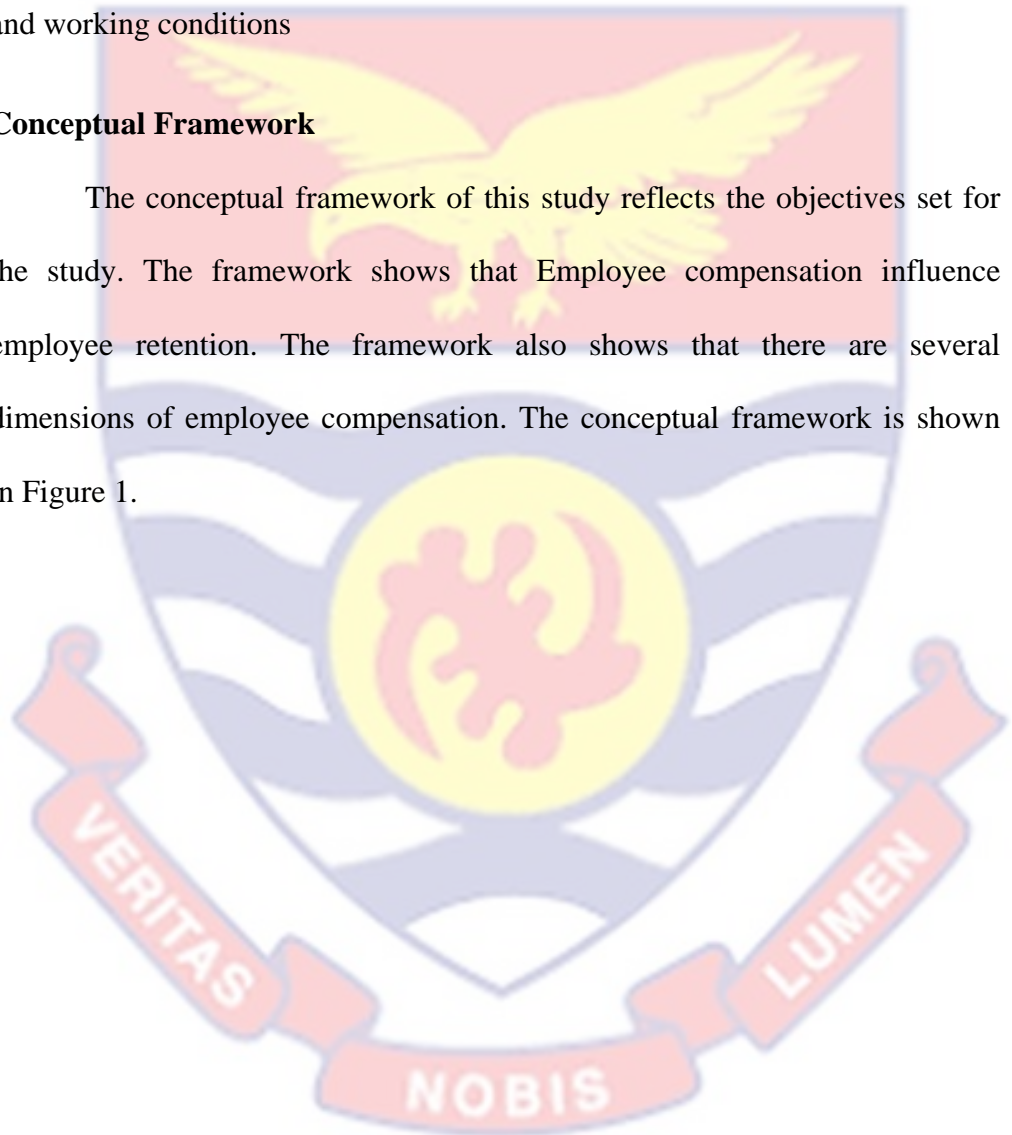
Suleman and Hussain (2018) conducted a study on compensation satisfaction among Secondary School heads; a gender-based- Comparative study. The purpose of the study was to examine and associate the compensation satisfaction of male and female secondary-school heads in Khyber Pakhtunkhwa, Pakistan. The population of the study constituted all the male and female secondary-school heads working in public secondary schools of Khyber Pakhtunkhwa, Pakistan. Per the study, a total sample of 402 secondary-school heads was selected through a multistage sampling technique in which 260 were males and 142 were females.

The study employed the descriptive and quantitative research design. A standardised tool (i.e., "Minnesota Satisfaction Questionnaire" (MSQ)) was used for data collection. For statistical analysis, the study used proper descriptive statistics (i.e., mean and standard deviation) and inferential statistics (i.e., independent sample t-test). The findings showed that there was

no significant difference between the compensation satisfaction of male and female secondary-school heads concerning overall intrinsic as well as extrinsic factors. The study further revealed that secondary-school heads were found dissatisfied with compensation, ability utilisation, advancement, educational policies and practices, creativity, supervision (HR), supervision (technical), and working conditions

Conceptual Framework

The conceptual framework of this study reflects the objectives set for the study. The framework shows that Employee compensation influence employee retention. The framework also shows that there are several dimensions of employee compensation. The conceptual framework is shown in Figure 1.



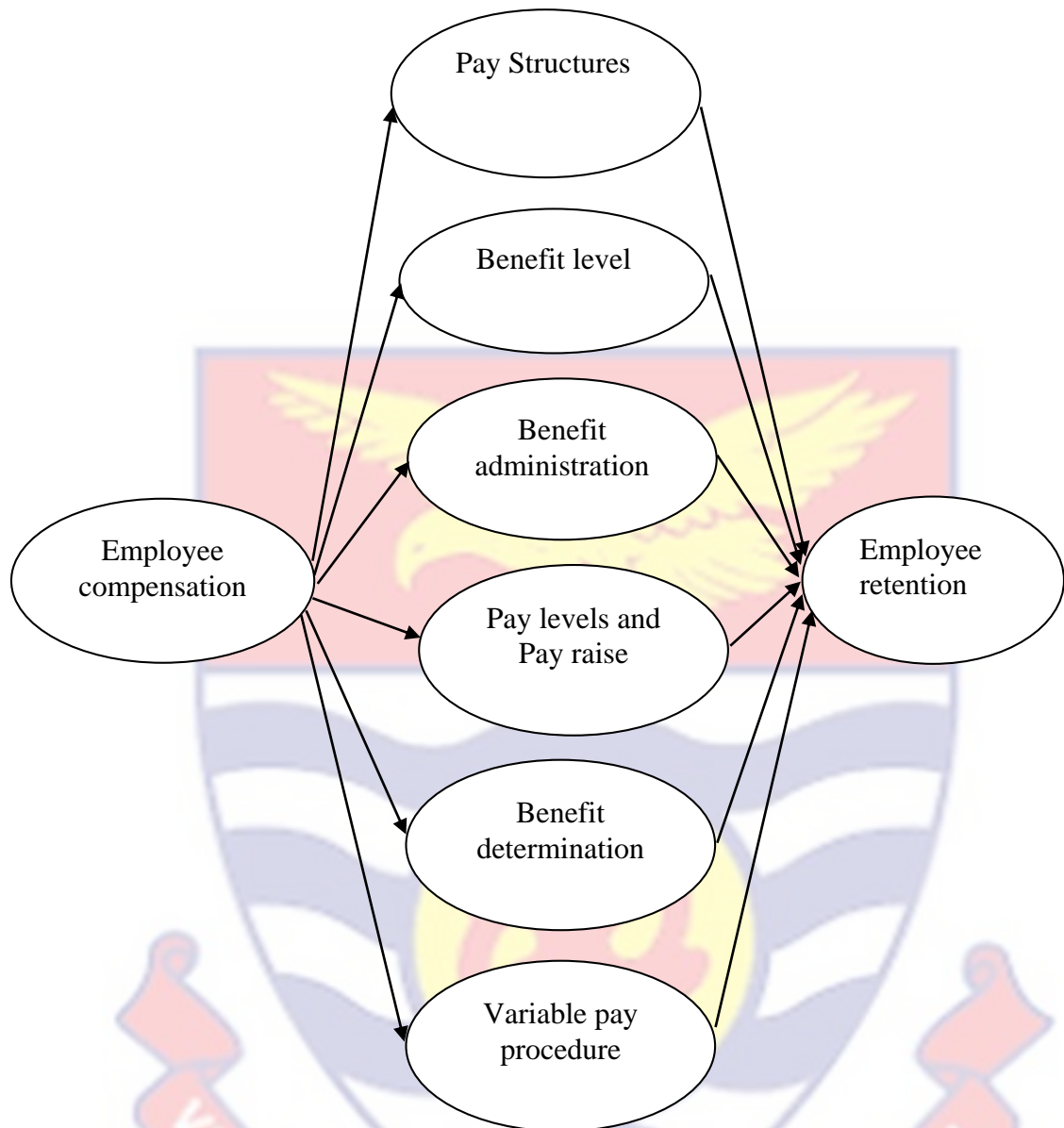


Figure 1: Conceptual Framework

Source: Author's Construction, (2020)

Based on the framework above, dimensions of compensation within various organisations include pay structure, benefits level, benefits administration, pay levels, benefits determination, and variable pay procedure. This study will employ these aspects in determining the effect of compensation on employee retention at the Ghana Education Service, Cape Coast Metropolis. The conceptualisation based on the model, therefore,

hypothesises that employee retention is influenced by the provision of appropriate employee compensation. The framework provides a conceptualisation of the relationship between aspects of compensation and employee retention.

