

UNIVERSITY OF CAPE COAST

EMPLOYEE MOTIVATION AND RETENTION: A CASE OF THREE
SELECTED DISTRICT ASSEMBLIES IN VOLTA REGION

BY

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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 this work has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

Name: Daniel Ladzagla

Supervisor's Declaration

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

Supervisor's Signature: Date.....

Name: Professor F.O Boachie-Mensah

ABSTRACT

In recent years, service organisations have instituted various mechanisms to ensure “long stay” of employees in the organisations. These strategies are targeted at employee’s intrinsic and extrinsic drive in order to ensure that employees stay in the organization for long time. These motivational packages includes: work-family support, good employee-employer relation, reward and recognition systems, and training and career enhancement opportunities. While extent studies exist in the private sector, little empirical studies have investigated the relationship between motivation strategies and employee loyalty (retention) in the public sector. This study therefore investigated the extent to which motivational packages influence staff decision to remain in the organization. Using quantitative survey design, the study employed convenience sampling technique to sample 250 respondents from three selected district assemblies in Volta region of Ghana. Descriptive and regression analysis were performed to achieve the study result. The study result found a positive effect of employee motivation on employee retention. Specifically, the study found a significant effect of work-family support, employee-employer relation, reward and recognition, training and career enhancement, on employee retention. However, the study did not find any relationship between self-empowerment and employee retention. The study further recommends that management of District Assemblies in Volta region must improve their relationship with employees, intensify their reward and recognition systems in order to improve employee commitment and loyalty in the public sector.

KEY WORDS

ANOVA	Analysis of Variance
CFA	Confirmatory Factor Analysis
MMDAs	Metropolitan Municipal and District Assemblies
DA	District Assemblies
EFA	Exploratory Factor Analysis
ER	Employee Retention
SPSS	Statistical Package for Social Sciences
SD	Standard Deviation

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DEDICATION

To my Father Mr. Dickson Doh Ladzagla and my Mother Madam Victoria

Ablane Agbeko of blessed memory

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CHAPTER ONE

INTRODUCTION

Background to the Study

Extant investigations in the area of employee retention have focused on identifying organizational practices that contribute to employee retention. Study of Döckel (2003) identified a set of specific motivation factors that may influence staff retention. Döckel (2003) identified factor such as compensation schemes, job characteristics, training and development opportunities, supervisor support, career opportunities, work–life balance initiatives and organizational commitment. Indeed, further studies have provided evidence that these employee motivation factors contribute to reduced voluntary turnover, lower intentions to leave, and more committed employees (Ferreira, 2012; Morrow, 2011). Indeed, the relationship between these two important areas “motivation and retention” remain an essential research area in contemporary changing business environment. This study investigates the extent to which motivational strategies of district assemblies in Volta region influence employee decision to stay in the organisation.

Globally, the major concern for every firm is the capacity to attract, engage and retain the right quality and quantity of employees (Aguenza & Som, 2012) who are considered as the backbone and lifeline of the organisation. This is because the development of the organisation depends on the quality and quantity of its personnel. One way to ensure that quality personnel stay in the organisation is to determine carefully consider how motivated the workers are to remain relevant and productive to the organisation (Al-Aamri, 2010). One major retention strategies for

contemporary organisation is a well-designed and effectively implemented motivation system (Aguenza & Som, 2012).

Robin and DeCenzo (1995) defined motivation as “the willingness to exert high level of effort to reach organisational goals, conditioned by the effort’s ability to satisfy some individual needs”. Motivation is of great significance to the organisation, because employees with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Milapo, 2001). In the context of motivation, the need of the employee is what the individual values and wants to achieve; the need is the basic foundation of motivational framework.

If an employee is devoid of a need then it is impossible to motivate him/her to perform any task (Gupta & Srivastava, 2007). In the view of Halepota (2005) motivation is crucial for organisations to function; without motivation, employees will not put up their best and the organisation’s performance would be less efficient. Motivated workers are more dedicated to the organisation. They have job satisfaction and, as a result of this, they work more productively (Osterloh, Bruno & Frost, 2001).

The research of Döckel (2003) identified a set of specific motivational factors that may influence staff retention. These include factors such as compensation (monetary and non-monetary rewards); job characteristics (skill variety and job autonomy); training and development opportunities (formal development activities provided by the organisation); supervisor support (recognition by and feedback from supervisors to employees); career opportunities (internal and external career options an employee may have); work–life balance (employee's ability to meet both work and family

commitments); and organizational commitment (employee's emotional attachment to, identification with, and involvement in the organisation).

Employees who are well motivated become satisfied with their job. Ali and Ahmad (2011) noted that job satisfaction can be provided either through intrinsic or extrinsic form of motivations as noted by Döckel (2003). Employee motivation either intrinsically or extrinsically is sometimes complicated because it depends on individual's needs, aspirations and other core values. Therefore, when employees lack motivation, they tend to resort to anti-work behaviors such as absenteeism, negligence of duty, late coming, failure to meet deadlines and display of frustration. Employees who cannot cope with the extent of frustration would eventually leave.

Considering rising interest in employee motivation, employee retention has also become a significant activity to the development and the accomplishment of the organisation's goal and objectives (Reichheld, 2001). Employee retention is a voluntary move by an organisation to create an environment which engages employees for a long term (Chaminade, 2007). In other words, turnover intentions are the employee's desire or willingness to leave an organization (Bouckenhooghe, Raja & Butt, 2013). The decision of the organization to keep employees involves series of processes through encouraging personnel to remain with the organisation for the maximum period. The debate on staff retention is equally persuasive. Andrew Carnegie, the famous industrialist of 19th century, commented, "Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these, but leave me my key employees, and in two or three years, I will have them all again" (Gupta & Srivastava, 2007).

Motivating employees to remain in the organization has several benefits for the organisation. Importantly, motivated employees who remain in the organisation result in high employee satisfaction, better-service, low cost (Reichheld, 2001), positive word-of-mouth, higher productivity and higher efficiency of employees. Other scholars such as Döckel (2003) and Ferreira (2012) noted well-implemented motivation strategies contribute to reduced voluntary turnover, lower intentions to leave and more committed employees. Contrarily, unstable workforce conditions eventually force an organisation to invest in recruitment, orientation, and training new recruits. Torrington, Hall and Taylor (2005) agreed that high turnover rates are symptoms of poorly managed organisations. He suggested that people are dissatisfied with their jobs or with their employer and would prefer to work elsewhere.

In order to encourage employees to remain in the organisation, it is important to address a number of issues: enhance employee motivation, make employee satisfied with their job, fair remuneration, job security and increasing their job-related well-being in general (Jaa, 2010). Maximum level of motivation will allow employee to meet their personal and social needs, thus, remain in the organisation. In contemporary public sector reform, local government managers adopt a new public management philosophy to improve the efficiency and effectiveness of public sector management (Bradley & Parker, 2001; Teo, Ahmad & Rodwell, 2003).

In this context, institutions establish and maintain a complete fair treatment of all employees to foster a positive, consistent and reassuring work environment. Senior management and immediate supervisors also demonstrate own sense of commitment to the organisation and employees to foster good

working environment. A philosophical understanding here is that employee motivation and retention require total commitment from both employees and management.

Human resources policies that treat employees in a basically acceptable manner and provide working conditions that allow employees to do their jobs in a reasonable manner can be a motivation for employees to remain. In essence, if an organisation is not able to meet the needs of its employees, they will not retain their services. To improve the efficiency and effectiveness, and to meet its future challenges, it is important that managers find ways to create a workplace environment that is attractive and creates a passion for employees. Given the rising concern about staff retention and the increased importance attached to employee motivation and retention, this study investigate the effect of motivational packages on employee retention. This study is important as it seeks to justify the relevance and extent of employee motivation and retention taking insight from some selected district assemblies in Volta region of Ghana.

Statement of the Problem

Employee motivation and retention has become a very serious issue for many states and government institutions (Ferreira, 2012). Every organisation depends on its employees to achieve its goals. The culture of employment has, however, changed drastically and employees are now changing jobs at the least opportunity. In the past employees could stay at one working environment throughout the active working period of their lifecycle. However, in today's working environment, employees needs have become so broad that any better conditions of service at any working place will make them leave current job.

Organisations suffer a lot when employees leave the organisation most importantly the high performance employees. Even single demotivated core employees in an organisation can lead to low productivity in the organisation (Ghandhi & Kang, 2011). An organisation has to be aware of what motivates and satisfies the employees at work, in order to stimulate them to perform their jobs as best as possible and to remain in the organization (Bassy, 2002). This study, therefore, sought to contribute to empirical understanding on how organisations can marshal their limited resources to motivate and retain employees.

Motivation is complex to comprehend, thus placing awareness that several factors influence employee's retention in a government institution (Bradley & Parker, 2001). In government institutions, employees differ in issues regarding their needs, background, expectations, ambitions and other individual characteristics (Kontoghiorghes & Bryant, 2004). Institutions are therefore in a dilemma regarding how to find a strategy to motivate and retain all these employees. This is because what motivates one worker will not definitely motivate the other employee within the same company. A more thorough assessment of an employee's reasons for leaving their last job remains limited in literature. Also, several scholars highlighted how relatively little is known about public sector employee motivation (Frank & Lewis, 2004; Gould-Williams, 2007; Wright, 2001). This research would make a much needed contribution to public sector motivational research.

Attention in local government institutions has been shifted more towards achievement of organisational goals rather than personnel management and development (Sarpong & Maclean, 2015). A cursory view of the

performance of employees in Districts assemblies in general, has not been encouraging to meet the desired objectives in totality. There is general perception of low commitment of public sector workers which result in consistent labour unrest. The phenomenon, which is observed across all labour fronts and unions in most African countries, including Ghana, implies that there is more to be done, through high employee commitment and performance. In the view of the researcher, a decision to of a public sector employee to retain in the organisation towards the achievement of the mission of that state institution can be related to proper motivation strategies

With the foreknowledge regarding the research gaps identified, the researcher sought to explore further whether district assemblies in Volta region have motivational packages. The study sought to investigate further how effective are the motivational packages and the extent to which motivation packages influence the decision of staff to remain in the organisation.

General Objective

To address the gaps, the study sought to investigate the influence of employee motivation strategies on Employee Retention in three (3) selected district assemblies in Volta Region.

Specific Objectives

Specifically, the researcher sought to achieve the following objectives.

1. Identify motivational packages available at the District Assemblies (DAs) in Volta Region

2. Examine the employees perception towards motivation packages at DAs in Volta region
3. Assess the influence of employee motivation on employee retention at DAs in Volta region

Research Questions

To achieve the research objectives, the researcher therefore seeks to ask the following questions

1. What motivational packages are available at DAs in Volta region?
2. How do employees perceive motivation packages at DAs in Volta region?
3. To what extent does employee motivation influence employee retention in DAs in Volta region?

Study Hypotheses

H1: Work-family support significantly influence employee retention at DAs in Volta Region

H2: Employee-employer relation significantly influence employee retention at DAs in Volta Region

H3: Training and career enhancement opportunities significantly influence employee retention at DAs in Volta Region.

H4: Reward and recognition systems significantly influence employee retention at DAs in Volta Region.

H5: Self-empowerment significantly influence employee retention at DAs in Volta Region

H6: Employee motivation (composite) significantly influence employee retention

Significance of the Study

The study derives its significance from empirical and practical levels. At the empirical level, this study contributes to support future research in the area of employee motivation and retention particularly in strategic guidance for district assemblies. From the practical perspective, this study provides new perspective to the solutions and evidence on the usefulness of motivation and retention of productive employees.

Limitation of the Study

Despite the contributions of this study to knowledge, the study has some limitations. The study used a quantitative research approach and a simple random sampling. This means that the researcher will not be able to cover all management and administrative personnel, thus excluding other workers units within the Assembly. However, the limitations mentioned will not affect the results of the study in anyway.

