CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

EXPLORING THE EFFECTS OF MOTIVATION ON EMPLOYEE RETENTION IN ZOOMLION GHANA LIMITED

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DECLARATION

We hereby declare that this project work is the result of our own original work and that no part of it has been presented for another degree in this University or elsewhere:

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DEDICATION

This Project Work is dedicated to our families especially our husbands and wives who supported us throughout the programme.

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ABSTRACT

In today's competitive environment Human Resource Management has become a valuable part of organizations including private sector organizations, with issues of motivation and retention being key to overall corporate performance. The main purpose of the research was to examine the effect of motivation on retention of workers in the private sector, using Zoomlion Company Ltd as case study. Data was obtained from a total of 85 staff of the company using structured questionnaires to determine the elements of motivational packages, retention strategies, organizational culture, job satisfaction and career plans. The results showed that salary and monetary compensation, job security, good safety measures, employee assistance program and health benefits are the highest motivators for employees. Similarly, salary compensation emerged as the most important retention factor followed by health and related benefits and education and training opportunities. The findings of the study reveals that workers in the private sector are more satisfied with the general conditions of work such as hours worked each week, flexibility of schedules as well as salary and benefits. However they are more dissatisfied with the opportunities for promotion, recognition of work accomplished and job security. Also, most of the workers had plans to leave within 5 years, due to factors such as lack of opportunities for promotion, lack of job security, no recognition for work accomplished, failure to initiate an effective career development and retirement plan. The study concludes that it is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in our various organisations. It is recommended that management of the private sector pay much attention to the career plans as well as provide motivational packages for their workers to help retain them.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Business all over the world today is very challenging, as internal and external operating environment factors continue to challenge corporate performance and revenue growth. Therefore to stay profitable in the highly challenging and competitive global market economy, all the factors of production including human resource, machines and materials should be properly managed. Among the factors of production, human resource constitutes the biggest challenge because unlike other inputs employee management calls for skilful handling of thought, feelings and emotions to secure highest productivity. The development of any organization depends mostly on the quantity and quality of its employees and one way to ensure this is to determine how motivated the workers are to remain relevant and productive to the organization (Al-Aamri 2010).

Motivation refers to the force either within or external to a person that energize, direct, and maintain behaviour (Daft and Noe, 2001). To Daft and Noe ,an individual's motivation influences enthusiasm, directs energy towards an outcome, and maintains behaviour even when the behaviour does not immediately result in a reward or the work environment makes it difficult to perform the behaviour.

A need is what an individual values and wants to achieve; it is the basic foundation of motivational framework, if an individual is devoid of a need then it is impossible to motivate him to perform any task (Gupta 2011). This could also mean that an employee may be immensely capable of doing some work however nothing can be achieved if he/she is not willing to work.

Motivation has been defined as the psychological process that gives behaviour purpose and direction (Kreitner, 1995). And motivation is a significant contributor to exceptional performance-the effectiveness of an individual in an organization depends on some key factors, including his ability to perform an assigned task, a healthy work environment, and the level to which his/her needs are met.

However motivating employees is complicated since it depends on, among others, individual need, aspiration and core values.

Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Motivation acts as a catalyst to an individual's success, and hence corporate team leaders and managers must constantly motivate the employees to bring out the best in them. In a sense, the manager's function is that of a catalyst and as with all catalysts, he is to speed up the reaction between two substances, thus creating the desired end product (Buckingham and Coffman, 1999).

Specifically the manager creates performance in each employee by speeding up the reaction between the employee's talents and the company's goals, and between the employee's talents and the customer's needs. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale.

A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth. Organizations also need to look out for what motivates and satisfies their employees at work in order to stimulate them to perform their jobs as best as possible and to remain in the organization to help achieve the long term organizational goals.

The retention of employees has been shown to be significant to the development and the accomplishment of the organization's goals and objectives (Reichheld, 2001). 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 at hand. Arguably, the most valuable asset of every business is a stable workforce of competent, dedicated employees. In today's turbulent and unpredictable workplace, a stable workforce becomes a significant competitive advantage. If an organization has unstable workforce conditions, it is forced to invest in recruiting, orienting, and training, it is therefore the responsibility of the employer to retain their best employees, and the job of human resource personnel becomes complete when the right persons for the right jobs are at the right places at the right time.