The conceptualisation is not a construct on its own but measuring items of employees' retention through effective and efficient provision of employee compensation. The framework shows that based on the dimensions of providing employee compensation, employees may be satisfied with their job and there will be improved employee retention. As it is perceived that if an employee is motivated, he or she will continue with a task until it is fulfilled (Pinder, 2014). The framework of this study notes that proper compensation of employees can be the reason for which employees' retention at GES, Cape Coast Metropolis will be improved.

Chapter Summary

In sum, the above review showed that there are different dimensions of compensation satisfaction that can be implemented by the management of an organisation to increase employee satisfaction hence their retention. The chapter reviewed the Herzberg Two - Factor Theory and the Equity Theory since most employees preferred and were motivated to work in organisations where opportunities to advance their growth and receive their desired compensations. The empirical studies demonstrated that workers value the need to be offered proper compensation to increase motivation and as such increased employee retention.

Even though the review shows that effective provision of employee compensation and employee retention are positively correlated, this study

sought to find out if some of these claims are valid for this study area since employee compensation and employee retention are based on context. The current study incorporates the findings reported; antecedents used and recommendations made by these researchers to expand the literature on compensation and employees' retention within the educational sector in a Ghanaian context.



CHAPTER THREE

RESEARCH METHODS

Introduction

This section deals with the methodological approach to the primary data collection, analysis and presentation. Research methodology is the general approach the researcher takes in carrying out the research project (Williams, 2007). It describes and analysis methods, throws more light on their limitations and resources, clarify their pre-suppositions and consequences, relating their potentialities to the twilight zone at the frontiers of knowledge (Igwenagu, 2016). The Chapter deals with key issues such as the research design, population, sample and sampling techniques, research approach, research area, instrument, data collection procedure, and data analysis.

Research Approach

The study employed the quantitative research approach based on the nature of the study purpose under consideration, specific, objectives/hypotheses and the nature of the primary data to be collected and analysed. The constructs were by nature measurable and subjectable to statistical manipulation. According to Creswell (2014) quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods, in particular, statistics. Quantitative methods, normally using deductive logic, seek regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through

researcher-introduced stimuli and systematic measurement (Rahman, 2017; Ben-Shlomo, Brookes & Hickman, 2013).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterised as assuming that there is a single “truth” that exists, independent of human perception (Guba & Lincoln, 1994). The quantitative findings are likely to be generalised to a whole population or a sub-population because it involves the larger sample which is randomly selected (Carr, 1994). Some limitations relating to quantitative research approach are that quantitative research approaches take snapshots of a phenomenon: not in-depth, and overlook test-takers’ and testers’ experiences as well as what they mean by something (Rahman, 2017).

Research Design

The study employed the explanatory research design owing to the nature of the scientific enquiry underpinning this study. Thus, being driven by the logic of cause-effect relationship among the variables of interest – compensation (Independent variables), employee retention (Dependent Variable). According to Sigmund Carr, Babin, and Griffin (2013) explanatory design research is conducted in order to identify the extent and nature of cause-and-effect relationships. This study by nature is a causal study. Explanatory studies focus on an analysis of a situation or a specific problem to

explain the patterns of relationships between variables (Creswell, 2014). The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences (Maxwell, 2012). Also informing the decision to approach the study quantitatively is the assertion that the data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships.

Study Unit

The study was conducted in Cape Coast Metropolis, the regional capital of Central Region of Ghana. The Metropolis is bounded to the South by the Gulf of Guinea, to the West by the Komenda Edina Eguafo Abrem Municipality, to the East by the Abura Asebu Kwamankese District, and to the North by the Twifu Heman Lower Denkyira District. It is located on longitude $1^{\circ} 15' W$ and latitude $5^{\circ} 06' N$. It occupies an Area of approximately 122 square kilometres, with the farthest point at Brabedse located about 17 kilometres from Cape Coast, the Central Regional capital. Cape Coast is described as the educational hub of Ghana since formal education in the then Gold Coast, now Ghana, started in Cape Coast. The metropolis boasts of the many finest Public Senior High Schools in Ghana. The study was conducted in Cape Coast metropolis because of its strategic position and influence in the educational sector of this nation. Cape Coast with its impact on the educational sector, the study will help reduce the recent turnover rates in the educational institution such as the Ghana Educational Service (GES) and the constant mobility of these highly skilled employees from GES to other organisations.

Population

According to Leedy and Ormrod, (2010) population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion. The target population included top management, senior staff and junior staff at Ghana Education Service in Cape Coast metropolis. In all, a total population of (106) staff were targeted in the study. Teachers in Cape Coast Metropolis were excluded from the study.

Sampling Procedure

Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Malhotra & Birks, 2007; Bassey, 1995). Before sampling, it is important for the sample size to be determined first. A sample size of 84 was considered and respondents were subsequently made to participate in the study. The sample size was selected based on the sample determination formula by Yamane (1967).

$$n = \frac{N}{[1+N(e)^2]} = \frac{106}{[1+106(0.05)^2]} = \frac{106}{[1.19]} = 83.7945 = 84$$

Where n = sample size; N = sample frame; and e = margin of error. A margin of error of 5% as suggested by Yamane (1967) was applied.

The choice of this sampling formula was necessitated by the fact that it provides the chance for the researcher to meet the sampling requirement [($n > 50 + 8$ (Number of independent variables))] proposed for regression analysis in social science research (Pallat, 2005). Stratified sampling technique was used to select the respondents that were surveyed in the study (Lavrakas, 2008;

Anderson & Fienberg, 1999). This kind of sampling technique is a pre-requisite for predictive studies (Creswell & Clark, 2017; Creswell, 2014; Sikmund, Babin, Carr & Griffin, 2013).

Instrument

Structured questionnaire was used as the main primary data collection instrument in this study. The questionnaire contains close-ended questions. Causal studies are very structured by nature (Maxwell, 2012) thereby demanding structured means of primary data collection. Questionnaire is a formalised set of questions for obtaining information from respondents (Singer & Couper, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are perhaps the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of business organisations (Malhotra & Birks, 2007).

The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The close-ended items employed checklist (a list of behaviour, characteristics or other entities that the researcher is investigating), Likert scale (which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum) dichotomous questions and multiple-choice questions (Trigueros, 2017; Leedy & Ormrod, 2010).

Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. Data analysis is made easier and straight forward when structured questions are used for primary data

gathering. Besides, an easy-to-use questionnaire reduces measurement error and the potential for nonresponse error of the research participant (Boateng & Sekyere, 2018; Singer & Couper, 2017). It also supported the quantitative approach orientation of the research (Guetterman, 2017; Malhotra, 2015).

Compensation scale was also adapted from Williams, Brower, Ford, Williams and Carraher, (2008). This construct had 7 sub-constructs which had 30 items in all. A 5-point Likert scale was used to measure the opinion, attitude and perception of the respondents regarding the items in the compensation. Employee retention was adapted from Van Herpen, Van Praag and Cools, (2005). This scale had 4 items. A 5-point Likert scale was used to measure the opinion, attitude and perception of the respondents regarding the items in the employee retention scale. The questionnaire was made up of three subdivisions. These subdivisions were in line with the specific objectives of this study. Section “A” covered the demographic data of the respondents. Section “B” measured compensation whilst section “C” also measured employee retention.

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. A Cronbach's Alpha of (benefits level= 0.919; pay structure= 0.929; benefits administration= 0.931; pay raise= 0.940; pay level= 0.941; benefits determination= 0.945; variable pay procedure= 0.940; employee retention= 0,945) was recorded for the internal consistency.

Since all the Cronbach’s Alpha values are beyond 0.7, the scale can be considered as being reliable given the selected sample size (Palomo-López, et al., 2020; Ben-Shlomo, Brookes & Hickman, 2013; Pallant, 2005). The results of the reliability test for the variables as presented in Table 1 show that all the constructs are highly reliable in that the results are all greater than the minimum criteria suggested by Pallant, (2005). Table 1 summarises the reliability score for the individual constructs of the study.