Justification of the Study

As has been stated earlier, effective staff motivation and retention were a key aim of management and development strategies and policies for institutions especially public institutions. Reduced turnover gives an organization more stability, which pleases employer, employees and clients alike. A satisfied workforce reflects positive attitude towards others. They in

turn will reflect a positive attitude towards clients thus generating higher satisfaction scores which grows the revenue of the organisation (Smith, 2004). It could also be found out that salary and fringe benefit were necessary but not usually sufficient condition to attract, motivate and retain personnel in public offices.

The recommendation of this study would help the management of public institutions to motivate retain their staff fairly well. It was also intended to offer solution to the turnover that was affecting productivity in the Public Service of Ghana especially District Assemblies.

Operational Definition of Terms

Motivation: for this study motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

Retention: Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project.

Private Sector: The private sector encompasses all for-profit businesses that are not owned or operated by the government. The part of the economy that is not state controlled, and is run by individuals and companies for profit.

Delimitation

The study covers three selected Districts Assemblies (DAs) located in the Volta region of Ghana. This study is limited to the effect of work motivation on employee retention. The study will also consider issues such as availability and perception of employees on motivational packages and the effect on motivational packages on employee's retention. The study is also

focused on the senior and junior staff of the DAs in Volta region. The emphasis on contextually constitutes a major strength for this study but this can be a limitation regarding generalisability of the result. The result of this study can only be generalisable to the organisation area studied and other institutions that share similar characteristics with the DAs used for this study.

Organisation of the Study

The study was organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, objectives, the scope and limitations of the study. Chapter two deals with literature review. The section reviews various definitions, concepts and relationship of the concepts. The second phase of this chapter will also review some empirical studies and diverse arguments advanced on the issue under study. The Final phase will discuss conceptual framework on the relationships between employee motivation and employee retention.

Chapter three discusses the research methodology of the study. This chapter explains and justifies the research paradigm under which the methods for the study were selected. It also covers sources of data, sampling techniques and the instrumentation. The study population and the scope of the study are explained in addition to the data gathering procedure and ethical considerations.

Chapter four presents findings from the study together with the discussions using Statistical Package for Social Science (SPSS); this enables readers to follow the connection between the objectives of the study and research questions, the literature review, theoretical framework and the responses from respondents. This chapter will also provide the basis for

interpretation of research findings order to make recommendations and consider future avenues for the research.

The last chapter summarises and concludes the entire study. The necessary recommendations are made from the findings to inform policy action and directives to ensure proper motivation strategies to support MMDAs and other private organisation. This chapter also summarises the entire process, draws conclusions and recommendations for policy and further research

Chapter Summary

Motivation has become an important strategic tool for 21st century organisations. This chapter provided general introductory background to the study. The problem statement, objective and research significance has also been discussed in this study. The chapter concluded with how the entire chapters of the study were organized.

CHAPTER TWO

LITERATURE REVIEW

Introduction

It is recalled that the study sought to investigate the effect of motivational package on employee retention. The previous section of the research report discussed the general background, research problems and objectives. This section of the study presents literature relevant to the study. The chapter reviews some theoretical underpinnings of motivation. The Chapter also discusses concepts of motivation, employee retention and the relationship employee motivation and retention. The Chapter concludes with some empirical review and a conceptual framework of the study. The main reason for covering this chapter is to enhance the understanding of the main theories involved in the study and to answer the research questions.

Theoretical Review

Herzberg's Two Factor Theory

Herzberg's (1959) two-factor theory as cited in Bassett-Jones and Lloyd (2005) provided a theoretical background for this study. Herzberg studied various factors relating to the job and their relation to employee motivation and concluded that they can be divided into hygiene factors and motivational factors (Saleem, Mahmood & Mahmood, 2010). Herzberg advanced that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work, which Herzberg called "motivators". These intrinsic variables include achievement,

recognition, the work itself, responsibility, advancement, and growth. Sarpong and Maclean (2015) noted that, the absence of motivational factors may not result in dissatisfaction, but their presence is likely to motivate employees.

Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although does not motivate employees, nevertheless, they must be present in the workplace to make employees happy. Hygiene factors, which relate to the work setting and not the content of the work, include adequate wages, comfortable and safe working conditions, fair company policies, and job security (Van Herpen, Pennings & Maulenberg, 2003). Dissatisfiers also represent policies, salary, co-worker relationships, and supervisory styles (Bassett-Jones & Lloyd, 2005). Study has noted that salary and security, two of the hygiene factors identified by Herzberg, which is relevant to satisfy the physiological and security needs identified by Abraham Maslow in his theory of needs (Sarpong & Maclean, 2015).

Herzberg (1959), as cited in Bassett-Jones and Lloyd (2005), argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. However, motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear & Sutherland, 2001; Maertz & Griffeth, 2004) have, however, revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organisations.

Frederick Herzberg's (1959) two factor theory also known as motivation-hygiene theory proposes a dual continuum: hygiene factors which are essential towards maintaining a standard level of satisfaction among employees. The theory explains the factors that motivate employees by identifying their individual needs and desires. The dissatisfaction factors are called "hygiene" and the satisfaction factors are "motivators" (Wright, 2003).

Table 1 present the summary of Herzberg's two factor theory of motivation

Table 1: *Herzberg's Motivation and Hygiene Factor*

Satisfiers	Dissatisfies
Achievements	Company Policy
Recognition	Supervision
Work itself	Salary
Responsibility	Work Condition
Advancement	Interpersonal relations
Growth	Status
	Job security
	Personal life

Adopted from: Herzberg et al. (1959)

From table 1, Herzberg et al. (1959) noted the categorised the motivation factors into satisfiers and dissatisfies. The implication of Herzberg two factor theory to the study is that directors and management of institutions should not rely only on intrinsic variables (satisfiers) to motivate and influence employee to retain in the organisation; rather, a combination of both intrinsic and extrinsic factors should be considered as an effective retention strategy.

In relation to this study, the researcher conceptualise that when organisations institute these essential motivation elements based on the needs and wants of the employees at the Assemblies, they will be motivated.

Therefore, when employees are much motivated, they are more likely to stay in the organisation than to leave the organisation in search of better work conditions and other motivational factors. This theory is the basis or the core theory that underpins this study.

Equity Theory

Different theories have been used to explain the relationship between employee motivation and retention, especially in the public sector. The Equity theory is one of the common theories that have gained varied considerations in contemporary literature on employee motivation and retention. The Equity theory basically explains the perception employees have about how they are being treated, as compared with others.

In this context, Equity involves feelings and perceptions and is always a comparative phenomenon. However, the Equity theory is not synonymous with equality, which means treating everyone the same. According to Naydenova (2013), an individual on employee-employer relationship evaluates not only the benefits and rewards he or she receives and whether the inputs given to the organisation is in balance with the output received by other employees inside and outside the employing organisation. Adams (1965), however, agreed with this assertion and indicated that an attempt to correct the equity tension is the source of one's motivation.

As suggested by Adams (1965), there are two forms of equity. Distributive equity which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others. Procedural equity or Procedural justice, which is concerned with

the perceptions employees have about the fairness with which organisation procedures in such areas as performance appraisal, promotion and discipline are being operated.

Whenever there is inequity in the rewards that employees of similar class and categories receive, employees who feel cheated may consider exiting from the situation (Robbins, 2009). However, employees who see fairness and equity in the input-output balance will be more motivated. Motivated employees in this regard will enhance their commitment and performance levels. Motivated employees feel as having a strategic partnership with the organization and their commitment and loyalty will increase from day to day.

Concept of Motivation

Motivation is one of the central considerations in every human resource department. According to Ghandhi and Keng (2011), employee effort or superior performance should be reasonably rewarded and should be duly acknowledged. According to Daft and Noe (2001), motivation represents the force either within or outside to a person that energises, directs, and maintains the behavior of a person. Daft and Noe further advanced that an individual's motivation influences enthusiasm, directs energy towards an outcome, and maintains behavior even when the behaviour does not immediately result in a reward or the work environment makes it difficult to perform the behaviour. Motivation refers to force that cause people to behave in certain ways which they may not behave under their normal condition.

According to Anne and Barry (2005), motivation refers to the amount of effort that an individual puts into doing something. Motivation is the

psychological process that gives behavior purpose and direction. Gable and Harmon-Jones (2008) agreed by saying that motivation is a psychological forces that determine the direction of a person's behavior in an organization; a person's level of effort and a person's level of persistence in the face of obstacles.

Motivation represents the entire classes of drives, desires, needs wishes and similar forces that drives and induce the subordinates to act in a desired manner. Employee's motivation to work consists of all the drives, forces, and influences conscious or unconscious that causes the employee to want to achieve certain aims. According to Kanungo and Mendonca (1996), motivation is a basic psychological process which explains why employees behave the way they do in the workplace. To Anne and Barry (2005), employees are motivated, in part, by the need to earn a living and partly by human needs for job satisfaction, security of tenure, the respect of colleagues, and so on.

Robbins (2009), however, observed that motivation is the willingness to exert high levels of effort towards organisational goals, conditioned by the effort's ability to satisfy some individual need. To Daft and Noe (2001), intrinsic motivations are the satisfaction a person receives while performing a particular action. Whenever employees are able to complete their task, they acquire some pleasant feeling of accomplishment, and fulfillment of a personal mission. Extrinsic motivation, on the other hand, is giving by another person as a result of completion of a task or good performance.

The research of Döckel (2003) identified a set of specific factors that may influence staff retention. These include factors such as compensation

(monetary and non-monetary rewards); job characteristics (skill variety and job autonomy); training and development opportunities (formal development activities provided by the organisation); supervisor support (recognition by and feedback from supervisors to employees); career opportunities (internal and external career options an employee may have); work–life balance (employee's ability to meet both work and family commitments); and organisational commitment (employee's emotional attachment to, identification with, and involvement in the organisation).

Research has provided evidence that retention factor such as motivation contribute to reduced voluntary turnover, lower intentions to leave, enhanced productivity, more committed and satisfied employees and the effective management of retention practices (Döckel, 2003; Ferreira, 2012; João, 2010; Kraimer, Seibert, Wayne, Liden & Bravo, 2011; Morrow, 2011). High motivation leads to high morale and greater production. According to Hackett, Kuronen, Mathies and Kresal (2003), motivation is very important for an organization because of the following reasons: Every concern requires physical, financial and human resources to accomplish the goals. A motivated employee gives his/her best to the organisation. A sound motivation system in organisation should have the following features (Ghandhi & Keng, 2011).

Organisations motivate their employees to contribute their quota to the success of the organisation. Whenever employees are highly motivated, they tend to direct their energies towards meeting organisational goals and to display such optimum levels of performance. According to Ghandhi and Keng (2011), a sound motivation system must be correlated to organisation goals. Managers, directors and employers must understand and identify the

motivators for each employee. A sound motivation should encourage supportive supervision whereby the supervisors share their views and experiences with their subordinate, listen to the subordinate's views, and assist the subordinates in performing the designed jobs. Government as an employer needs to know about the factors that create motivation in order to be able to induce employees to work harder, more efficiently and enthusiastic.

Employee Turnover

Due to the diversity in the nature of employees, they are being motivated under different conditions. According to Badawy (1988), employee needs are the keys to motivation and needs initiates and guide the individual's action until the goals that generated them are reached. Employees who are well motivated by their work are highly satisfied. When employees are satisfied they become well committed and remain with the organization for a long time. However, when employee needs are met, it can prevent staff turnover and increase retention. Especially, in developing countries where the struggle for food, clothing and shelter is still of paramount importance, the motivation for employees to work at a particular place still centers on the need for survival and security.

Conversely, when the organisation's motivation effort declines, the employee begins to look for another workplace for a possible recruitment. Over the years, different scholars have put forward various definitions of labour turnover from diverse schools of thought. Labour turnover is also relation between the number of persons joining an organisation and those due to resignations, retirements, or retrenchment to the average number of the

payroll. Labour turnover measures the number of employees leaving a particular workplace and their replacement.