Job satisfaction is something that working people seek and is a key element of employee retention. This is achieved if the employee feels comfortable physically and psychologically, because an unhappy employee can seriously affect the morale of other employees (Caplan & Teese, 1997). A negative feeling impacts the quantity and quality of work, and is related to absenteeism, tardiness, poor cooperation with supervisors, and turnovers because when dedicated workers have difficulty getting their jobs done, they quit naturally and look for other employment opportunities where they can achieve the satisfaction they seek from work.

To retain employees, their basic needs must be ensured, in the context of the employer/employee relationship, those basic needs could be pay and job securities that allow the employees to meet their personal and social obligations. In organizational context, HR policies that treat people in a basically acceptable manner, and working conditions that allow employees to do their jobs in a reasonable manner can be a motivation for employees to remain. At one point in time all these factors

have been the prime reason individuals have chosen to vote with their feet and leave a company, in essence if an organization is not able to meet the needs of its employees they will not retain their services.

1.2 Statement of the Problem

In the corporate world, motivation helps employees to work harder and better to gain competitive advantage. It helps to ignite the inner flame of the workers that push them for better outcomes and achievements. It also builds in them the desire to make significant contributions to the company. It evokes interest in work and directs them to their goals. Even a single demotivated core employee in an organization can lead to low productivity in the organization (Ghandhi, 2010).

Today's business environment has become very competitive thus making skilled employees the major differentiating factor for most organizations. An organization has to be aware of what motivates and satisfies the employees at work in order to stimulate them to perform their job as best as possible and to remain in the organization (Bassy, 2002).

Employee motivation is closely related to their retention, and invariably employee retention techniques go a long way in motivating the employees for them to enjoy their work and show a higher commitment to put efforts towards the achievement of the organization's goal and avoid changing jobs frequently.

Another important factor is that employees differ in issues regarding their needs, backgrounds, expectations, ambitions and other individual characteristics. In other words, what may satisfy one employee may be different from what will satisfy another, because some needs may change overtime. Effective employee management

lead to a competitive advantage in the form of more motivated workforce by extension improved operational and business performance and retention Employee commitment, productivity and retention issues are emerging as the most critical workforce management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts and tight competition for key talent. Buckingham and Coffman, (1999) in their research shows that the working population can be divided into several categories: people who are engaged (loyal and productive), those who are not engaged (just putting in time), and those who are actively disengaged (unhappy and spreading their discontent)

Organizations are faced with an extremely dynamic and volatile work environment marked by continued turbulence in the economy as a result managers face a difficult challenge of motivating and retaining employees in an environment of increased uncertainties (Mitchell, 2002).

The study therefore seeks to know how organizations can motivate workers in the right way, and to investigate whether or not motivation have effects on the retention of employees? The study seeks to explore the main factors that motivate workers in organisations and to see if there are any specific organizational strategies and functions that lead to retention.

1.3 Objectives of the Study

The study is aimed at examining issues affecting workers motivation and retention in Zoomlion Ghana Limited.

Specifically, the objectives of the study are to:

1. Explore what types of motivational packages are available and its impact on employees in Zoomlion Ghana Limited.

2. Assess the most important organizational strategies that contribute to the retention of Zoomlion Ghana Limited workforce.

3. To investigate what issues relate to organisational culture and job satisfaction, and how it contributes to retention in Zoomlion Ghana Limited.

4. To determine the retention rate of workers in Zoomlion Ghana Limited.

1.4 Research Question

The study will attempt to answer the following questions:

1. What are the motivational and retention packages in Zoomlion Ghana Limited?

2. What are the most important organizational strategies that contribute to the retention of Zoomlion Ghana Limited workforce?

3. What is the role of organizational culture and job satisfaction in the motivation and retention of employees?

4. What are the future intentions of employees with regard to their stay in their present organizations, and what are the significant factors associated with these decisions?

1.5 Significance of the Study

This study derives its significance from its potential contribution at two levels; theoretical and practical knowledge. At the theoretical level, the study will provide insights to support future research regarding strategic guidance for private sector

organizations that are concerned with both motivation and retention strategies and programs. For practical purposes, this study is expected to provide new solutions and evidence on the usefulness of motivation and retention of productive workforce to achieve and maintain competitive advantage.

1.6 Scope of Study

The study focuses on Zoom lion Company Ghana as the case study.

1.7 Limitations of the Study

1.8 Organization of the Study

The write up of this study has been presented in five chapters. Chapter one covers the background to the study, statement of the problem, objectives, research questions, significance of the study, limitation of the study, operational definition of terms, and organization of the study.

Chapter two is on the review of literature on motivation and retention for the purpose of laying the theoretical foundation for the study.