Table 1: Reliability Results

No	Construct	Cronbach’s Alpha	No of items
	Benefits level	0.919	4
	Pay structure	0.929	5
	Benefits administration	0.931	6
	Pay raise	0.940	3
	Pay level	0.941	4
	Benefits determination	0.945	3
	Variable pay procedure	0.940	4
	Employee retention	0.945	4

Source: Field survey, (2020)

The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Saunders, Lewis & Thornhill, 2007). It indicates that how well the data collection and data analysis of the research captures the reality being studied (Mohajan 2017). Saunders et al., (2007) further asserted that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be

scrutinised to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literatures supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

Data Collection Procedure

Permission for the data collection exercise at the various departments at GES in Cape Coast Metropolis was sought from the authority of the institution when a letter was issued by the Graduate School of School of Business in University of Cape Coast was sent to their outfit. Permission for the primary data collection was then granted. The sampling frame was then made available to the researcher. This sampling frame was rich in content. The purpose of the study was explained to all participants. Consent of the respondents was sought.

Date for questionnaire distribution to the participants was set on some agreed terms. The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. In all 84 questionnaires were issued to the respondents. All the respondents fully provided the information needed accurately, returned the questionnaires, which thereby led to a 100% response rate. Data gathering exercise was rather time consuming (Boateng & Sekyere, 2018; Ben-Shlomo, Brookes & Hickman, 2013).

Data Processing and Analysis

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr, 2008). The use of analytics requires reducing complex data into meaningful and actionable information (Johnson, Levine, Smith & Stone, 2010). The responses from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS version 25.0) for the analysis. This statistical software is recommended for us in studies in social sciences (Sickmund, 2000).

Inferential statistical technique such as standard multiple regression was conducted on research objective 2 to find out how much variance in the dependent variable (employee retention) is explained by the independent variables (compensation). Pearson product-moment correlation analysis was also done on the research objective 1 to determine the relationship that exists between the independent and dependent variables. Again, T-test was used to analyse research objective 3 and 4 respectively. The findings were chronologically presented on Tables and Figures, which made the interpretation and discussion of the findings easier and straight forward.

Summary

This chapter has provided information as to how the primary data for the study was collected, organised, analysed and presented for further analysis and discussion. This chapter also presented information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study examined the effect of compensation on employee retention at Ghana Education Service in Cape Coast Metropolis. The previous chapter provided information in respect of the research methods employed to gathering, processing and analysing the data in respect of the specific research objectives formulated in this study. This chapter presents information in respect of the results and discussions given cognizance of the findings as dictated by the nature of the specific research objectives. The findings are first summarised in Tables, are then presented and interpreted given cognizance of their practical, theoretical and managerial implications and are finally compared with some empirical postulations in literature.

Demographic Information

The demographic information of the respondents were measured with descriptive statistics of frequency and percentage. These descriptive tools are appropriate for nominal scale items such as the variables that were included in the demographics of the respondents. The findings are presented in Table 3. The demographic information shows most the workers at GES in Cape Coast Metropolis are male (69.0%) whilst the remaining 31.0% are female. This shows that the workforce structure of the GES in Cape Coast Metropolis is male-dominated as is the usual case of many industries in Ghana (Nordensvard, 2014; Darkwah, 2010). Observation of the job position shows majority of the respondents is junior staff (67.9%) whilst the remaining 31.0%

are senior staff. This finding shows the typical structure of a working organisational hierarchy.

Table 2: Demographics

Variable	Option	Frequency	Percentage
Sex	Male	58	69.0%
	Female	26	31.0%
Job position	Senior staff	27	32.1%
	Junior staff	57	67.9%
Education	WASSCE	7	8.3%
	Diploma/HND	27	32.1%
	Degree	28	33.3%
	Masters	20	20.0%
	PhD	1	1.2%
	Others	1	1.2%
Age range	Up to 19 years	1	1.2%
	20-29 years	17	20.2%
	30-39 years	41	48.8%
	40-49 years	21	25.0%
	50-59 years	4	4.8%
	60 years and above	0	0.00%
Working experience	1-5 years	24	28.6%
	6-10 years	26	31.0%
	11-15 years	25	29.8%
	16 years and above	9	10.7%

Source: Field survey, (2020)

The educational background of the respondents shows they are all formally educated with most of them having first degree certificate (33.3%), followed by those with Diploma/HND certificate (32.1%) and then those with second (masters) degree (20.0%). Only 83%, 1.2% has WASSCE and PhD certificates. It makes managerial sense to have found that all the respondents are formally educated because of the very nature of job they are engaged in. However, there are still chunk of the workers who may have to be supported to climb up the academic ladder since only one has PhD. The age range of the staff shows majority of the respondents have 48.8% are between 30-39 years. 25.0% of the respondents are within the 40-49 years whilst 20.2% are in the 20-29 years category.

Most of the respondents have worked in GES for 6-10 years (31.0%), followed by those with 11-15 years working experience and then those with 1-5 years working experience. Only 10.7% have worked for 16 years and above. These workers have enough experience to provide accurate information regarding the interplay of the concepts considered in the context of this study. The working experience of the respondents imply they have relatively longer active working lives ahead which should be channeled for the betterment of GES in particular and Ghana at large.

Common Method Bias

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.138	12.527	12.527	6.138	12.527	12.527

Source: Field survey, (2020)

Common method bias was measured with the Herman’s Single Factor approach and it was discovered there is no threat of common method bias with respect to the collection of the primary data with the structured questionnaire because the % of variance (12.527) is far less than 50% of the total variance (Pangarso, Astuti, Raharjo & Afrianty, 2020; Sreeram, Kesharwani & Desai, 2017).

Test of Normality

Table 4: Descriptives

		Statistic	Std. Error
Employee	Mean	4.1071	0.16477
retention	95% Confidence Interval for Mean	Lower Bound	3.7794
		Upper Bound	4.4349
	5% Trimmed Mean	4.1012	
	Median	4.0000	
	Variance	2.281	
	Std. Deviation	1.51015	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	2.69	
	Skewness	0.075	0.263
	Kurtosis	-0.860	0.520

Source: Field Survey, (2020)

The test of normality for the dependent variable (employee retention) shows that the data is approximately normally distributed since its s-scores for the Skewness (0.2852) and Kurtosis (-1.658) are between -1.96 and 1.96 range (Loperfido, 2020; Kim, 2013).

Table 5: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee retention	.088	84	.159	.971	84	.057

a. Lilliefors Significance Correction

Source: Field survey, (2020)

The Kolmogorov-Smirnov ($p=0.159$: $p>0.05$) and Shapiro-Wilk ($p=0.57$: $p>0.05$) tests (Table 5) shows that the data in respect of employee retention is approximately just normally distributed (Okeniyi, Okeniyi & Atayero, 2020; Aslansefat, Sorokos, Whiting, Kolagari & Papadopoulos, 2020).

Table 6: Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Benefits level	.313	3.190
	Pay structure	.212	4.710
	Pay level	.156	6.412
	Benefit determination	.157	6.358
	Benefit administration	.176	5.666
	Pay raise	.209	4.782
	Variable pay procedure	.134	7.487

Source: Field survey, (2020)

Multi-collinearity was measured with the Variance Inflation Factor [VIF] and the findings are presented in Table 6. According to Kock (2015) to avoid multi-collinearity problem, VIF scores for the predictors should be 5 or lesser. Findings shows benefit determination, variable pay procedure, and pay level violated this assumption but other predictors such as pay raise, pay

structure and benefits level did not violate the assumption of multicollinearity. Benefits administration had approximately just measure of multicollinearity.

Objective 1: Relationship between Compensation and Employee Retention

The study sought to examine the nature of relationship between compensation and retention among workers of the GES in Cape Coast Metropolis. This was analysed with the Pearson product-moment correlation which a typical parametric statistical technique for exploring linear relationship in research (Akoglu, 2018). Composite variables were formed for the respective constructs under consideration in the context of this study. The classification of the correlation results depends on the following cut-off points suggested by Cohen (1988) in that respect: $r = 0.10$ to 0.29 or $r = -0.10$ to -0.29 (Very weak); $r = 0.30$ to 0.49 or $r = -0.30$ to -0.49 (Weak); $r = 0.50$ to 0.69 or $r = -0.50$ to -0.69 (Moderate); $r = 0.70$ to 0.99 or $r = -0.70$ to -0.99 (Large). The findings in respect of the correlation results are presented in Table 7.