Cascio (1989) defines turnover as any permanent departure beyond organisational boundaries. He argues that turnover could be classified as controllable and uncontrollable. Controllable turnover, according to his definition, is “voluntary” by the employee while uncontrollable turnover is “involuntary” which may be due to any of the following factors: retirements, deaths or transfers. He further classified turnover as functional, where in this case employees departure produces a benefit for the organisation or dysfunctional, where the departing employee is someone the organisation would like to retain. Labour turnover is a common index of labour performance and it provides information about the ratio of leavers to the average numbers employed during the course of the year.

Labour turnover imposes cost and other complication on the organization and that they are keen to avoid whenever there are signals of employee turnover. Indeed, a certain degree of labour turnover may be desirable, since it creates opportunities to introduce wider experience and new ideas to the organisation as well as providing career development opportunities for existing workers. Milkivich and Boudreau (1994) making contribution on labour turnover on organization, argued that, employee turnover ha important impact on any organization since it affects the efficiency of the retained workforce they continued by suggesting that human resource managers need to manage this aspect of labour more carefully. Employee turnover is basically caused by various factors.

A number of factors have been advanced to explain the reason employees leave one organisation for the other. Abassi and Hollman (2000) highlight some of these reasons such as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Senya (2000) attributed the very high rate of labour turnover in most organisations in developing countries to the following factors: lack of job security, limited education and skills and poor condition of service. These are, however, paramount in most public institutions in Ghana where employees are interested in the extrinsic rewards that the intrinsic rewards. Generally, it is a very difficult task for employers and managers of public institutions to clearly identify the factors that influence and motivate employees.

According to Aguenza and Som (2012), employees leave their job when their personal status does not match with the job, no growth opportunities, lack of appreciation, lack of trust and no support and coordination among co-workers, seniors and management, Stress from overload and work life imbalance, compensation strategies not implemented properly, when there is a new job offer. Employees may leave their jobs when there is no job security, promotion, training and development opportunities, growth opportunities, lack of trust and no support and coordination among co-workers, work life imbalance. Morrice (2008 p.739) further attributed high labour turnover in an organisation to adverse consequences of poor recruitment and selection exercise. He noted that not only does this lead to increased direct cost, but it have a disruptive effect on the use of managerial time.

Chartered Institute of Personnel and Development (CIPD, 2004), noted employees resign for many reasons. Sometimes it may be the attraction of a new job or the prospect of a period outside the workforce, which “pulls” them, on the other occasions, they are “pushed” due to dissatisfaction in their present jobs to seek alternative employment. They continue that sometimes it may be a mixture of both pull and push factors.

However, these factors can either be intrinsic or extrinsic; therefore, employers must understand these dimensions of the causes of labour turnover and institute appropriate motivation packages to promote employee retention. A strategy should be adopted to acquire, utilise and retain the organization’s human resource base. This should be done to get the right people; with the right skills, in the right numbers, in the right places, at the right time and at the right cost. According to (CIPD, 2004), the use of exit interviews are widespread, yet they are notoriously unreliable, particularly when conducted by someone who may later be asked to write a reference for the departing employee.

Employee Retention

The rapidly increasing competition in various markets has urged organizations to focus on their employee and ensure their retention at workplace (Hanaysha, 2016). Chaminade (2007) defined Retention as a voluntary move by an organisation to create an environment which engages employees for a long term. According to Sue (2001), employee retention is the effort by an organisation to keep members of staff that they want and not lose them from the organisation, for whatever reason, but especially to competitors.

Zineldin (2000) opined that retention is an obligation to continue to do business or exchange with a particular company on an on-going basis. Samuel and Chipunza (2009) noted that, the main aim of any retention is to beset the loss of competent staff from exiting the firm which may affect the firm productivity and profit. In every organization, staff retention represents a conscious attempt to encourage employees to remain with the organization for the maximum period of time.

Organisational retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile working environment. Empirical studies, such as Stovel and Bontis, (2002), have shown that employees, on average, switch employers every six years. Indeed several staff retention policies efficiently managed in an integrated manner: organisational culture, strategy, pay and benefits philosophy, and career development systems.

Samuel and Chipunza (2009) observed that the main purpose of retention is to prevent the loss of competent employees from leaving the organization, as this could have adverse effect on productivity and profitability. This situation, however, demands that management should identify the reason/s for this frequent change of employment by employees. Once this reason(s) has been identified, management can then device retention strategies that will help in keeping essential employees for a rather longer tenure. In this context, Sue (2001) observed that employee retention is synonymous to employee motivation. A motivated employee will be satisfied and, therefore, more productive and more likely to stay within the organisation

for a long time. Therefore, a key issue to address when looking to retain employee is to reward them both intrinsically and extrinsically.

According to Smith (2004), successful organizations realize employee retention and talent management are integral to sustaining their leadership and growth. Smith asserts that becoming an employer of choice by attracting, hiring and retaining high caliber employees in today's labour market are the things that challenge organization to manage talents and skill at all levels in the organization. In both private and public organizations, they need to attract good people, use them effectively and reward them so it can keep the staff it wants. It costs money to keep them but failing to deal with employee retention can potentially affect the, service delivery and financial performance. In a public institution as a service delivery organization, people tend to lose their trust in the organization and its integrity suffers

Sahoo, Behera and Tripathy (2010) demonstrated that an employee who is committed to his or her job and career has less intention to take leave or quit, tend to feel satisfied about the job, and has higher intrinsic motivation. Additionally, employees with greater level organisational commitments are likely to recommend others to their organization and become part of its members (Sahoo, et al., 2010). All of these benefits have made organizational commitment worthy of attention.

William and Werther (1996) argued that reward as what employees receive in exchange for their contributions to the organization. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If

employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available.

Effect of Employee Retention

Retention is not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train. But the need of retaining employees is more important to retain talented employees from getting poached. There are many factors which show the importance of the employee retention. Employees retention attain benefits such as customers satisfaction, better service, lower costs (Reichheld, 1995) lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency (Zineldin, 2000).

While functional turnover (that is, bad performers leave, good performers stay) can help reduce suboptimal organizational performance (Stovel & Bontis, 2002) high turnover can be detrimental to the organization's productivity. Whenever an employee leaves the organization, he/she takes with him the valuable information about the organization, the current projects and also the past history of its competitors to the new employer. Taking vital information about the organization is however is risky.

On the other hand, Abassi and Hollman (2000) argue that dysfunctional turnover (that is, good performers leave, bad performers stay) damages the organization through decreased innovation, delayed services, improper implementation of new programmes and degenerated productivity. Such activities can radically affect the ability of organizations to prosper in

today's competitive economy, leaving even the most ambitious organizations unable to succeed due to their inability to retain the right employees (Stovel & Bontis, 2002).

When an employee leaves the organization, customer services are interrupted. When an employee leaves the organization suddenly, the relationships that the employee has built for the organization are suffered and could lead to loss of vital contact with potential customers and clients. The turnover also results in the loss of business patronage and relationships, and can even jeopardize the realization of organizational goals. In most scenarios in public institutions in Ghana, one employee turnover has multiple effects where many more turnovers. This is because, when an employee terminates from the organization, the effect is felt throughout the organization where co-workers are often required to pick up the slack. The unspoken negativity from the one who has been terminated often intensifies for the remaining staff.

By maintaining higher employee retention rates, the employer can motivate potentially talented employees to join the organization by creating a secured environment. The good amount of time is lost in hiring a new employee and then training him/her which indulges loss of the company directly which many a time goes unnoticed.

Measures to Promote Employee Retention in the Public Sector

Recognition and rewards

According to D'Amour (2012), one of the keys to avoiding turnover is to make rewards count. Rewards are to be immediate, appropriate, and personal. Every person has different reason for working in a particular

organization. Whatever your personal reason for working, the bottom line, however, is that almost everyone works for money. Some employees within the public or private sector work because of the physical reward that they will receive, while others work because of non-monetary rewards. The reward that they are promised communicates to them how much the organization values their contributions.

Literature has strongly supported the recognition of good performance increasing job satisfaction (Choi, 2007; 1994; Peiperl & Jones, 2001; Akerloff & Yellen 1990). According to Van Dyne, Graham and Dienesch and Werther (1996) reward should be what employees receive in exchange for their contributions to the organization. Reward could come in the form of salary, promotion, bonuses and other incentives. Fair reward is very critical of any successful firms that recruits and retains committed workers. Without the fair living wage, organizations especially the public institutions, risk losing their best talent of staff to other better paying employers in the private sector.

Ideally, employees need to be recognized for their accomplishments in the workplace. In most organizations the feeling of under-recognition is the most pervasive feeling in the workplace. Provide a great deal of personal and team recognition (Carney, 1998). Recognize achievements with memos, mentions in staff meetings or articles in the newspapers (Rosenstreich, et al., 1997). Higginbotham and Romero (1997) stated that high salaries are not important, but “good” and “fair” salaries showed a strong correlation with intention to remain, indicating that as long as the compensation is competitive, financial rewards are not the primary factor in retention Kochanski and Ledford (2001) support this testimonial, which indicated that the actual level

of pay is less important than feelings about pay raises and the process used to administer them.

In 2011, Accenture in Ireland conducted a survey about the level of recognition that employees receive for doing a good job at work, and found 63% who have no plans of leaving are satisfied with their recognition, while 24% are not satisfied with the recognition of the organizations (Globoforce, 2011). Given these numerous results, organizations should seek changes to improve their strategies like to eliminate favoritism, recognize more than just the elite, and value employees for more than their work.

Private institutions are becoming increasingly creative, and less conservative, in coming up with benefits and service to attract and retain employees. But, in spite of the number of creative options available to aid employee retention, institutions cannot afford to forget the basics. Employees should be asked for input on their most desirable form of recognition. Use what employees say when it comes to reward for performance.

Training and career enhancement

Every employee in any organization wants to progress while he remains on the job. To retain employees, departments must offer career advancement opportunities. Departments failing to offer employees career opportunities, room for advancement and enhancement of skills and knowledge may find it difficult to retain qualified employees (Taylor, 1997). Generally, promoting from within is one of the proven methods of employee retention. When an employee realizes a sense of progress and development in

their chosen career, there is opportunity for capacity building and development.

Employees gain much assurance that the organization is grooming them for bigger tasks. This sense for promotion and career progress motivates an individual employee to continue to stay in the organization (International Research Survey, 2005). The critical issue here is that employees must be opened to training and career enhancement opportunities in the organization. Training personnel is a way to show that the organization respects them and wants them to grow for higher challenge. HR departments must make an investment in the employee by offering training.

By offering career development opportunities, employers can help employees enhance their employability in the internal and external labor market (Gunsolley, Yeung, Butler & Waldrop, 2001) and develop their own personal competitive advantage. Many employees look out for employers who provide training and skill development activities that facilitate career improvement. When they receive such opportunities, employees are likely to commit to the organization. For instance, Horwitz (2011) reports that the problem of lack of skilled workers in Asia, particularly China and Japan, is seen to be the biggest threat and is frequently cited reason for high-performers to leave the organizations in the future.

Good Training and Development (T&D) deemphasize salaries and benefits, in part by building a positive work environment and by giving employees advancement opportunities (Rosenstreich, et al., 1997). Lynn argued further that training helps strengthen employee loyalty and retention in the organization. For most organizations, the increasing number of people, the

chance to learn new skills is a significant personal goal for both the career opportunities education can provide and for the chance to do something a little different (Mendonsa, 1998). Training and career enhancement opportunities re-echo to the employees that their services are recognized and thus the organization has future plans for them; this, in turn, increased loyalty and retention.

Work-family support

Work-life balance has become a pre-dominant issue in the workplace, especially in the society filled with conflicting responsibilities and commitments between home and work activities (Lockwood, 2003). Effort by any firm to facilitate a good work-life balance is one of the retention factors frequently cited in the literature (Anderson, Coffey & Byerly, 2002). Many organizations instituted hotlines, programmes, or even software to ensure that these conflicts do not diminish the quality and productivity of employees' work (Lockwood, 2003). There is an increasing demand for more flexible forms of work, which would positively affect the reduction of the work-family conflict and employee satisfaction in general (Anderson, Coffey & Byerly, 2002; Kossek, & Ozeki, 1998).