Chapter three focuses on the methodology. It discusses the research design, population and sampling, data collection procedures, research instrumentation, data analysis and the organizational profile of Zoomlion Company Limited.

Chapter four presents the analyses of the field data and discussions of the key findings and their implications.

Chapter five takes a look at the discussion of findings, summary of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews works done within the body of literature and seeks to position the present research within the scholarly context. It highlights related issues of concern including the concept of motivation, theoretical framework of motivation, job satisfaction, organisational culture, effects of motivation on retention of workers, reasons for employee disengagement and retention strategies. The conceptual framework of this study includes the Maslow's motivational theories of needs, Herzberg's Two-Factor theory and Vrooms Expectancy theory. The framework details the key principles that guide motivation and retention across organisations.

2.2 Theoretical Framework

Adams (1965) equity theory as presented in Spector (2008) and Herzberg's two-factor theory provided theoretical background to the study. The equity theory posit that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress, and that this leads to efforts to restore equity within the organisation. Failing to find any, Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2008:276) argue that they may behave in ways that harm the organisation. For example, they may quit, and when high performers leave the organisation, the company loses its productive talent and the capacity to gain competitive advantage. If

dissatisfied employees stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment.

This may also put the organisation at competitive disadvantage. An under-rewarded employee tend to show feelings of hostility to the organisation and perhaps their co-employees which may lead to reduced productivity and this may impair the overall performance of the organisation especially when high performing employees are involved.

Similarly, Herzberg two-factor theory cited in Herzberg; Mausner and Snyderman (1999) considers the organisation-based motivational variables which are responsible for employee's job satisfaction. Job satisfaction /dissatisfaction has long been recognised as a predictor of employee retention and turnover. The theory attempts to explain satisfaction and motivation in organisations by stating that satisfaction and dissatisfaction are driven by different factors (that is motivation and hygiene factors) respectively. Motivators are those aspects of the job that make people want to perform and inform their decision to stay or quit an organisation. These motivators are considered intrinsic to the content of the job and include variables such as achievement, recognition, the work itself, responsibility, advancement, and growth.

Conversely, dissatisfying experiences, called —hygiene‖ factors, largely results from extrinsic, non-job related factors such as company policies, salary, co-worker relations and supervisory styles. Herzberg argues 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. Satisfaction (and motivation) would occur only as a result of the use of intrinsic motivational variables.

2.3 Review of Related Literature

In this chapter, the previous studies for employee's retentions are presented to be the framework to understand and systematically analyse factors that affect employee's intentions. Retention defined as ―an obligation to continue to do business or exchange with a particular company on an on-going basis‖ (Zineldin, 2000). Retention is a voluntary move by an organisation to create an environment which engages employees for a long term (Chaminade, 2007). According to Samuel and Chipunza (2009), the main purpose of retention is to prevent the loss of competent employees from leaving the organisation as this could have adverse effect on productivity and profitability.

However, retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment. Studies have indicated that retention driven by several key factors which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy, and career development systems (Fitzenz, 1990).

The above mentioned definitions explain many situations in our contemporary life while many employees are no longer having the sense of organization loyalty once they leaved. Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their staff from leaving or going to work for other companies. This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer

these days than ever before because the job market is becoming increasingly tight (Eskildesen, 2000; Hammer, 2000).

One of the traditional ways of managing employee retention and turnover is through organisational reward system. William and Werther (1996) explain reward as what employees receive in exchange for their contributions to the organisation. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organisation'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.

Literature on employees retention again show 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.

(Davidow and Uttal, 1989). Employees retention also 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 employee turnover rates have been proven to be a problem, there are certain factors that contribute to the situation. The EPF (2004) notes the following: ―It turns out that a number of organizations have high employee turnover in operations such as customer contact centres, back-office processing and inventory management positions. Health care, communications, banking, and insurance are more prone to these high turnover characteristics than other industries. The reasons are multi-fold,

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but in general, the environment in which these organizations perform forces them into these employee patterns.

The environments producing such employee patterns can be seen extensively in fields such as healthcare, retail, and factory work (Bureau of Labour Statistics, 2004). The commonalities in these environments include, low to moderate employee compensation, lack of upward mobility, high-turnover due to hiring characteristics and competitive job markets, complex training processes, and a wide range of customer issues to be learned (EPF, 2004). As can be seen, a combination of factors may exist, decreasing employee job satisfaction and thereby increasing turnover. A number of factors have been articulated in order to explain the reason employees leave one organisation for another, or in some cases, leave the country. Abassi and Hollman (2000); Hewitts Associates (2006); Sherman et al. (2006) highlights some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Herzberg (1959) two factor theory as cited in Bassett-Jones and Lloyd (2005) argued 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. 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.