Table 7: Correlations Matrix

		Empl oyee retenti on	Benef its level	Pay struct ure	Pay leve l	Benef it deter minat ion	Benef it admin istrati on	Varia ble pay proce dure
Benefits level	Pearson Correlati on Sig. (2- tailed)	.752**	1					

Pay structure	Pearson Correlation	.762**	.793**	1				
	Sig. (2-tailed)	.000	.000					
Pay level	Pearson Correlation	.816**	.728**	.763**	1			
	Sig. (2-tailed)	.000	.000	.000				
Benefit determination	Pearson Correlation	.822**	.715**	.793**	.836**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
Benefit administration	Pearson Correlation	.834**	.748**	.833**	.839**	.779**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
Pay raise	Pearson Correlation	.798**	.756**	.783**	.834**	.767**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
Variable pay procedure	Pearson Correlation	.825**	.729**	.778**	.871**	.904**	.770**	.772**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000

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

Source: Field survey, (2020)

The correlation results prove there is a statistically significant positive strong linear relationship between benefits administration and employee retention at the GES ($r=0.834$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with benefits administration is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher

decrease in employee satisfaction with benefits administration is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis. This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms.

This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with benefits administration is positively associated significantly with increased levels of employee retention (Hatrup, Edward & Funk, 2020) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with benefits administration is not associated with significant positive change in employee retention (Syahresa, Lumbanraja, Dalimunthe & Absah, 2017; Msengeti & Obwogi, 2015).

Moreover, the correlation results prove there is a statistically significant positive strong linear relationship between benefits determination and employee retention at the GES ($r=0.822$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with benefits determination is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with benefits determination is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis. This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms.

This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with benefits determination is positively associated significantly with increased levels of employee retention (Wright & Huang, 2012) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with benefits determination is not associated with significant positive change in employee retention (Geldenhuys, Laba & Venter, 2014; Guthrie, 2001).

Additionally, the correlation results prove there is a statistically significant strong positive linear relationship between variable pay procedure and employee retention at the GES ($r=0.825$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with variable pay procedure is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with variable pay procedure is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis.

This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms. This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with variable pay procedure in compensation system is positively associated significantly with increased levels of employee retention (Bibi, Pangil, Johari & Ahmad, 2017; Yamamoto, 2011).

Furthermore, the correlation results prove there is a statistically significant positive linear relationship between pay level and employee retention at the GES ($r=0.816$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with pay level is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with pay level is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis. This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms.

This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with pay level as part of compensation system is positively associated significantly with increased levels of employee retention (Msengeti & Obwogi, 2015;) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with pay level in compensation system is not associated with significant positive change in employee retention (Syahresa, Lumbanraja, Dalimunthe & Absah, 2017).

More so, the correlation results prove there is a statistically significant positive strong linear relationship between pay raise and employee retention at the GES ($r=0.798$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with pay raise is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with pay raise is associated with a statistically significant higher

decrease in employee retention intention at the GES at the Cape Coast Metropolis. This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms.

This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with pay raise is positively associated significantly with increased levels of employee retention (Rono & Kiptum, 2017; Syahresa, Lumbanraja, Dalimunthe & Absah, 2017) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with pay raise is not associated with significant positive change in employee retention (Moncars, Shao & Kay, 2009).

In similar fashion, the correlation results prove there is a statistically significant positive strong linear relationship between pay structure and employee retention at the GES ($r=0.762$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with pay structure is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with pay structure is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis. This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms.

This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with pay structure is positively associated significantly with increased levels of

employee retention (Osibanjo, Salau & Falola, 2014; Ahmad, Yei & Bujan, 2013) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with pay structure is not associated with significant positive change in employee retention (Oki, 2014; Bryant & Allen, 2013).

Again, the correlation results prove there is a statistically significant positive strong linear relationship between benefits level and employee retention at the GES ($r=0.752$; $p=0.0001$; $p<0.05$). This finding therefore implies that a statistically significant higher increase in employee satisfaction with benefits level is associated with a statistically significant higher increase in employee retention at the GES and a statistically significant higher decrease in employee satisfaction with benefits levels is associated with a statistically significant higher decrease in employee retention intention at the GES at the Cape Coast Metropolis.

This finding does not however signal causality in such relationship they only correlate positively and significantly in statistical terms. This finding goes to support the position of some previous empirical studies that collectively hold the claim that employee satisfaction with benefits level is positively associated significantly with increased levels of employee retention (Anitha, 2016; Yamamoto, 2011) but goes to contradict the empirical position that is being championed by some previous empirical studies that employee satisfaction with benefits level is not associated with significant positive change in employee retention (Terera & Ngirande, 2014).

Objective 2: Effect of Compensation on Employee Retention

Descriptive statistics for employee was assessed before the conduct of the multiple regression analysis. Descriptive statistics of the dependent construct (Employee retention) was measured with the mean and standard deviation because these tools are deemed appropriate for measuring the central tendency and dispersion owing to their unique way of measurement in the context of the study. The findings are presented in Table 8. On a 5-point scale, a mean score of 0-2.5 is considered low, between 2.51 and 3.5 is considered moderate (average) and above 3.51 is considered high (Okorley, 2010). The findings were interpreted based on these criteria.

Table 8: Descriptive Statistics for Employee Retention

Employee retention	Mean	Std. Deviation
My retention is influenced by compensation system	3.8333	1.71340
I enjoy working in GES	4.1190	1.64577
I do not serious consider quitting and finding a job elsewhere	4.2143	1.57596
My will stay in GES for the rest of my life	4.2619	1.58395

Source: Field survey, (2020)

The result in Table 8 shows that respondents have higher levels of retention given the mean scores for all the indicators of employee retention. For instance, it is established that highly agree that their retention is influenced by compensation system at the GES in the Cape Coast Metropolis (M=3.8333; SD=1.71340). Again, the respondents highly agreed that they enjoy working in GES (M=4.1190; SD=1.64577). In similar fashion, the respondents highly agreed that they do not seriously consider quitting and finding jobs elsewhere

($M=4.2143$; $SD=157596$). The respondents highly agreed that they will stay in GES for the rest of their working life.

The overall implication is that workers in the Cape Coast GES have higher tendency to stay and work in the institution owing to the fact that they are highly satisfied with compensation at the said institution. This is an indication of good working of a compensation system that appeals to the needs of employees and thus influences positively the state of retention at the GES in the Cape Coast Metropolis. The finding that shows workers will stay and work for the GES in Cape Coast Metropolis because they are not thinking of quitting to elsewhere contradicts the claim that employees may leave when there are better opportunities elsewhere (Tilahun, 2018; Calvin, 2017).

GES in Cape Coast there may benefit in terms of customers' satisfaction, better service, lower costs, lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency owing to the favourable scores on employee retention in the institution (Sankar, 2015). Management of the GES there should not be worried about employee turnover issues since they respondents have higher levels of retention as disclosed by this study.

Multiple Regression Analysis

In order to assess the effect of compensation satisfaction on employee retention at GES in the Cape Coast Metropolis, a multiple regression technique was employed to that effect. Data transformation was carried out to obtain composite variables that allowed the conduct of holistic analysis due to the second-order nature of the measurement of the predictors.

Table 9: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 ^a	.797	.779	.71024	2.542

a. Predictors: (Constant), variable pay procedure, benefits level, benefit administration, pay raise, pay structure, benefit determination, pay level

b. Dependent Variable: Employee retention

Source: Field survey, (2020)

As part of the assumptions underlying the conduct of multiple regression analysis, it became necessary to examine the assumption of auto-correlation. According to Lewis-Beck & Tien, (2008) the Durblin-Watson indicator should fall between 1.5-2.5 in order to adequately measure auto-correlation. The result therefore shows the assumption of auto-correlation is not violated in the context of this very study, hence the conclusion that the joint relationship between the predictors (measures of compensation satisfaction) and employee retention at the GES in Cape Coast Metropolis is not occasion by natural order but by the scientific interaction among the indicators included in the regression model. Hence, relying on the established nature of association between compensation satisfaction and employee retention at GES in Cape Coast Metropolis to make scientific HR managerial decision in the area of compensation and employee retention is a step in the right direction.

Before assessing the predictive capacity of the model in respect of how changes in employee satisfaction with compensation induces changes in employee retention at the GES in Cape Coast Metropolis, it became imperative to examine the joint correlation between the predictors (Measures of compensation) and employee retention (dependent variable). The study

proves there is a strong positive correlation between the predictors on one hand and employee retention ($r=0.893$). This result therefore signals that higher levels of employee satisfaction with compensation are associated with higher levels of employee retention at the GES in Cape Coast Metropolis.

This does not suggest causation therefore it became necessary to assess the co-efficient of determination. This was used to assess the predictive capacity of the model. The predictive capacity of the model was measured with the r-square value. According to Garson, (2016) the r-square is the most common effect size measure in path models. Hock and Ringle (2006) further prescribed some tentative cut-off points for describing R-square are as follows: thus, r-square results above 0.67 (Substantial effect), 0.33 (Moderate effect) and 0.19 (Weak effect). The R-square value includes the unique variance explained each variable and also that shared (Pallant, 2005).