Although traditional benefits such as vacation and health are still important, today's workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, availability of childcare tuition assistance programmes and discounts on services now top the list of desired benefits. Job satisfaction itself may not be sufficient enough to ensure long-term workers commitment to an organization. Instead, it may be essential to

look beyond satisfaction to other variables that strengthen retention such as conviction and trust (Hart & Johnson, 1999). This explanation is consistent Morgan and Hunt's (1994) research on marketing channel, which shows that organizations often look beyond the concept of satisfaction to developing trust and ensure long term relationships with their employees.

Work-life balance policies help employees reduce the impact of work on family life, thereby often reducing stress levels, while increasing focus and motivation at work knowing that family and work commitments are being met. For employers, these policies often mean greater staff loyalty and commitment, resulting in lower turnover, and higher attraction levels

Staff empowerment

According to Daft and Noe (2001), the newest trend in motivation is "Empowerment", the delegation of power or authority to subordinates in an organization. Daft and Noe further observed that increasing employees' power heightens motivation for task accomplishment because people improve their effectiveness, choosing how to do a task and using their creativity. Empowering employees means giving them four elements that enable them to act more freely to accomplish their jobs: information, knowledge, power and rewards.

Mullins (2007) observed that empowering employees means allowing employees to greater freedom, autonomy and self-control over their work and responsibility for decision-making. When an employee has the right to take initiative and be responsible for actions taken, he/she feels part of the decision makers in the organization. This motivates them to stay in the organization.

Where the individual feels being in the organization provides the needed economic that he or she so much desires, he or she will stay and perform.

Good employee-employer relation

The relationship between the employee and the supervisor is often a crucial factor in determining whether a person stays or goes (Mendonsa, 1998). Employer-employee relations are critical for preventing, identifying, and resolving problems involving individuals who arise out of or affect work situation (Heery & Noon, 2001). Employees want more interaction with management, more self-satisfaction on the job, more responsibility and more control over decisions affecting them. They want their work to make a difference and want to be part of something that matters (Taylor, 1997). Employee feel more motivated when they are made part of organizational decision that concerns their work and life.

An organization that engages their employees in decision making concerning their work and family issues will have employees who are more willing to share problems confronting them. Employees feel happy to share their problems, and thus reduce their probability of switching to other employers out of frustration. HR departments in public and private institutions should encourage innovation by soliciting the advice and input of their staff members, followed by responses to ideas, complaints or questions (Taylor, 1997). It is difficult to keep people on the job if they have no say in how to do it (Spragins, 1992).

Communications must be a two way street. To be effective, employers must listen to what employees have to say. An atmosphere must be created in which employees feel comfortable making suggestions and trying our new

ideas. The literature revealed that communication must begin early in the employer/employee relationship. Organizational values and culture must be made clear to all employees and their importance within the organization must be continually emphasized. Therefore, directors and managers of public institution must engage their staff. They must encourage staff to openly discuss their issues thus preventing any form of frustration and possible switch.

Employee Motivation and Employee Retention

Most of the employees stay with the workplace, if they receive motivating tools such as bonuses but yet remuneration is not the only thing that can motivate employees to stay (Masaiti & Naluyele, 2011). It is important for employees to feel like they are part of a team, need a connection to the vision and direction of the organization and their co-employees, need ways of working better together, which ultimately lead to more collaboration (Campbell & Norman, 2012)

According to Samuel and Chipunza (2009), the main purpose of employee retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. Literature has, however, shown that retention is driven by several key factors, which ought to be managed congruently: Organizational culture, strategy, pay and benefits philosophy, and career development systems (Fitzenz, 1990). Organizations are realizing that their people are, by far, their most important asset, and this means that when workers are well motivated

and satisfied with their work and their working conditions they will be willing to stay longer in their organization to help achieve the organizational goals.

Literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer, 2000). Employees who are motivated and satisfied have higher intentions of persisting with their organization. However, one of the traditional ways of managing employee retention and turnover is through organizational reward system.

Werther (1996) explain reward as what employees receive in exchange for their contributions to the organization. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving the organization's corporate objectives, and maintains and retains a productive workforce. If employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available.

Organizations should provide employees with a number of strategies to increase employee retention such as: design an interesting employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees while driving improved performance at the same time (Neelman, 2012).

Literature on employees' retention, again, shows that attracting existed employees costs less than acquiring new talents as organizations know their employees and what they want, and the initial cost of attracting the new employees has already been expended. The employees who stay for a longer duration are familiar with the company policies, guidelines as well as rules and regulations and, thus, can contribute more effectively than individuals who would not stay long. Studies have also shown that employees stay when they have strong relationships with others with whom they work (Clarke, 2001). This explains the efforts of organizations to encourage team building, project assignments involving work with colleagues and opportunities for interaction both on and off the job (Gunsolley et al., 2001).

Other studies indicate that effective communications improve employee identification with their institution and, thus, build openness and trust culture. These, however, enhance employee sense of belongingness and acceptance. Increasingly, private and public institutions provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse to stay (Gopinath & Becker, 2000; Levin, 2003). Zürn and Checkel (2005) stress that policy-makers and managers must strive to recruit people to the workplace and encourage them to stay in their posts and perform to an acceptable standard. It is within this context that policy-makers, planners and managers have turned their attention to using incentive systems to improve the recruitment, motivation and retention of workers.

Empirical Review

In an empirical study by Morris (2013) on Motivating and retaining local government workers: What does it take? in Adelaide, South Australia,

the paper examined the role of non-monetary work environment factors (perks and irks) and monetary reward as determinants of three key work outcomes: job satisfaction, turnover intentions. The paper presents the findings of a rigorous empirical study that formed part of a larger research programme. Data was collected from 500 employees in 12 metropolitan, regional/ rural Western Australian local governments. It examined what factors affect three critical workplace outcomes; job satisfaction, worker willingness to exert discretionary effort, and turnover intentions - all of which have important implications for workforce planning and development.

The findings provide useful and usable knowledge for improving our understanding of employee motivation and retention in the public service. To create a highly satisfying workplace, local government needs to promote a management style that is highly supportive and team-orientated, design jobs that are challenging and interesting, recognize hard working and well performing employees, and promote a culture in which teamwork is a premium.

In a Study by Aguenza and Som (2012), which investigated the motivational factors of employee retention and engagement in organizations in Malaysia, the paper argues that the motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance. The research sought to identify factors that affect employee retention and predict ways that the organization can improve on current practices

The study concludes that organizations should provide a number of strategies to increase employee retention such as: design an interesting

employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees

Studies explain the importance of high employee's involvement and how it could enhance their retention (Arthur, 1994; Huselid, 1995; Koch & McGrath, 1996). Flexible work schedules and assistance programmes need to be considered; however, only a small share of the workforce takes advantage of them (Smith & Blum, 2000). Studies also indicate that young employees are more interested in payments, advancement opportunities and time off; such differences may reflect stages in the career plan or deeper generation differences. The lack of opportunities to learn and develop in the work can be the top reason for employee dissatisfaction and, thus, turnover. A corporation namely Kimko, implemented this information and provided a training programme that gave employees opportunities to develop their path and career direction. Turnover tumbled from 75 percent to 50 percent (Withers, 2001).

Abundant studies have hypothesized and empirically validated the link between satisfaction and behavioural intentions and behaviours such as employee's retention and word of mouth (Cronin et al., 2000). Indeed, this link is essential to the marketing concept, which holds that satisfying employee needs and wants is the key to exist in the organization (Kotler, Bloom & Hayes 2002). Further, the importance of satisfaction on retention is well recognized that some major economies now measure satisfaction at the industry level using large sample surveys to predict employee retention and

future financial performance. Kay (2000) described costs as in advertising and recruiting expenses, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of customers who were loyal to the departing employee.

When high level of employees' turnover existed, most of the workforce is at an entry level stage of production. A very high cost is associated with large numbers of employees who have not accomplished full productivity. This cycle continues with very few employees performing at maximum productivity.

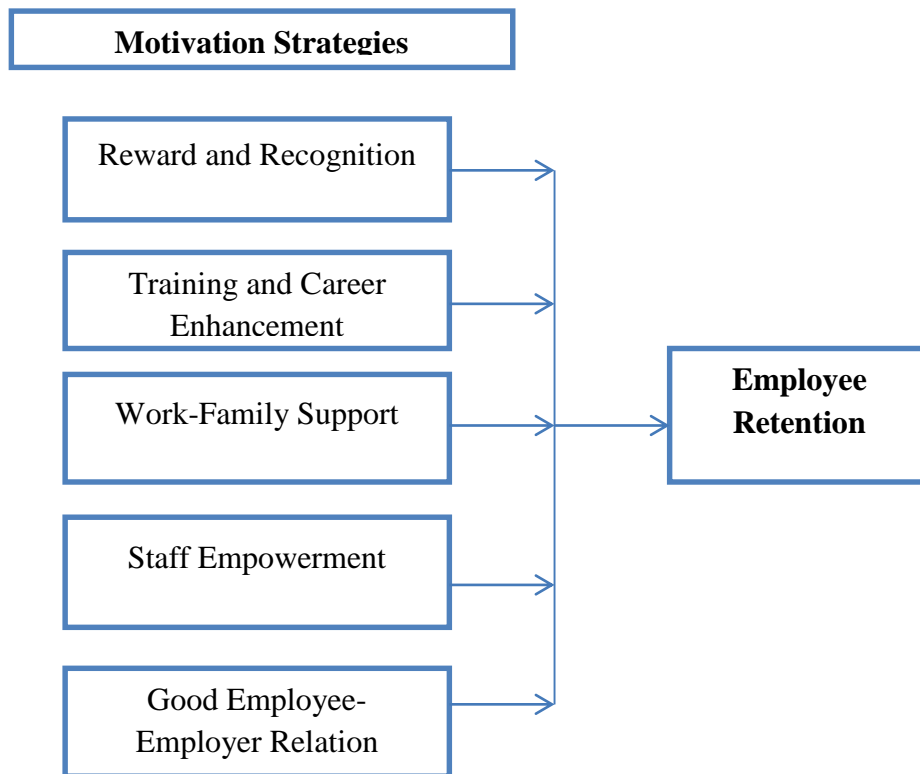
Conceptual Framework

Herzberg studied various factors relating to the job and their relation to employee motivation and concluded that they can be divided into hygiene factors and motivational factors (Tyner, 2007; Mahmood & Mahmood, 2010). It has been observed that employees do not need just money and reward to motivate them. They also need recognition, involvement, empowerment, supervision, good leadership and possibility of individual growth and career development. Motivational factors generally relate to the content of the work itself, include achievement, recognition, involvement, responsibility, and advancement (Tyner, 2007). On the other hand, hygiene factors, which relate to the work setting and not the content of the work, include adequate wages, comfortable and safe working conditions, fair company policies, and job security (Van Herpen, et al., 2003; Tyner, 2007). It is not out of place to suggest that, employee's behavior is determined by what motivate them in their workplace. It is for this reason that when two employees on the same job

are given equal conditions of service, one might be dissatisfied and leave the organization, while the other will be satisfied and stay.

The study, therefore, conceptualizes that integration both intrinsic and extrinsic motivation, such as: Rewards and recognition, Training and Career enhancement, work-family support, staff empowerment and employee-employer relation, creates employee satisfaction or dissatisfaction depending on the level of balance and or equity in the distribution of the motivation packages. In effect, the study hypothesises that motivational package creates job satisfaction, thus leading employee retention.

Figure 1: *Conceptual Framework for Employee Motivation and Retention*



Source: Ladzagla (2016)

Chapter Summary

In the advent of organizational revolution where organizations are constantly searching for best quality of talent, motivation becomes an important factor in that regard. It has emerged from literature that several motivation packages are available for organization. It appears that the common among these motivational packages include rewards and recognition systems, training and career enhancement opportunities, work-family support programme, staff empowerment and good employee-employer relation from theoretical parlance, it emerged that essential theories, such as Equity Theory Herzberg's Two Factor Theory also support the fact that effective and well implemented motivational packages promote organizational stability through employee retention. Consequently, organization is exposed to several intrinsic and extrinsic motivational packages to stimulate the long term stay of their employees. This study, therefore, after extensive empirical and theoretical review, attempted to study the effect of motivational packages on employees of public sector organization in Volta region of Ghana.

CHAPTER THREE

RESEARCH METHODS

Introduction

It is recalled that the main objective of this research is to investigate the effect of motivation on employee retention. The previous chapter reviewed literature, examined theories and presented conceptual for the study. This section of the research describes the various methods and procedure that were employed to obtain data to achieve the objectives of the study. It begins with the research design, population, sample size, source of data, data collection tools, how the data will be analysed and the ethical consideration surrounding the study.

Research Approach

To obtain more valid statistical result, selecting an appropriate methodology is highly important (Silverman, 2011). Research methodology can be quantitative or qualitative. Regarding the advantage of these two research approaches, quantitative research has several advantages, notable among them is that it is ideal for studying large samples and is relatively cost-effective and time saving. Conversely, Qualitative research addresses objectives through techniques that allow the researcher to provide elaborate interpretations of phenomena without depending on numerical measurement (Zikmund, et al., 2013). Therefore, Leedy and Ormrod (2001) enumerate the goals of qualitative research to include the quest to understand and interpret, as well as build theory.

Quantitative research was used because it permits the generalisation of the research findings to the study population, when the findings are reliable and valid (Leedy & Ormrod, 2001). This is because the study sought to examine the cause and effect relationship between motivation and retention using a model; therefore a quantitative approach was deemed the most appropriate within the context. The quantitative method entails systematic empirical studies which involve quantifying through the assistance of mathematics and statistics (Bryman & Bell, 2007). Quantitative approach was considered ideal for this study, because it is flexible, cost effective and also allows for replication of the research procedure thus enhancing validity of research findings.

Research Design

According to Collis and Hussey (2013), a survey refers to a methodology where participants are drawn from a population and studied to make inferences about the population. In this study, the researcher adopted a quantitative survey research design. In a survey, data is collected at one point in time from a sample to depict a population (Babbie, 1990).

Survey design was chosen, because it entails systematic empirical studies which involve quantifying through the assistance of mathematics and statistics (Bell & Bryman, 2007). This choice is increasingly advocated within business and management research (Curran & Blackburn, 2001). Scholars argue that human behavior like physical phenomenon, the natural social sciences, can be quantified in attributes. In this direction, the study seeks to examine the impact of motivation packages on employee retention. The

researcher believes that, the survey design will help better assess investigate the relationship between the motivational packages and intention to stay with the institution.

Study Area

This study sought to investigate the influence of employee motivation on retention of employees at three selected Districts Assemblies in the Volta region: Afadzato South District Assembly, Kpando Municipal Assembly and Ho Municipal Assemblies. These three DMAs were used for the study, because a cursory view of these three institutions showed a level of laxity in the motivational systems which has translated into high attrition rate in these institutions. Out of curiosity to empirical investigate this phenomenon, the research sought to understand employee's perception on motivational packages available in the organization and the influence of motivational packages on retention.

Study Population

Population is the target group that the researcher is interested in gaining information and drawing conclusions (Leedy & Ormrod, 2005). The research population consisted of junior and senior level staff of the Afadzato South District Assembly, Kpando Municipal Assembly and Ho Municipal Assemblies. These three institutions comprised about four hundred employees of which the researcher concentrated on only junior and senior staff of the institution. The study concentrated on junior and senior staff of the assembly because they form the two main categories of staff in the Assemblies. Again,

the research envisaged that these are easily accessible, hence easy for the researcher to gather data from them.

Sampling Procedure

The idea of sampling is based on the selection of some elements in a population usually due to the fact that population is too substantial for one particular researcher to attempt to study all the individuals (Blumberg, Cooper & Schindler, 2014). Burns and Bush (2014) noted that a sample size has an effect on the accurate representation of the population. This study uses simple random sampling techniques to select a sample representative from the population. The simple random sampling technique was selected, because the process of selecting a subset of a population allows all respondents have equal chance of being selected.

Out of the population of 400 employees, the study sample of 250 was drawn from both junior and senior staff of the three Assemblies: Afadzato South District Assembly, Kpando Municipal Assembly and Ho Municipal Assemblies senior and junior staff for the study. The sample size was informed by Hair, Anderson, Babin and Black (2010), who posits that for a sample to be representative, it should be preferably more than one hundred (100).

Data Collection Method

Data can be collected from both primary and/or secondary sources. The researcher obtained data from primary source. The primary sources were extracted from responses from the population, using semi-structured questionnaire. This source represented the major sources of data

Data Collection Instrument

In this study, a semi-structured questionnaire was used to collect primary data from the respondents. Semi-structured questionnaire was considered appropriate, because in a survey research a large sample/data is required to yield the desired level of data precision, accuracy and reliability (Saunders, Lewis & Thornhill, 2003). Questionnaire instrument allows respondent to skip some questions, reflect over questions and come back to them later to fill in the answers. In a survey research a large sample/data (Glasow, 2005) is required, “large enough to yield the desired level of precision” (Salant & Dillman, 1994). Semi-structured questionnaires were chosen because they are deemed suitable for gathering a large amount of accurate and reliable data (Saunders, et al., 2003).

Instrument Design

The questionnaire was organized into four sections and administered to the respondents in the three Assemblies since they could read and write. The questionnaire was divided into sections numbered (A) – (D). The first part of the questionnaire sought to ask respondents to provide demographic data such as age, sex, nature of business among others. The rest of the sections, which is ‘B’ to ‘D’, sought to elicit information on the effectiveness of motivation packages, the motivation packages in the district assemblies and lasting the effect of motivation packages on intention to stay with the institution.

The set of items were structured using the Likert-scale format with a five-point response scale and some open and closed-ended items. To prevent the researcher’s bias from coming into play in the line of questioning, utmost

care was taken to avoid the situation where the researcher influences the type of responses that are provided by the respondents.

Field Challenges

Data collection occurred at the premises of the district assemblies in the region. Collection of done by the research with assistance from two temporary employed individuals. Employees who were present and willing to participate were engaged to complete research instrument. Respondents were a little reluctant to complete the questionnaire, explaining that they were in a hurry. Other respondents also asked to take the questionnaire home and return them back. The researcher and the assistance were patient to allow all the individuals to complete the questionnaires despite their reluctance to do so at the first instance.

Data Processing and Analysis

Data analysis is a systematic process of selecting, categorizing, comparing, synthesizing and interpreting data to provide explanation to single phenomenon of interest. Adèr (2008) emphasized that data analysis processes must involve data editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making. In view of this, the responses from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS) version 20.0 for analysis.

Reliability and Validity of Instrument

Every research studies must be valid and reliable, especially when designing a study model, analysing results and judging the quality of the study. To ensure reliability of the study, the study adopted: Cronbach alpha and Factor-loadings criterion to check the internal consistency (reliability) and validity of our research instruments and study constructs (Kim, Hwang, Zo & Lee, 2016). In checking for internal consistency, a Cronbach alpha of 0.60 is considered appropriate for this study (Cronbach, 1951).

Ethics

Ample time was given to respondents who participated in this survey to respond to the questions. This was done to avoid errors and inaccuracies resulting from hasty Responses to the questions. Again, the researcher ensured all respondents of the confidentiality of their responses as the information was solely used for academic purposes. The purpose of this exercise is make the respondents feel more comfortable and confident to provide all the valuable information required for this study.

Chapter Summary

This study adopted a quantitative survey research design. The study is done within a scope to investigate the extent of effect of employee motivation and retention. 250 respondents (Junior and senior staff) were engaged from three selected district assemblies in Volta region. A sample was drawn from customer base, using simple random sampling technique. Primary data were collected, using questionnaire. Descriptive and regression analysis (ANOVA)

were used to present the findings from the field. Validity, reliability and ethical issues were observed in the data collection and analysis

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

It is recalled that the purpose of the study was to investigate the effect of motivational on employee retention at three selected DA's in Volta region of Ghana. The study population comprises of junior and senior staff of Afadzato South District Assembly, Kpando Municipal Assembly and Ho Municipal Assemblies in the Volta region of Ghana. The three selected DAs comprises of about four hundred (400) employees of which two hundred and fifty (250) senior and junior staff employees were sampled using simple random sampling technique. Chapter four of this study focused on presenting the findings and also provided a discussion of the result from the field. The result was discussed based on the objectives of the study.

Demographic Statistics of Respondents

The study sought to identify some characteristics of the respondents surveyed for the study within the employees that were used for the study. Table 2 presents the demographic characteristics of the respondents.

Age group

Table 2 presents data on the age of respondents gathered to assess the age groups of respondents/representatives of the selected district assemblies. Five age categories were created. The result revealed that respondents who fall within age group of 25-34 years constitute the majority of 141 respondents,

representing 58.5, whereas age group of 18-24 years constitute minority of 4 respondents, representing 1.7 percent.

Table 2- *Age range of Respondent*

Item	Frequency	Percent	Cumulative Percent
18-24	4	1.7	1.7
25-34	141	58.5	60.2
35-44	84	34.9	95.0
55-65	12	5.0	100.0
Total	241	100.0	

Source: Field Survey, Ladzagla (2017)

Gender Dispositions

Table 3 presents the sex disposition of respondents from selected district assemblies. Data was collected on the gender disposition of the respondents who answered the questionnaire. Out of 241 representatives interviewed for the study, 134, representing 55.6 percent, were males while 107, representing 44.4, were female's representatives of the institutions.

Table 3- *Sex distribution of Respondents*

Item	Frequency	Percent	Cumulative Percent
Male	134	55.6	55.6
Female	107	44.4	100.0
Total	241	100.0	

Source: Field Survey, Ladzagla (2017)

Years of Service

To enable the researcher get accurate data on the years that respondents have spent in the institutions, the researcher felt that it would be in its proper to ask respondents how long they have been with the employee. This question was important to unravel respondents understanding on the employee motivation and its influence on retention. It was recorded that 17 representatives representing, 16.8 percent, had been with Institutions for less than 5 years, 37 (36.6%) for 6-10 years, 24 (23.8%) for 11-15 and 23 (22.8%) for more than 16 years. This highlights the fact that majority of representatives who answered the question have being with the institution for more than 6 years, thus there is deeper understanding of the employee motivation measures and it influence on retention.

Table 4- *Years of Service of Respondents*

Item	Frequency	Percent	Cumulative Percent
Less than 5	34	14.1	14.1
6-10	91	37.8	51.9
11-15	62	25.7	77.6
Above 16	54	22.4	100.0
Total	241	100.0	

Source: Field Survey, Ladzagla (2017)

Level of Respondent's Education

Table 5 presents the level of education of the respondents of the study. The level of education of representatives of the institutions shows that majority of 140 (58.1%) have highest qualification being degree, 83 (34.4%) with secondary education, 14(5.8%) with no formal education, while 4(1.7%) with primary education as their highest qualification. The result means that majority of the representatives who took part in the exercise have enough knowledge of employee motivation packages and its effect on their decision to stay in the organization.

Table 5- *Level of Education*

Item	Frequency	Percent	Cumulative Percent
No_Education	14	5.8	5.8
Degree	140	58.1	63.9
Secondary Edu.	83	34.4	98.3
Primary_Edu	4	1.7	100.0
Total	241	100.0	

Source: Field Survey, Ladzagla (2017)

Level of Staff of Respondents

The study also sought to investigate the level of staff interviewed for the study. Two staff level categories were identified for the purposes of this study. The study result shows that majority of 139 of the respondents interviewed for the study were junior staff, representing 57.7 percent, while minority of respondents 102 are senior staff, representing 42.3 percent. The implication of this result is that there is a fair and balanced representation of

all respondents for the study. Table 6 presents the results on the level of staff at the selected districts assemblies.