A closer look at the results shows changes in compensation satisfaction accounts for 79.7% positive variance in employee retention when the effect of other factors not captured in the model are statistically controlled for ($\text{Beta}=0.797$). Thus, other factors not captured in the model but have the potential to predict changes in employee retention at GES in Cape Coast Metropolis could account for 20.3% change in employee retention. The implication is that compensation satisfaction accounts for a substantial increase in the level of employee retention at the GES in Cape Coast Metropolis. However, this claim is not entirely acceptable as the level of significance of the predictive model needs to be assessed before a concrete conclusive statement could be made in respect of the effect of compensation satisfaction on employee retention.

Table 10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	150.948	7	21.564	42.748	.000 ^b
	Residual	38.337	76	.504		
	Total	189.286	83			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Variable pay procedure, benefits level, benefit administration, pay raise, pay structure, benefit determination, pay level

Source: Field survey, (2020)

Observation of the results in Table 10 shows that compensation satisfaction accounts for a statistically significant substantial positive variance in employee retention at GES in Cape Coast Metropolis ($p=0.0001$: $p<0.05$) when the effect of other factors that have potential to predict changes in employee retention are statistically controlled for. It is thus emphatic that compensation satisfaction scientifically causes a significant 79.7% improvement in the level of employee retention at GES in Cape Coast Metropolis.

Relying on the model to make HR managerial decision for GES is thus scientifically justified as the study proves the 79.7% variance in employee retention level at GES in Cape Coast Metropolis as a result of changes in the measures of compensation satisfaction in the predictive model is not due to chance but the scientific interaction among the variables in the model. The aspects of employee retention influenced per the measures of employee retention include the assertions that workers retention is influenced by compensation system, workers enjoy working in GES, workers do not

seriously consider quitting and finding jobs elsewhere, and workers will stay and work in GES for the rest of their lives.

This finding goes to support some previous studies that collectively hold the position that compensation causes significant improvement in employee retention (Waltengus, 2019; Msini, 2019; Khalid & Nawab, 2018; Pangil, Johari & Ahmad, 2017; Asees, 2017; Johennesse & Chou, 2017; Wong, Wan & Gao, 2017; Jauhar, Ting, Rahim & Fareen, 2017; Klonoski, 2016). With reference to the positions of theoretical paradigms of the Hersberg’s Two-Factor Theory and the Equity Theory, the study that confirms the idea championed that compensation system as desirable organisational outcomes including employee retention.

Table 11: Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.047	.259		-.182	.856
	Benefits level	.170	.101	.155	1.684	.096
	Pay structure	-.105	.125	-.095	-.845	.401
	Pay level	.019	.134	.018	.139	.890
	Benefit determination	.208	.130	.208	1.601	.114
	Benefit administration	.423	.143	.362	2.947	.004
	Pay raise	.104	.125	.094	.831	.408
	Variable pay procedure	.229	.141	.230	1.628	.108

a. Dependent Variable: Employee retention

Source: Field survey, (2020)

In order to assess the contributions of the predictors (Measures of compensation satisfaction) to causing the 79.7% statistically significant

positive variance in employee retention at the GES in Cape Coast Metropolis, the coefficient results are relied on to this effect. The reliance on the results is based on two scenarios; standardised beta for purposes of comparison of contributions of the predictors and unstandardised beta for purposes of estimating the regression function (Pallant, 2005). The findings are presented in Table 11.

The findings prove only benefits administration makes a statistically significant strongest unique positive contribution to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis (Beta=0.362; $p=0.004$; $p<0.05$) when the effect of the remaining predictors in the model are statistically controlled for. In unstandardised terms, it is established that a statistically significant unit increase in scores for benefits administration causes 0.423 statistically significant increase in employee satisfaction with benefits administration and a statistically significant unit fall in scores for benefits administration causes 0.423 statistically significant fall in employee satisfaction with benefits administration in GES at Cape Coast Metropolis.

The indicators of benefits administration that collectively formed the construct-benefits administration-which jointly contributed to predicting the significant positive variance in employee retention among workers in GES in Cape Coast Metropolis include the assertions that workers are told about their benefits, workers are satisfied with how benefits programmes are administered, the effectiveness of the compensation that provides their benefits, the efficiency with which benefits are administered as well as the arrangements GES makes for the delivery of workers' benefits. This claim is

supported by some previous empirical studies (Bibi, Pangil, Johari & Ahmad, 2017; Yamamoto, 2011).

On the contrary, the study proves benefits level is an insignificant positive predictor of employee retention in GES at Cape Coast Metropolis (Beta=0.155; $p=0.096$: $p>0.05$). Thus, although benefits level contributes positively to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis, this contribution maybe due to chance and not scientific interaction with other predictors in the model. The scientific interaction of benefits level with the other remaining indicators in the predictive regression model is not significant and therefore reliance benefits level to improve the state of employee retention at GES in Cape Coast Metropolis will not produce that desired economically viable organisational outcome. This finding fails to support the idea that being championed by some previous empirical studies that benefits level is a significant positive predictor of employee retention (Iqbal, Guohao & Akhtar, 2017; Currall, Towler, Judge & Kohn, 2005).

Additionally, the findings show pay level is an insignificant positive predictor of employee retention at GES in Cape Coast Metropolis (Beta=0.018; $p=0.890$: $p>0.05$). The implication there is that, although pay level contributes positively to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis, this contribution maybe due to chance and not scientific interaction with other predictors in the model. The scientific interaction of pay level with the other remaining indicators in the predictive regression model is not significant and therefore reliance pay level to improve the state of employee retention at GES

in Cape Coast Metropolis will not produce that desired economically viable organisational outcome. This finding fails to support the idea that being championed by some previous empirical studies that pay level is a significant positive predictor of employee retention (Jung & Yoon, 2015).

In the same fashion, the findings show benefit determination is an insignificant positive predictor of employee retention at GES in Cape Coast Metropolis (Beta=0.208; $p=0.114$; $p>0.05$). The implication there is that, although benefit determination contributes positively to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis, this contribution maybe due to chance and not scientific interaction with other predictors in the model. The scientific interaction of benefits determination with the other remaining indicators in the predictive regression model is not significant and therefore reliance benefits determination to improve the state of employee retention at GES in Cape Coast Metropolis will not produce that desired economically viable organisational outcome. This finding fails to support the idea that being championed by some previous empirical studies that benefits determination is a significant positive predictor of employee retention (Jung & Yoon, 2015; Moncars, Shao & Kay, 2009).

Moreover, the findings show pay raise is an insignificant positive predictor of employee retention at GES in Cape Coast Metropolis (Beta=0.094; $p=0.408$; $p>0.05$). The implication there is that, although pay contributes positively to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis, this contribution maybe due to chance and not scientific interaction with other predictors in the model.

The scientific interaction of employee satisfaction with pay raise with the other remaining indicators in the predictive regression model is not significant and therefore reliance pay raise to improve the state of employee retention at GES in Cape Coast Metropolis will not produce that desired managerially and economically viable organisational outcome. This finding fails to support the idea that being championed by some previous empirical studies that pay raise is a significant positive predictor of employee retention (Sinha & Sinha, 2012; Irshad & Afridi, 2007; Min, 2007).

Finally, the findings show variable pay procedure is an insignificant positive predictor of employee retention at GES in Cape Coast Metropolis (Beta=0.230; $p=0.108$: $p>0.05$). The implication there is that, although variable pay procedure contributes positively to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis, this contribution maybe due to chance and not scientific interaction with other predictors in the model. The scientific interaction of employee satisfaction with variable pay procedure with the other remaining indicators in the predictive regression model is not significant and therefore reliance benefits level to improve the state of employee retention at GES in Cape Coast Metropolis will not produce that desired economically viable organisational outcome. This finding fails to support the idea that being championed by some previous empirical studies that employee satisfaction with variable pay procedure is a significant positive predictor of employee retention (Rono & Kiptum, 2017; Syahresa, Lumbanraja, Dalimunthe & Absah, 2017; Moncars, Shao & Kay, 2009).

However, the study proves pay structure is an insignificant negative predictor of employee retention among workers in GES in Cape Coast Metropolis (Beta=-0.095; p=0.401: p>0.05). The implication of this finding is that state of employee satisfaction with pay structure has the potential to reduce the state of employee retention at GES in Cape Coast Metropolis. This assertion is informed by the fact that the contributions of pay structure to predicting the 79.7% significant positive variance in employee retention at GES in Cape Coast Metropolis is negative but since it is adjudged not significant, one cannot emphatically claim relying on satisfaction with pay structure at GES in Cape Coast Metropolis will actually cause scientifically significant change in the level of employee retention.