Table 6- *Level of Staff*

Item	Frequency	Percent	Cumulative Percent
Junior staff	139	57.7	57.7
Senior staff	102	42.3	100.0
Total	241	100.0	

Source: Field Survey, Ladzagla (2017)

Descriptive Statistics of Measurement Statements

The descriptive statistics reveals average scores of the measurement statements on employee motivation and retention measures (see Appendix B). The findings revealed that the majority of the indicators have modest to high mean value and standard deviation (SD). The highest mean score recorded was 4.10 (My institution appreciate my suggestions, inputs and contribution to issues), while the lowest mean value recorded was 2.66 (The assembly empowers me to take responsibility for my actions). The high mean score means that mean that employees of District Assemblies in Volta region strongly believe that management of the institutions value their inputs and contributions whenever their ideas are sought. On the other hand, the least mean value shows that there is a weak level of accountability, which does not force them (employees) to be responsible for their actions. Table 7 presents the result on descriptive statistics of the measurement statements.

Table 7: *Descriptive Statistics of Measurement Statements (Item Code, Mean, SE Mean and Std. Deviation)*

Questionnaire Measurement Items	Item Code	Mean	Std.	Skewness	Kurtosis
		Statistic	Dev. Statistic	Statistic	Statistic
Supervisor delegate power and authority to subordinates	SE1	3.98	1.06	-.799	-.264
Supervisors share work knowledge and information with me	SE2	4.12	1.29	-.274	-.532
Supervisor provide direction, freedom, autonomy and self-control over my work decisions	SE3	3.19	1.34	.104	-.661
The assembly empowers me to take responsibility for my actions	SE4	2.66	1.26	.313	-.894
My institution promote employees from the employee	Tra_CE1	3.24	1.21	-.552	-.737
I receive career enhancement and skill development training from the assembly	Tra_CE2	3.18	1.17	-.289	-.604
The assembly regularly inform me of career opportunities	Tra_CE3	3.18	1.05	-.254	-.450
The assembly gives my challenging tasks to prepare me for higher career opportunities	Tra_CE4	3.18	1.21	-.319	-.712
There is harmoinious work relationship with supervisors	E_E_Rel1	3.95	1.27	-1.15	.287
I receive update on my work performance from management	E_E_Rel2	4.02	1.09	-1.17	.904
My institution appreciate my suggestions, inputs and contribution to issues	E_E_Rel3	4.10	1.15	-1.37	1.21
I receive fair salary from my employers	R&R1	4.00	1.24	-1.22	.497
My institution provide fair bonuses and other work incentives	R&R2	4.06	1.01	-1.05	.741
I/my team are recognized for successful completion of tasks	R&R3	4.10	1.05	-1.08	.389
The assembly provides channels for me to discuss family problems with supervisors.	WFS1	3.39	.986	-.385	-.033
Work schedules are flexibility to help me relate well with my family	WFS2	3.49	1.05	-.383	-.374
The assembly has family support policies such as childcare services, canteen support, and transportation.	WFS3	3.47	1.02	-.401	-.172

I am willing to stay in the in the organization because the reward is adequate.	E_ret1	3.68	1.01	-.662	-.012
I am prepared to stay because there is opportunity for me to progress in my career.	E_ret2	3.71	1.20	-.659	-.546
I receive sufficient work and family support so am prepared to stay in the assembly.	E_ret3	3.79	1.15	-.585	-.814
Because of Good supervisor-employee relation, I am willing to stay	E_ret4	3.53	1.15	-.577	-.300
I am willing to stay in the organization because I am empowered and groomed for higher career job opportunities in the organization.	E_ret3	3.54	1.20	-.726	.020
Valid N (listwise)	241				

Source: Field Survey, Ladzagla (2017)

Exploratory Factor Analysis

After the analysis of the descriptive of the field information, the next session of the study sought to explore the data for its statistical reliability and validity. Exploratory factor analysis (EFA) involves assessment of the measurement model through rigorous tests to explore the data for Adequacy, Reliability and Validity. These tests are important because the general construct may not give accurate and preferred meaning unless it is well established that the statement holds (Bagozzi & Yi, 2012).

Test for adequacy

The first test in exploratory study is to examine how adequate the data are. In this instance, adequacy tests were done based on four main criteria: Kaiser-Meyer-Olkin Measure of Sampling Adequacy, Bartlett's test of sphericity and Total variance explained (AVE). Table 8 therefore, presents the composite results of adequacy tests.

Table 8- *Test of Adequacy Result*

KMO Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	3172.690
	Df	231
	Sig.	.000

Source: Field Survey, Ladzagla (2017)

From Table 7, KMO Measure of Sampling Adequacy recorded of .870 > .70 which indicates that the factors are suitable for the study. Bartlett's Test of Sphericity recorded a chi-square of 3172.690 at a significant value of .000, depicting a suitable factor analysis. Table 9 presents the result of AVE.

Table 9- *Total Variance Explained for All Constructs (Employee motivation and Retention*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	7.770	35.316	35.316	7.770	35.316	35.316	3.860	17.546	17.546
2	2.510	11.410	46.726	2.510	11.410	46.726	2.980	13.546	31.093
3	1.794	8.152	54.879	1.794	8.152	54.879	2.538	11.536	42.629
4	1.627	7.397	62.276	1.627	7.397	62.276	2.474	11.244	53.872
5	1.370	6.226	68.501	1.370	6.226	68.501	2.297	10.443	64.315
6	1.171	5.322	73.824	1.171	5.322	73.824	2.092	9.509	73.824
7	.684	3.107	76.931						
8	.561	2.548	79.479						
9	.545	2.478	81.957						
10	.496	2.254	84.211						
11	.484	2.201	86.412						
12	.455	2.070	88.483						
13	.398	1.811	90.294						
14	.369	1.678	91.971						
15	.341	1.550	93.521						
16	.302	1.374	94.895						
17	.265	1.205	96.100						
18	.217	.987	97.087						
19	.191	.868	97.955						
20	.176	.800	98.755						

21	.148	.674	99.429
22	.126	.571	100.000

Extraction Method: Principal Component Analysis.

Source: Field Survey, Ladzagla (2017)

Table 9 shows the result of five main variables which show strong significant explanation of phenomenon understudy with a score of 73.82. The result shows that all the six variables under investigation explained more of 73.82 percent, indicating a good explanation of the entire variables.

Test for validity and reliability

After achieving a fairly good test results for adequacy test with five variables (dependent and independent variables). The next CFA step was Reliability and Validity tests. The Reliability test conducted under this study involved Cronbach alpha (CA) (Cronbach, 1951).

Table 9 revealed that, among the modified measurement model, the reliability measures in the study are above the satisfactory levels (Cronbach's alphas $>.70$) as recommended by scholars (Hair et al., 2010). With exception of few of the variables which recorded Cronbach alpha of < 0.70 . However, $.70$ is acceptable, but lower thresholds have being used in literature. The implication of CA is that the internal consistency of our constructs is perfect and reliable for the study.

Table 10: *Validity and Reliability Test Result*

Construct	Factor Loadings	Cronbach alpha
Employee Retention		0.945
E_ret1	0.828	
E_ret2	0.837	
E_ret3	0.873	
E_ret4	0.828	
E_ret5	0.667	
Employee-Employer Relation		0.911
E_E_Rel1	0.725	
E_E_Rel2	0.851	
E_E_Rel3	0.784	
Reward and Recognition		0.855
R&R1	0.758	
R&R2	0.860	
R&R3	0.785	
Training and Career Enhancement		0.854
Tra_CE1	0.752	
Tra_CE2	0.771	
Tra_CE3	0.776	
Tra_CE4	0.774	
Self-Empowerment		0.674
SE1	0.775	
SE2	0.785	
SE3	0.807	
SE4	0.754	
Work-Family Support		0.741
WFS1	0.876	
WFS2	0.620	
WFS3	0.771	

Source: Field Survey, Ladzagla (2017)

The analysis done from above sought to indicate how fit the data are to yield a more reliable and valid result. After achieving statistical fitness between dependents and independent variable for the study, the study next session of the study discusses the findings of the study based on the research objectives and study hypotheses.

Analysis of Study Objectives

Extent of Availability of Motivation Packages (Objective 1)

Objective one of this study sought to investigate which motivational strategy exists in the district assemblies. Table 11 presents the result of the existence of motivational packages at the institution.

Table 11- *Extent of Availability of Motivational Packages*

Statement	SD	D	U	A	SA
My institution provides equitable rewards for similar category of work.	3	19	41	154	24
The assembly periodically recognizes employees by work efforts	2	14	57	119	49
There is opportunity for training and career enhancement	7	40	53	123	18
Adequate work-family support.	4	38	48	95	56
Management and supervisors empower me to take up more challenging responsibilities	9	54	58	98	22
Management relate well with me	3	41	49	124	24
Average score	5	34	51	119	32

Source: Field Survey, Ladzagla (2017)

Table 11 measures investigate the extent of existence of motivational packages at the district Assemblies. From Table 11, out of 241 valid respondents who answered to this question, an average of 119 agreed that all the five motivation packages exist, while 5 disagreed that there exist no motivational packages at the institution. Specifically, 154 out of 241 of respondents who answered to reward and recognition agreed that reward and recognition package exist in the institution. This, therefore, represents the motivation package that respondents agreed that it exists. Again, the least motivation package that consumers agree to its existence is work-family support with 95 respondents out of 241.

Perceived Usefulness of Motivational Packages (Objective 2)

The study further sought to investigate the perception of respondents on how effective the motivation packages. Figure 1 presents the result from the data.

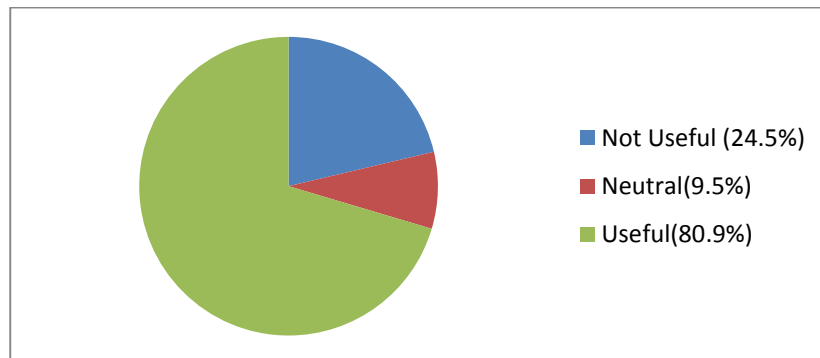


Figure 1: Perceived Usefulness of Motivation Packages

From Figure 1, out of 241 valid respondents, 195(80.9%) perceived the motivation packages as useful, 59(24.5%) perceive the strategies as not-useful, while 23(9.5%) are neutral on whether the motivation strategies are useful or

not useful. This result means that majority of respondents agree that motivation packages at the district assemblies are useful.

Employee Motivation and Employee Retention (Objective 3)

The study formulated six main hypothesis under objective three to investigate the effect of employee motivation on retention of employees three selected District Assemblies in Volta region. Hypotheses (H1-H5) sought to investigate the effect of five employee motivation practices (work-family support, employee-employer relation, training and career enhancement, reward and recognition and self-empowerment) on retention. Hypothesis six (H6), therefore, sought to investigate employee motivation (composite effect) and retention.

Hypothesis One (H1): Work-family support and Employee retention?

Hypothesis one of this study sought to investigate the effect on work-family support on retention of employees of three selected District Assemblies in Volta region. Tables 12-14 shows the result of the data analysis based on objective one (H1).

Table 12: *Model Summary Result for Work-family support and Employee Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.186	.182	2.36935

a. Predictors: (Constant), Work_Fam_Sprt

Source: Field Survey, Ladzagla (2017)

Table 13: ANOVA Table for Work-family support and Employee Retention

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	305.775	1	305.775	54.468	.000 ^b
	Residual	1341.706	239	5.614		
	Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), Work_Fam_Sprt

Source: Field Survey, Ladzagla (2017)

Table 14: Coefficients Table for Work-family support and Retention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.185	.589		12.188	.000
	Control_Environment	.223	.030	.431	7.380	.000

a. Dependent Variable: Emp_Ret

Source: Field Survey, Ladzagla (2017)

From Table 12, there was a positive relationship between the study variables as shown by the R figure of 0.431. Adjusted R squared (coefficient of determination) showed an Adjusted R² = 0.186. The result means there is fairly weak significant variation of Work-family support and employee retention. Tables 13-14 show the coefficient of the relationship between Work-family support and employee retention (H₁). The study results elucidates that there is a significant effect of Work-family support as a motivation strategy

and employee retention (H1: $t=7.380$, $\beta = .431$, $p<0.000$). This result therefore means that the study hypothesis one (H1) is achieved.

Hypothesis Two (H2): Employee-employer relationship and Employee retention in Das in Volta region.

The study Hypothesis two sought to investigate the effect of Employee-employer relationship on employee retention (H2). Tables 15-17 show the result from the data analysis on the relationship between Employee-employer relation and Employee retention.

Table 15: *Model Summary for Employee-employer relation and Employee Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 ^a	.263	.259	2.25462

a. Predictors: (Constant), E_E_Rel

Source: Field Survey, Ladzagla (2017)

Table 16: ANOVA Table for Employee-employer relation and Employee Retention

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	432.568	1	432.568	85.096	.000 ^b
1 Residual	1214.913	239	5.083		
Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), E_E_Rel

Source: Field Survey, Ladzagla (2017)

Table 17: Coefficients Table For Employee-employer relation and Employee Retention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	6.061	.595		
1 E_E_Rel	.315	.034	.512	9.225	.000

a. Dependent Variable: Emp_Ret

Source: Field Survey, Ladzagla (2017)

The second Hypothesis (H2) of this study was to investigate the influence of Employee-employer relation and retention of employees. From model summary table 15, the study result showed a figure of 0.512. From the results in the table 15 above, Adjusted R2=0.259, which shows that there is a fairly strong significant variation between Employee-employer relation and employee retention. This implied that, there is a fairly strong degree of

predictability of employee-employer relation to employee retention by 25.9% at a confidence level of 95%.

ANOVA was also performed to determine the significance or otherwise of the relationship between Employee-employer relation and employee retention. From Table 16, the study result shows that there is a significant effect ($F=85.096$, $P<0.001$) of employer-employee relation and employee retention. The hypothesis was tested at 5% significance level (i.e, $\alpha = 0.05$).

Consequently, coefficient Table 17 shows a significant effect of Employee-employer relation and employee retention ($H_2: t= 9.225$, $\beta = .512$, $p=0.000<0.05$). The result, here, however implies that despite the fair predictability between dependent and independent variable our second hypothesis (H_2) has been supported

Hypothesis Three (H3): Reward and recognition and retention of employees of District Assemblies in Volta region

The study hypothesis (H_3) of this study was to investigate the effect of reward and recognition and employee retention (H_3). Tables 18-20 show the result from the data analysis.

Table 18: *Model Summary for Reward and recognition and Employee Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.195	2.35031

a. Predictors: (Constant), Control_Activities

Source: Field Survey, Ladzagla (2017)

Table 19: *ANOVA Table For Reward and recognition and Retention*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	327.257	1	327.257	59.243	.000 ^b
	Residual	1320.224	239	5.524		
	Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), Reward and recognition

Source: Field Survey, Ladzagla (2017)

Table 20: *Coefficients Table for Reward and recognition and Retention*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.268	.682		9.190	.000
	Control_Activitie	.258	.034	.446	7.697	.000

a. Dependent Variable: Emp_Ret

Source: Field Survey, Ladzagla (2017)

From Table 18, the model summary of the study shows that there was a weak and positive relationship between the Reward and recognition and employee retention as showed by R figure of 0.446. Adjusted R squared (coefficient of determination) showed an Adjusted R² = 0.195, P = 0.000 < 0.001, which shows that there is a fairly significant variation between reward and recognition and employee retention. This implied that, there is a fairly weak significant variation of 19 percent of retention of employees at a confidence level of 95%. Confidence interval.

Table 18 shows the ANOVA result showing the effect of Reward and recognition and employee retention. On hypothesis (H3), our result expound that, there is a significant effect of Reward and recognition and employee retention (H3: $F = 59.243$, $p = 0.000 < 0.001$) at 5% significance level ($\alpha = 0.05$).

Coefficient Table 20 shows a significant effect of Reward and recognition and institution's retention (H3: $t = 7.697$, $\beta = 0.446$, $p = 0.000 < 0.001$). This, however, implies that our third study hypothesis (H3) has been supported.

Hypothesis Four (H4): Training and career enhancement and Employee Retention.

The study objective four sought to investigate the effect of training and career enhancement on employee retention. Consequently, Table 21-23 show the result from the study analysis.

Table 21: *Model Summary for Training And Career Enhancement and Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.186	.183	2.36882

a. Predictors: (Constant), Training and career enhancement

Source: Source: Field Survey, Ladzagla (2017)

Table 22: *ANOVA Table for Training and Career Enhancement and Retention*

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	306.381	1	306.381	54.601	.000 ^b
1	Residual	1341.101	239	5.611		
	Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), Training and career enhancement

Source: Source: Field Survey, Ladzagla (2017)

Table 23: *Coefficients for Training and Career Enhancement and Retention*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	7.699	.522		14.752	.000
Training and career enhancement	.355	.048	.431	7.389	.000

a. Dependent Variable: Emp_Ret

Source: Field Survey, Ladzagla (2017)

From Table 21, which shows the result for the regression analysis, there was a fairly strong and positive relationship between training and career enhancement and employee retention as shown by the R figure of 0.431 while Adjusted R² = 0.186. The result shows that training and career enhancement and information weakly explain a variation of employee retention. This implied that, there was a weak significant variation of 18.3 percent of employee retention of employees at a confidence level of 95%.

Again, ANOVA analysis was extracted to determine the significance or other wise of the effect on Training and career enhancement and employee retention. From Table 22 (ANOVA table), the result shows a significant effect (F=54.601, P<0.000) of Training and career enhancement on retention at a 5% significance level ($\alpha = 0.05$). The result here, however, implies that our fourth hypothesis (H4) has been supported.

Hypothesis Five (H5): Self-empowerment and employee retention

The fifth hypothesis if the study sought to investigate the effect of Self-empowerment as a motivation strategy on employee retention of employee

three selected District Assemblies in Volta region. Tables 24-25 show the result regarding study objective 5 and hypothesis (H₅).

Table 24: *Model Summary for Self-empowerment and Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.024 ^a	.001	-.004	2.62474

a. Predictors: (Constant), Self-empowerment

Source: Field Survey, Ladzagla (2017)

Table 25: *ANOVA Table for Self-empowerment and Retention*

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.952	1	.952	.138	.710 ^b
1	Residual	1646.530	239	6.889		
	Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), Self-empowerment

Source: Field Survey, Ladzagla (2017)

Table 26: *Coefficients Table for Self-empowerment and Retention*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.679	.803		14.551	.000

Self-empowerment	-.079	.214	-.024	-.372	.710
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a. Dependent Variable: Emp_Ret

Table 24 explains the model summary regarding self-empowerment as employee motivation measure and employee retention. Table 24 shows there was a strong weak and negative relationship between the self-empowerment and retention variable as shown by the R figure of 0.024. Again, Adjusted R2 = -0.004, which shows that there is a negative variation between self-empowerment and employee retention. This implied that there was a negative variation of -0.04 percent of retention as explained by the self-empowerment systems at confidence level of 95%.

The study ANOVA (Table 25) result found that insignificant relationship ($F = 0,138$, $P=0.710 > P0.05$) self-empowerment and employee retention at a 5% significance level ($\alpha = 0.05$). The result in Hypothesis five (H5), therefore, means that our study hypothesis four (H5) has being supported. Coefficient table 26 shows an insignificant effect of Self-empowerment and institution's retention (H3: $t= 7.697$, $\beta = .0446$, $p=0.000 < 0.001$). This, however, implies that our study hypothesis five (H5) was not supported.

Hypothesis Six (H6): Employee motivation System and Employee retention

The last study objective of this study sought to investigate the combined effect of employee motivation and employee retention of employees

three selected District Assemblies in Volta region. Tables 27 and 28 show the result of the relationship between Employee motivation and employee retention.

Table 27: *Model Summary for Employee motivation and Retention*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.338	2.13112

a. Predictors: (Constant), Work_Fam_Sprt, Self-empowerment, Reward and recognition, Training and career enhancement , E_E_Rel

Source: Field Survey, Ladzagla (2017)

Table 28: *ANOVA Table for Employee motivation and Employee retention*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	580.190	5	116.038	25.550	.000 ^b
1 Residual	1067.291	235	4.542		
Total	1647.481	240			

a. Dependent Variable: Emp_Ret

b. Predictors: (Constant), Work_Fam_Sprt, Self-empowerment, Reward and Recognition, Training and career enhancement , E_E_Rel

Source: Field Survey, Ladzagla (2017)

Table 27 shows that employee motivation generally shows a strong R figure of 0.593. Again, Adjusted R² =-0.352, which shows that there is a fairly

strong variation and predictability in the five employee motivation practices. This implied that 33.8 percent variations of employee retention were explained by the employee motivation of the assemblies at confidence level of 95%.

Furthermore, the study ANOVA (Table 28) result found that significant effect ($F = 25.550$, $P < 0.001$) of motivation strategies and employee retention at a 5% significance level ($\alpha = 0.05$).

This section, therefore, presents the summary of the five hypotheses tested. It is recalled that the prime purpose of this study was to test effect of employee motivation on employee retention. The summary result means that while four hypotheses (H_1 ; H_2 ; H_3 and H_4) were supported, one hypothesis (H_5) was not supported based on the p -values and alpha values ($\alpha = 0.05$).

Discussion of Findings

Discussion on Objective one

Out of 241 valid averages of 119 agreed that all the five motivation packages exist, while 5 disagreed that there exist no motivational packages at the institution. Reward and recognition are the motivation packages that recorded the highest acceptance level compared to other packages that exist in the institution. Employees did not agree that the district assemblies have any work-family support.

Discussion on Objective two

While an average number of employees are skeptical about the usefulness of the motivational packages at the institutions, the study shows that majority of employees perceive motivation packages at the district

assemblies as useful to them. This finding is very critical for organisations that want to survive in the 21st century. A condition where 24.5 of a sample consider the motivational package of the organisation as not-useful is a case for concern for management of the Assemblies.

Discussion on Objective three

Objective three sought to investigate the effect of motivation packages and employee retention. Six Hypotheses were formulated (H1-H6). Discussion in this section is done based on the hypothesis of the study,

Hypothesis one (H1) of this research investigated the effect of work-family support on employee retention. The study result showed employee motivation such as flexible work schedules, childcare and family support services, transport and canteen services contribute to persuade employee to stay in the organization. This result means that when management put in place mechanism that help employees to manage their time and family duties they are will not be frustrated, thus not tempted to leave the organization. The result supports previous studies (Aguenza & Som, 2012; Anderson et al., 2002; Mullins, 2002), who have found a significant relationship that work-family support systems and employee retention.

Regarding hypothesis two (H2), the study sought to investigate the effect of employee-employer relation as motivation strategy and employee retention. The study result shows a strong significant effect of employee-employer relation and retention of employees at the District Assemblies in the region. Our study finding is consistent with previous findings (Aguenza & Som, 2012; Norman, 2012) who found cordial and harmonious relationship

between management and employees are relevant to improve employee morale and motivations, thus positively influence retention.