This finding contradicts the claim that pay structure is a significant positive predictor of employee retention (Jung & Yoon, 2015; Bryant & Allen, 2013; Dockel, Basson & Coetsee, 2006; Lum, Kervin, Clark, Reid & Sirola, 1998). Mathematically, the estimated regression function is based on this predictive model is therefore given as follows: Employee retention = (0.423*benefit administration).

Objective 3: Test of Difference on Employee Retention for Male and Female Staff

The study further sought to examine if there is difference in employee retention for female workers and male workers at GES in Cape Coast Metropolis. The findings are presented in Tables 12 and 13.

Table 12: Group Statistics

	Gender of respondents	N	Mean	Std. Deviation	Std. Error Mean
Employee retention	Male	58	4.2069	1.50302	.19736
	Female	26	3.8846	1.53172	.30039

Source: Field survey, (2020)

The group statistics as shown in Table 12 shows that male workers (M=4.2069; SD=1.50302) have greater chance of remaining in GES in Cape Coast Metropolis than their counter-parts female workers (M=3.8846; SD=1.53172). However, there is the need to check the state of significance of this difference in retention between male workers and female workers of GES in Cape Coast Metropolis.

Table 13: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee retention	Equal variances assumed	.055	.816	.90	82	.369	.3222	.3568	-.3875	1.032
	Equal variances not assumed			.89	47	.374	.3222	.3594	-.4006	1.045

Source: Field survey, (2020)

An independent-samples t-test was conducted to compare the employee retention scores for male workers and female workers at GES in

Cape Coast Metropolis. Since the Levene's Test for equality of variance was not violated ($p=0.816$: $p>0.05$), Equal variances assumed line was used to determine the level of significance in the change of employee retention for male workers and female workers at GES in Cape Coast Metropolis. The results proves there is no significant difference in scores on employee retention for male workers and female workers ($M=4.2069$; $SD=1.50302$) and female workers [$M=3.8846$; $SD=1.53172$; $t(82)=0.903$, $p=0.369$: $p>0.05$].

The magnitude of the differences in the means was very small (eta squared=0.0098). It thus shows that only 0.98.46% of the variance in employee retention is explained by sex. Eta-squared values were calculated based on the recommendations offered by Cohen, (1988). The guidelines (proposed by Cohen, 1988) for interpreting this value are: 0.01=small effect, 0.06=moderate effect, 0.14=large effect. Derivation of the eta-squared was based on this proposed formula by Cohen, (As cited in Pallant, 2005): $t^2/t^2(N1+N2-2)$.

The implication of this finding is that the level of employee retention for female staff and male staff in GES in Cape Coast Metropolis is the same because there is no statistically significant difference in score for employee retention for these different categories of sexes. Thus, sex does not play any crucial role in influencing the level of employee retention among workers in GES in Cape Coast Metropolis. This finding contradicts the position being perpetuated by some previous empirical studies that there is a statistically significant difference in employee retention for male staff and female staff in public sector employment (Rabovsky & Lee, 2018; Bishu & Alkadry, 2017).

Objective 4: Test of Difference Compensation Satisfaction for Male and Female Staff

The study further sought to examine if there is difference in employee compensation satisfaction for female workers and male workers at GES in Cape Coast Metropolis. The findings are presented in Tables 14 and 15.

Table 14: Group Statistics

	Gender of respondents	N	Mean	Std. Deviation	Std. Error Mean
Compensation satisfaction	Male	58	4.0937	1.19430	.15682
	Female	26	3.7908	1.46177	.28668

Source: Field survey, (2020)

The group statistics as shown in Table 14 shows that male workers (M=4.0937; SD=1.19430) are more satisfied with the compensation system at GES in Cape Coast Metropolis than their counter-parts female workers (M=3.7908; SD=1.46177). However, there is the need to check the state of significance of this difference in compensation satisfaction between male workers and female workers of GES in Cape Coast Metropolis.

Table 15: Independent Samples Test

Levene's Test for Equality of Variances		t-test for Equality of Means			
F	Sig.	T	df	Sig. (2-tailed)	95% Confidence Interval of the Difference
					Std. Error Mean Difference

									Lower	Upper
Compensation satisfaction	Equal variances assumed	3.077	.083	1.0	82	.320	.3029	.3025	-	.9047
	not assumed			.01			.7	.2	.2988	.7
										.3
	Equal variances assumed			.92	40	.359	.3029	.3267	-	.9630
	not assumed			.7	606		.7	.7	.3571	.8
										.4

Source: Field survey, (2020)

An independent-samples t-test was conducted to compare the employee compensation satisfaction scores for male workers and female workers at GES in Cape Coast Metropolis. Since the Levene's Test for equality of variance was not violated ($p=0.083$; $p>0.05$), Equal variances assumed line was used to determine the level of significance in the change of employee satisfaction with compensation for male workers and female workers at GES in Cape Coast Metropolis. The results proves there is no significant difference in scores for male workers and female workers ($M=4.0937$; $SD=1.19430$) and female workers [$M=3.7908$; $SD=1.46177$; $t(82)=1.001$, $p=0.320$; $p>0.05$].

The magnitude of the differences in the means was very small (eta squared=0.0121). It thus shows that only 1.21% of the variance in employee compensation satisfaction is explained by sex. Eta-squared values were calculated based on the recommendations offered by Cohen, (1988). The guidelines (proposed by Cohen, 1988) for interpreting this value are: 0.01=small effect, 0.06=moderate effect, 0.14=large effect. Derivation of the eta-squared was based on this proposed formula by Cohen, (As cited in Pallant, 2005): $t^2/t^2(N1+N2-2)$.

The implication of this finding is that the level of compensation satisfaction for female staff and male staff in GES in Cape Coast Metropolis is the same because there is no statistically significant difference in score for compensation satisfaction for these different categories of sexes. Thus, sex does not play any crucial role in influencing the level of compensation satisfaction among workers in GES in Cape Coast Metropolis. This finding contradicts the position being perpetuated by some previous empirical studies that there is a statistically significant difference in compensation satisfaction for male staff and female staff in public sector employment (Chukwusa, 2020; Pepra-Mansah, Adjei & Agyei, 2017; Seay, 2014).

For instance, the study contradicts that claim that female workers derive job satisfaction more than male workers irrespective of inequality in the amount of compensation given (Pepra-Mansah, Adjei & Agyei, 2017; Mocheche, Bosire & Raburu, 2017). It however, supports that claim that gender is not significantly related to salary (Bibi, Pangil, Johari & Ahmad, 2017; Darrah, Houglund & Prince, 2014; Ratten, Ryan & Sagas, 2009).

Other Significant Findings

Test of Difference in Compensation Satisfaction for Senior and Junior Staff

The study further sought to examine if there is difference in employee satisfaction for compensation for junior staff and senior staff at GES in Cape Coast Metropolis. The findings are presented in Tables 16 and 17.

Table 16: Group Statistics

	Job position	N	Mean	Std. Deviation	Std. Error Mean
Compensation satisfaction	Junior staff	57	4.1525	1.23547	.16364
	Senior staff	27	3.6779	1.34112	.25810

Source: Field survey, (2020)

The group statistics as shown in Table 16 shows that junior staff (M=4.1525; SD=1.23547) are more satisfied with their compensation in GES in Cape Coast Metropolis than their counter-parts senior staff (M=3.6779; SD=1.34112). However, there is the need to check the state of significance of this difference in employee compensation satisfaction between junior staff and senior staff of GES in Cape Coast Metropolis.

Table 17: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Compensation satisfaction	on assumed equal variances	.873	.353	1.600	82	.113	.47464	.29669	-1.0646	1.0646

satisf	Equal	1.5	47.	.127	.4746	.3056	-	1.089
action	variances	53	538		4	0	.1399	25
	not							7
	assumed							

Source: Field survey, (2020)

An independent-samples t-test was conducted to compare the employee compensation satisfaction scores for senior staff and junior staff at GES in Cape Coast Metropolis. Since the Levene's Test for equality of variance was not violated ($p=0.353$; $p>0.05$), Equal variances assumed line was used to determine the level of significance in the change of employee compensation satisfaction for junior and senior staff at GES in Cape Coast Metropolis. The results proves there is a no statistically significant difference in scores in employee compensation satisfaction for junior staff ($M=4.1525$; $SD=1.23547$) and junior staff [$M=3.6779$; $SD=1.34112$; $t(82)=1.600$, $p=0.113$; $p>05$].