The third hypothesis (H3) of the study sought to investigate whether reward and recognition management offer to employees affect their decision to stay in the institution. The study result revealed that indeed fair salaries, bonuses and incentives as well as recognition of task positively influence employee retention. Although the result of R2 showed a weak predictability, the relationship was significant. The result of this study is consistent with previous studies (Aguenza & Som, 2012; Globoforce, 2011; Kochanski & Ledford, 2001; Neelman, 2012) that found that reward and recognition positively affect employee retention.

The fourth hypothesis (H4) of this study sought to find out whether training and career enhancement opportunities for employees in anyway affect their decision to stay in the institution in the three selected District Assemblies in Volta region. A regression model was employed which showed that recruiting and promoting from within, assigning task to employees have a positive effect on retention. The result in objective four support study hypothesis, thus confirms previous studies (Aguenza & Som, 2012; Butler & Waldrop, 2001; Horwitz, 2008; Johns et al., 2001; Chiang, Back & Canter, 2005; Leppel, Brucker & Cochran, 2012; Sabir et al., 2014) who found a direct positive relationship between training and career enhancement and employee retention.

Regarding study hypothesis five (H5), the study sought to find out the effect of self-empowerment a motivation measure on employee retention of employees three selected District Assemblies in Volta region. The result

indicates that Self-empowerment does not necessarily translate into employee decision to stay in the institution. The study result, therefore, contradicts previous studies that found a significant effect of self-empowerment on employee retention (Aguenza & Som, 2012; Karim & Rehman, 2012; Neelman, 2012).

Regarding hypothesis six (H₆), the study result shows that there is a significant effect of employee motivation (Composite) on retention decision of employee of District Assemblies in Volta region. This result, therefore, confirms previous studies that found a significant effect of employee motivation on employee retention (Aguenza & Som, 2012; Gopinath & Becker, 2000; Levine, 1995). Moreover, Nksoi (2015) confirmed that training has a significant effect on employee commitment and overall retention.

Chapter Summary

Out of 241 respondents, majorities agreed that all the five motivation packages exist. Reward and recognition are the motivation packages that recorded the highest acceptance level compared to other packages that exist in the institution. Employees perceive motivation packages at the district assemblies as useful to them. The study result showed that apart from self-empowerment which does not necessarily affect employee retention, employee motivation package significantly (work-family support, employee-employer relations, career enhancement, reward and recognition) affect retention decision of employees of District Assemblies in Volta region

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter of the study discussed the key findings that emerged from the analysis of result. Based on the summary, conclusions were drawn which informed the recommendations.

Summary

The descriptive of the study looked at the nature and characteristics of respondent who were involved in the study. The study found that majority of are Males 134(55.6%) who have are within the ages of 25-34 years. Again, the result shows that majority of the respondents have being with their institution was workers for between 6-10 years.

Objective one

Regarding objective one, the study found that, in all the three DAs selected for the study, they have work-family support, employee-employer relations, career enhancement, reward and recognition.

Objective two

On study objective two, the study found that DAs in the Volta region employees perceive all (work-family support, employee-employer relations, career enhancement, reward and recognition) as useful. Reward and recognition was the most featured motivation package while work-family support was the least featured motivational package.

Objective three

Regarding hypothesis one of these studies, the study found that there is a significant effect of work-family support on employee retention in the three selected District Assemblies. The study result showed a fairly weak level of predictability between work-family support strategies and employee retention.

Regarding hypothesis two, the study found that employee-employer relation as an employee motivation measure directly influences employee retention in the District Assemblies. The study result showed a strong level of predictability of employee-employer relation on employee retention, indicating that relationship between management and employees strongly predict the high level of employees staying in the institution.

The third hypothesis revealed that reward and recognition of employees have a direct effect on retention of employees in the institution. However, the study found a weak positive predictability of reward and recognition on employee retention. The weak level of significance means that reward and recognitions does not strongly determine whether employees will stay or not stay in the company.

Hypothesis four revealed that there is a significant effect of training and career enhancement systems on employee retention in District Assemblies in Volta region. The result showed a weak predictability of training and career enhancement and employee retention. This weak predictability means that career enhancement opportunities do not strongly influence employee's decision to stay longer with the firm or not to stay with the company.

Study hypothesis five showed that there is an insignificant effect of self-empowerment on employee retention of employees in the District

Assemblies in Volta region. The study result showed a negative level of predictability between self-empowerment and employee retention. The result means that employee's self-empowerment mechanism does not strongly influence employee's decision to stay or leave the institution.

The last hypothesis of the study showed that there is a significant effect of employee motivation (Composite) on employee retention. The result under this objective shows a strong predictability of all motivation strategies of the employee of employee decision to stay with the District Assemblies.

It is recalled that, the main objective of the study was to investigate the effect of employee motivation and employee retention at three selected District Assemblies in Volta region. This study examined the effect of employee motivation on employee retention. The study reviewed literature on five employee motivation strategies which included: work-family support, employee-employer relation, training and career enhancement, reward and recognition and self-empowerment. The methodology of the research was made up of the research design which was descriptive and quantitative data was collected using questionnaires. The usable sample of 241 employees from three selected district assemblies in Volta region was used for this study. Field data analysis made use of regression tables.

This chapter discusses the conclusions and recommendations based on the finding and study objectives. It is recalled that the prime objective of this study is to examine the influence of employee motivation (strategies) on retention of employees three selected District Assemblies in Volta region.

Conclusions

From the analyses made on the data collected, it can be concluded that there is a positive significant effect on employee motivation system on employee retention. This conclusion is been arrived at base on the following:

On objective one, the study concludes that district assemblies in the Volta region have the five main motivational packages. The study also concludes that reward and recognition is the most featured motivational package at the district assemblies in Volta Region of Ghana.

On objective two the study concludes that employees at district assemblies in volta region perceive the motivational packages at the institution as useful.

Hypothesis one:

Based on the objective three, hypothesis one, the study concludes that there is a positive significant effect of Work-family support and employee retention at district assemblies in Volta region.

Hypothesis two

Based on the objective two, the study concludes that there is a positive significant effect of Employee-employer relation on employee retention at district assemblies in Volta region.

Hypothesis three

Based on objective three, the study concludes that there is a strong direct positive effect of reward and recognition strategies on employee retention at district assemblies in Volta region.

Hypothesis three

Regarding objective four, the study conclude that there is a positive significant effect of training and career enhancement systems on employee retention of employees three selected District Assemblies in Volta region.

Hypothesis Five

Based on objective five, the study concludes that self-empowerment as a motivation does not directly affect employee retention

Hypothesis Six

Objective six concludes that there is a direct positive effect of employee motivation on employee retention of district assemblies in Volta region.

Recommendations

In view of the findings that evolved from the study, the following recommendations have been made for policy considerations in improving employee retention through employee motivations.

Management of District Assemblies in Volta region must improve their relationship with the employees. This recommendation is given, because Employee-employer relation appeared as the strong predictor of employee retention in the district assembly. Importantly management must organisation regular staff-management consultative meeting to boot their morale and sense of involvement. Management must be friendly with employees without compromising on quality and standards. This will help effectively boost healthy relationships in the organisation

Management must intensify their commitment to improve the reward and recognition to improve employee retention. This recommendation is given because they have weak predictability of employee retention despite their high level of significance. In this regard, employees who excel in their tasks and line of duty must be rewarded. This could be weekly best worker or even monthly best worker. Management must not only rely on yearly reward systems. Again, remuneration should be improved and made equitable.

Policy-makers and managers must strive to recruit people to the workplace and encourage them to stay in their posts and perform to an acceptable standard. Recruitment systems should be designed to attract people who are willing and committed to work. Friendship and unethical recruitment system should be avoided in order to get the best quality and quantity of employees into the organisation.

Suggestions for Future Research

Findings of this study and the implications discussed above provide some future research direction. This study used convenience sampling technique for collecting data from representative of employees. Future studies may explore other sampling technique to ensure equal representation of all the sample respondents. Again, the sample size can be increased to expand the statistical power of the study result. Again, the study was context in three selected and District Assemblies in the Region.

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APPENDIX A

UNIVERSITY OF CAPE COAST

RESEARCH QUESTIONNAIRE

**TOPIC: EMPLOYEE MOTIVATION AND RETENTION: A STUDY OF
THREE SELECTED DISTRICT ASSEMBLIES IN THE VOLTA REGION**

INTRODUCTION

The researcher is a student from the University of Cape Coast reading Master of Business Administration (MBA), Human resource Option. The researcher is conducting a study on the above topic in partial fulfilment of requirement for the award of a MBA, Human resource Option. Response provided for this academic purpose will be treated with extreme confidentiality. Please this exercise will take a few minute of your time.

THANK YOU.

INSTRUCTION: Please write or tick [] where applicable

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

1. Sex distribution Male [] Female []

2. Age range of respondents in years:
18-24 [] 25-34 [] 35-44 [] 55-65 [] 65-above []

3. Educational level: No Education [] Non formal []
Primary Education [] Secondary Education [] University []

4. How long have you been in the institution? (years)
Less than 5 [] 6-10 [] 11-15 [] 16-above []

SECTION B: MOTIVATIONAL PACKAGES

5. To what extent do you agree or disagree with the following motivational packages exist in your Assembly?

Where: 1-Least agree to 5-Strongly Agree

No	Motivational packages	1	2	3	4	5
1	My institution provides equitable rewards for similar category of work.					
2	The assembly periodically recognizes employees by work efforts.					
3	There is opportunity for training and career enhancement.					
4	The assembly provides adequate work-family support.					
5	Management and supervisors empower me to take up more challenging responsibilities.					
6	Management and supervisors relate well with me.					

6. Overall, how do you perceive the usefulness of motivational packages in your Assembly?

- a. Not useful
- b. Neutral
- d. Very useful

SECTION C: LEVEL OF SATISFACTION OF MOTIVATIONAL PACKAGES.

7. To what extent are you satisfied with the following motivational packages in your Assembly?

Where: 1-Very much Satisfactory;

5-Not very Satisfactory

No	Satisfaction of motivational packages	1	2	3	4	5
A	Reward and Recognition:					
1	I receive fair salary from my employers.					
2	My institution provides fair bonuses and other work incentives.					

3	I/my team am/are recognized for successful completion of tasks.					
B	Training and Career Enhancement:					
4	My institution promotes employees from within the firm.					
5	I receive career enhancement and skill development training from the assembly.					
6	The assembly regularly informs me of career opportunities.					
7	The assembly gives me challenging tasks to prepare me for higher career opportunities.					
C	Work-Family Support:					
9	The assembly provides channels for me to discuss family problems with supervisors.					
10	Work schedules are flexible to help me relate well with my family.					
11	The assembly has family support policies such as childcare services, canteen support, and transportation.					
D	Staff Empowerment:					
12	Supervisor delegates power and authority to subordinates.					
13	Supervisors share work knowledge and information with me.					
14	Supervisor provides direction, freedom, autonomy and self-control over my work decisions.					
15	The assembly empowers me to take responsibility for my actions.					
E	Employment-Employer relation					
16	There is harmonious work relationship with supervisors.					
17	I receive update on my work performance from management.					
18	My institution appreciates my suggestions, inputs and contribution to issues.					

SECTION C: INFLUENCE OF EMPLOYEE MOTIVATION ON RETENTION

8. To what extent do you agree that motivational packages influence your decision to stay with your institution?

Where: 1-Least agree to 5-Strongly Agree

No	Impact of work environment	1	2	3	4	5
1	I am willing to stay in the organization because the reward is adequate.					
2	I am prepared to stay because there is opportunity for me to progress in my career.					
3	I receive sufficient work and family support, so am prepared to stay in the assembly.					
4	Because of Good supervisor-employee relation, I am willing to stay.					
5	I am willing to stay in the organization, because I am empowered and groomed for higher career job opportunities in the organization.					

Thank you for contributing to this research work. Recommendations will be made to stakeholders for implementation.