The magnitude of the differences in the means was very small (eta squared= 0.0296). It thus shows that only 2.96% of the variance in employee compensation satisfaction at GES in Cape Coast Metropolis is explained by job position. Eta-squared values were calculated based on the recommendations offered by Cohen, (1988). The guidelines (proposed by Cohen, 1988) for interpreting this value are: 0.01 =small effect, 0.06 =moderate effect, 0.14 =large effect. Derivation of the eta-squared was based on this proposed formula by Cohen, (As cited in Pallant, 2005): $t^2/t^2(N1+N2-2)$.

The implication of this finding is that the level of compensation satisfaction for junior staff and senior staff in GES in Cape Coast Metropolis is the same because there is no statistically significant difference in score for

compensation satisfaction for these different categories of job portfolios. Thus, job position fails to play any crucial role in influencing the level of compensation satisfaction among workers in GES in Cape Coast Metropolis.

Test of Difference in Employee Retention for Senior Staff and Junior Staff

The study further sought to examine if there is difference in employee retention for junior staff and senior staff at GES in Cape Coast Metropolis. The findings are presented in Tables 18 and 19.

Table 18: Group Statistics

				Std.	Std. Error
	Job Position	N	Mean	Deviation	Mean
Employee retention	Junior staff	57	4.3333	1.49801	.19842
	Senior staff	27	3.6296	1.44842	.27875

Source: Field survey, (2020)

The group statistics as shown in Table 18 shows that junior staff (M=4.3333; SD=1.49801) have higher tendency to remain and work for GES in Cape Coast Metropolis than their counter-parts senior staff (M=3.6296; SD=1.44842). However, there is the need to check the state of significance of this difference in employee retention between junior staff and senior staff of GES in Cape Coast Metropolis.

Table 19: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee retention	Equal variances assumed	.212	.647	2.0	82	.045	.7037	.3463	.0147	1.39269
	Equal variances not assumed			2.0	52.576	.045	.7037	.34210	.01735	1.39006

Source: Field survey, (2020)

An independent-samples t-test was conducted to compare the employee retention scores for senior staff and junior staff at GES in Cape Coast Metropolis. Since the Levene's Test for equality of variance was not violated ($p=0.647$; $p>0.05$), Equal variances assumed line was used to determine the level of significance in the change of employee retention for junior and senior staff at GES in Cape Coast Metropolis. The results proves there is a statistically significant difference in scores in employee retention for junior staff ($M=3.6296$; $SD=1.44842$) and junior staff [$M=4.3333$; $SD=1.49801$; $t(82)=2.032$, $p=0.045$; $p<0.05$].

The magnitude of the differences in the means was very small (eta squared=0.0479). It thus shows that only 4.79% of the variance in employee retention at GES in Cape Coast Metropolis is explained by job position. Eta-squared values were calculated based on the recommendations offered by Cohen, (1988). The guidelines (proposed by Cohen, 1988) for interpreting this value are: 0.01=small effect, 0.06=moderate effect, 0.14=large effect. Derivation of the eta-squared was based on this proposed formula by Cohen, (As cited in Pallant, 2005): $t^2/t^2(N1+N2-2)$.

The implication of this finding is that junior staff in GES have higher statistically significant tendency to stay and work in GES in Cape Coast Metropolis than senior staff in the same public institution. This therefore means per the possibility of occurrence of voluntary turnover, senior staff at the GES in Cape Coast Metropolis is likely to quit their jobs compared to that of the case of junior staff. Compared to the state of employee satisfaction with compensation, it was found that both staff categories have same level of compensation satisfaction and therefore this difference in employee retention cannot be associated to compensation system in GES in Cape Coast Metropolis. Studies should be conducted to examine why this is the case in GES in Cape Coast Metropolis.

Chapter Summary

The chapter has provided information concerning the findings of the study as dictated by the nature of the specific research objectives pursued. The study proves there are statistically significant positive strong linear correlations between the components of employee compensation and retention among workers in GES in Cape Coast Metropolis. Compensation accounts for

a statistically substantial positive variance in employee retention at GES in Cape Coast Metropolis. Only benefits administration is a significant positive predictor of employee retention. There is no statistically significant difference in compensation satisfaction and employee retention for male staff and female staff in GES in Cape Coast Metropolis. Junior staffs have higher level of retention significantly than that of senior staff in the GES in Cape Coast Metropolis.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study examined the effect of compensation on employee retention at Ghana Education Service in Cape Coast Metropolis. The previous chapter provided information relating to the findings based on the specific research objective and discussions made with reference to managerial implication and empirical position linkages. This chapter provides information regarding the summary of the key findings, conclusions drawn on the specific objectives and recommendations offered based on the findings in respect of the specific research objectives.

Summary of the Study

This study provided relevant information regarding the background of the study, statement of the problem, purpose of the study, research questions, and significance of the study, delimitation and organisation of the study. The essence of this introductory section is to provide enough information and clue to all stakeholders as to what the entire study is about and how subsequent chapters could be developed. Also, the research reviewed the Hersberg Two - Factor Theory and the Equity Theory since most employees preferred and were motivated to work in organisations where opportunities to advance their growth and receive their desired compensations. The empirical studies demonstrated that workers value the need to be offered proper compensation to increase motivation and as such increased employee retention.

This investigation sought to find out if some of these claims are valid for this study area since employee compensation and employee retention are

based on context. However, the current study incorporated the findings recounted; previous circumstances used and references made by these investigators to increase the literature on compensation and employees' retention within the educational sector in a Ghanaian context. Again, the research provided evidence as to how the primary data for the study was collected, organised, analysed and presented for further analysis and discussion. It also offered information on the design of the study and scientific research approach employed in relations to approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

Summary of Key Findings

The first specific research objective sought to examine the nature of relationship between the components of compensation satisfaction in the compensation system and employee retention at the GES. The study proves there is a statistically significant positive strong linear relationship between benefits administration and employee retention at the GES. Moreover, there is a statistically significant positive strong linear relationship between benefits determination and employee retention at the GES. Additionally, the correlation results prove there is a statistically significant strong positive linear relationship between variable pay procedure and employee retention at the GES. In similar fashion, there are statistically significant positive strong correlations between pay levels and employee retention, pay raise and employee retention, pay structure and employee retention and between benefits level and employee retention at the GES in Cape Coast Metropolis.

The second specific research objective assessed the effect of compensation satisfaction on employee retention in GES in Cape Coast

Metropolis. The study proves there is a statistically significant strong positive joint correlation between the predictors (Measures of employee satisfaction with compensation system) and employee retention. The predictive analysis shows compensation satisfaction accounts for a statistically significant substantial positive variance in employee retention at GES in Cape Coast Metropolis when the effect of other factors that have potential to predict changes in employee retention are statistically controlled for. Thus, other factors not captured in the model but have the potential to predict changes in employee retention at GES in Cape Coast Metropolis could account for 20.3% change in employee retention. With respect to the contributions of the predictors to causing the 79.7% significant positive variance in employee retention at the GES in Cape Coast Metropolis, the study proves only benefits administration is a significant positive predictor of employee retention at the GES in Cape Coast Metropolis. Benefits level, pay level, benefits determination, pay raise and variable pay procedure are adjudged insignificant positive predictors of employee retention at the GES in Cape Coast Metropolis. However, pay structure is adjudged an insignificant negative predictor of employee retention at the GES in Cape Coast Metropolis.

The third objective sought to examine the difference in employee retention for male staff and female staff at the GES in Cape Coast Metropolis. The results prove there is no significant difference in scores on employee retention for male workers and female workers and female workers. The effect size analysis shows only 0.98.46% of the variance in employee retention is explained by sex. The fourth specific research objective sought to assess the difference in employee compensation satisfaction for male and female staff at

the GES in Cape Coast Metropolis. The results prove there is no significant difference in scores for male workers and female workers. The magnitude of the differences in the means was very small ($\eta^2=0.0121$). It thus shows that only 1.21% of the variance in employee compensation satisfaction is explained by sex. Other significant analyses were also made in respect of test of difference. The study further sought to examine if there is difference in employee satisfaction for compensation for junior staff and senior staff at GES in Cape Coast Metropolis. The results prove there is a no statistically significant difference in scores in employee compensation satisfaction for junior staff and junior staff. The magnitude of the differences in the means was very small ($\eta^2=0.0296$). It thus shows that only 2.96% of the variance in employee compensation satisfaction at GES in Cape Coast Metropolis is explained by job position.

The fourth objective further sought to examine if there is difference in employee retention for junior staff and senior staff at GES in Cape Coast Metropolis. The results prove there is a statistically significant difference in scores in employee retention for junior staff and junior staff. The magnitude of the differences in the means was very small ($\eta^2=0.0479$). It thus shows that only 4.79% of the variance in employee retention at GES in Cape Coast Metropolis is explained by job position.

Conclusions

The study proves there are statistically significant positive strong linear correlations between the components of employee compensation and retention among workers in GES in Cape Coast Metropolis. Compensation accounts for a statistically substantial positive variance in employee retention at GES in

Cape Coast Metropolis. Only benefits administration is a significant positive predictor of employee retention. There is no statistically significant difference in compensation satisfaction and employee retention for male staff and female staff in GES in Cape Coast Metropolis. Junior staffs have higher level of retention significantly than that of senior staff in the GES in Cape Coast Metropolis. In all, the research fulfilled its aim as it was solely conducted on the administrative staffs of GES; this has helped to fill the research gap that exists in this area of literature. Again, the study revealed that compensation positively influence retention of employees at GES which is a proof that employee turnover at GES in the Cape coast metropolis will be less.

Recommendations

The study recommends some specific practically viable HR-oriented managerial solutions based on the findings of the study. This is done in respect of the specific research objectives considered in the study.

1. On the grounds that there exists a disparity between compensation and retention at GES, the study recommended that that management of GES, particularly those responsible for managing the human resource should put in place measures that collectively affect positively in an efficient manner the conditions affecting the implementation of measures of compensation system including benefits level, pay structure, pay level, benefit determination, benefits administration, pay raise and variable procedure so as to produce a statistically significant positive improvement in employee retention among employees in GES in the Cape Coast Metropolis. Again, proper compensation policy that respects the tenets of the compensation system measured in the context

of this study as well as making resources available for effective implementation of the compensation system is therefore called for so as to improve the possibility of employee retention at GES in Cape Coast Metropolis. The study further proves compensation system at the Ghana Education Service in Cape Coast Metropolis accounts for a statistically significant substantial positive variance in employee retention and therefore it is recommended for management of Ghana Education Service should continue the usage of the current compensation system as measured in the context of study if they are to induce significant substantial positive improvement in the level of employee retention among workers in the Ghana Education Service.

2. It is also recommended that special preference should be placed on measures of benefits administration because it is the only factor that actually in a significant way contributed positively to predicting the 79.7% change in employee retention at GES in Cape Coast Metropolis. HR management of GES must therefore stress on improving the conditions of the measures of benefits administration such as telling workers about their benefits, enhancing the effectiveness of administration of benefits programmes, enhancing the efficiency with which benefits are administered as well as improving the effectiveness of making arrangements for delivery of workers' benefits.
3. There is the need for serious re-engineering of the implementation of pay structure because the study proved that this construct has the potential to reduce the level of employee retention at GES in Cape Coast Metropolis. Special emphasis should be placed on improving the

conditions that affect the effective implementation of a good pay structure particularly considering pay of other jobs in GES, differences in pay among jobs in GES, the pay differences between jobs at different organisational level and the pay differences between employees' job and jobs one level below theirs in the pay hierarchy.

4. Based on the difference in male and female retention the research has recommended that making compensation decisions to improve the state of employee retention at GES in Cape Coast Metropolis should not be fashioned around gender-orientation. Thus, the nature of compensation system being implemented by the GES should treat both female staff and male staff equally because if differential compensation system based on sex is implemented, it would not in any way cause differences in improvement of employee retention for male staff and female staff in GES, particularly those working in Cape Coast Metropolis. On the other hand, special consideration of job status in designing compensation system to improve the state of employee retention because the study proves junior staff are more likely to be retained compared to senior staff in GES in Cape Coast Metropolis. Since junior staff have higher retention than that of senior staff in GES, differential compensation is recommended in this respect because seniority is often dependent of educational qualification, working experience, special performance exhibition and so forth, hence the need for consideration of these factors in determining compensation packages for senior staff so as to improve their level of retention at the GES.

Suggestions for Further Studies

Further studies should be conducted in other public institutions across the country so as to assess the effect of compensation satisfaction on employee retention because the time and financial resource available to the researcher couldn't afford such study to be conducted.



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APPENDIX A

Dear respondent,

The objective of this study is to assess the **effect of compensation on employee retention on Ghana Education Service, Cape Coast Metropolis.**

I, therefore, appeal to you to answer the following questions as cordially as possible. No form of identity will be disclosed and the information will be used for purely academic purposes.

Thank you in advance for your cooperation.

SECTION A: PERSONAL DATA

These statements are about you. Kindly tick in the box the answer that best describes your response in each of the states.

1. Sex: a. Male b. Female
2. Job position: a. Senior staff b. Junior staff
3. Education: a. WASSCE b. Diploma/HND c. Degree d. Masters
e. PhD f. Others
4. Age(years) of respondent: a. Up to 19 years b. 20-29 years c. 30-39 years
d. 40-49 years f. 50-59 years g. 60 year and above
5. Working experience: a. 1-5years b. 6-10years c. 11-15years
d. 16 years and above

SECTION 'B': BENEFIT ADMINISTRATION

6. The following statements **identify the level of employees' satisfaction with GES' benefit administration.** Please indicate the extent to which you are satisfied by ticking [] one number of each item.;

1- *Not at all satisfied*; 2-*Slightly satisfied*; 3-*Moderately satisfied*; 4-
Satisfied; 5-*Highly satisfied*

s/n	Statement	1	2	3	4	5
1.	What I am told about my benefits					
2.	The information I receive about my benefits					
3.	How the benefits program is administered					
4.	The effectiveness of the system that provides my benefits					
5.	The arrangements GES has made for the delivery of my benefits					
6.	The efficiency with which my benefits are provided					

SECTION 'C': PAY STRUCTURE

7. The following statements **identify the level of employees' satisfaction with GES' pay structure**. Please indicate the extent to which you are satisfied by ticking [$\sqrt{\quad}$] one number of each item.;
Not at all satisfied; 2-*Slightly satisfied*; 3-*Moderately satisfied*; 4-
Satisfied; 5-*Highly satisfied*

s/n	Statement	1	2	3	4	5
1.	Pay of other jobs at GES					
2.	Differences in pay among jobs at GES					
3.	The pay differences between my job and job one level above mine in the pay hierarchy					
4.	The pay differences between jobs at different					

	organisational levels					
5.	The pay differences between my job and jobs one level below mine in the pay hierarchy.					

SECTION ‘D’: PAY LEVEL

8. The following statements measure the employee’s level of satisfaction with his or her Pay level. Please indicate the extent to which you are satisfied by ticking [√] one number of each item.;

Not at all satisfied; 2-Slightly satisfied; 3-Moderately satisfied; 4-Satisfied; 5-Highly satisfied

s/n	Statement	1	2	3	4	5
1.	My take home pay					
2.	My current salary					
3.	My overall level of pay					
4.	Size of my current salary					

SECTION ‘E’: BENEFIT DETERMINATION

9. The following statements measure the level of employee’s satisfaction with GES’ benefit determination. Please indicate the extent to which you are satisfied by ticking [√] one number of each item.;

Not at all satisfied; 2-Slightly satisfied; 3-Moderately satisfied; 4-Satisfied; 5-Highly satisfied

s/n	Statement	1	2	3	4	5
1.	The say I have in the benefits I receive					
2.	Employee involvement in benefit planning					
3.	The choice employees have in the benefits they receive					

Section ‘F’: PAY RAISE

10. The following statements are associated with **the level of employee’s satisfaction with his/her Pay Raise**. Please indicate the extent to which you agree to each statement by ticking [√] one number of each item.;

Not at all satisfied; 2-Slightly satisfied; 3-Moderately satisfied; 4-Satisfied; 5-Highly satisfied

s/n	Statement	1	2	3	4	5	6	7
1.	The size of my most recent raise							
2.	The size of raises I have typically received in the past							
3.	How many raises are determined							

SECTION ‘G’: VARIABLE PAY PROCEDURE

11. The following statements **measure the level of employee’s satisfaction with the GES’ variable pay procedure**. Please indicate the extent to which you are satisfied by ticking [√] one number of each item.;

Not at all satisfied; 2-Slightly satisfied; 3-Moderately satisfied; 4-Satisfied; 5-Highly satisfied

s/n	Statement	1	2	3	4	5	6	7
12.	The procedures used in determining what a fair market pay rate is for my job							
13.	The way bonuses, incentives, and commissions are used in this organisation							
14.	The procedures and criteria used in determining forms of pay such as bonuses, incentives, and commissions							
15.	The effectiveness of the system that provides my benefits							
16.	The arrangements my organisation has made for the delivery of my benefits							

SECTION ‘H’: Employee Retention

12. The following statements measure the **level of employee retention intention**. Please indicate the extent to which you are agree by ticking [√] one number of each item;

1-Not at all agree; 2-Slightly agree; 3-Moderately agree; 4-Agree; 5-Highly agree

s/n	Statement	1	2	3	4	5
1.	My retention is influenced by compensation system					
2.	I enjoy working in GES					
3.	I do not seriously consider quitting and finding a job elsewhere					
4.	I will stay in GES for the rest of my life					

Thank you for participating