The dissatisfies are company policies, salary, co-worker relationships and supervisory styles (Bassett-Jones and Lloyd, 2005). Herzberg 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. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and 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. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

Based on a review of the literature, many studies have investigated employee's intentions to exist, for example Eskildsen and Nussler (2000) in their research suggested that employers are struggling to be talented employees in order to maintain a successful business. In the same bases, Mark Parrott (2000), Anderson and Sullivan (1993) and Rust and Zahorik (1993) believe that, there is a straight line linking employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retention of both customers and employees. The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devotion to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer 2000; Marini 2000; Denton 2000). Employees who

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are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al., 1979).

The effort to retain the best personnel begins with recruiting. Attracting and retaining the best people are not two different things, but are the same thing. Both require creating and maintaining a positive reputation, internally as well as externally.

Employers must be honest with the recruit about the beliefs, expectations, organizational culture, demands, and opportunities within the organization. By representing the organization realistically, a department will attract those who will be content working within the culture (Marx, 1995). Denton (1992) follows this up by stating that, ―the better the match between recruits and the organization the more likely you are to retain them.‖ Lynn (1997) believes that you must take time during the hiring process to make wise decisions. The employer must be candid about the working conditions, responsibilities, opportunities and other details to reduce the chances of making hiring mistakes. Taylor and Cosenza (1997) strengthen this thought by noting that it is imperative that companies give prospective employees a true picture of the organization, if they hope to match the personality type with the climate and culture of the organization. The literature was clear in pointing out that if departments want to increase retention they must start with a solid recruiting process.

Carney (1998) believes that the key to employee retention is quite simple: communicate, communicate, and communicate. Communication with the employees must begin early in the relationship. He believes that the imprinting period of a new employee is probably less than two weeks. Employers must engage the employee early on by sharing how important the job they do is. Lynn (1997) follows this up by

stating that early on an atmosphere of fairness and openness must be created by clearly laying out company policies.

Taylor and Consenza (1997) indicate that it is important to communicate the values of the organization to its employees in order to increase their level of consent, participation, and motivation. Lynn (1997) echoes this thought by pointing out that the vision of the organization must be shared with the employee as well as the importance the employees play in helping fulfil it. Lack of communication may result in gaps between management's perceptions of quality employment and the employees desired and perceived quality of employment (Taylor & Consenza, 1997). There must be a common purpose and trust among employees. People want to feel as if they are a vital piece of something larger (Carney, 1998). As Denton (1992) points out, managers must make sure employees know what they should do and why it is important.

Lynn (1997) notes that 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.

As was noted earlier it is important that the employee feel like a valued member of the organization. Training helps underscore this message. Training personnel is a way to show that you respect them and want them to grow. The department is making an investment in the employee by offering training (Marx, 1995). Good training can

deemphasize salaries and benefits, in part by building a positive work environment and by giving employees advancement opportunities (Lynn, 1997). Lynn goes on to say that training helps strengthen employee loyalty. Training can help revitalize personnel. For an 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 emphasizes to the employee that they are valued and respected; this in turn increased loyalty and retention.

While an organization must be competitive in terms of compensation and benefits, it is the relationship with the supervisor that is often a crucial factor in determining whether a person stays or goes (Mendonsa, 1998). 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). Departments 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). People 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 (Mendonsa, 1998). Provide a great deal of personal and team recognition (Carney, 1998). Recognize achievements with memos, mentions in staff meetings or articles in the newspapers (Lynn, 1997).

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).

Marx (1995) concludes this by pointing out that promoting from within is one of the proven methods of employee retention. Promoting from within show that there is truly room for advancement and growth within the department. Employee involvement, recognition, importance of work, and career advancement opportunities are all important, when dealing with employee retention.

In general people think that money and benefits or lack thereof, are the main reasons people leave their jobs, but this is not the case. While compensation and benefits may be a key factor in the final decision-making process, a money shortage is usually not what causes people to look in the first place (Mendonsa, 1998). Money may be the reason they give when they resign, but it's like ―white noise‖. They are conscious of it for a while but if they are bored on the job, money alone is not going to keep them there (Branch, 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 programs and discounts on services now top the list of desired benefits (Denton, 1992). Heskett et al. (1994) and Schneider and Bowen (1999) suggested that, in some cases, service suppliers may be unable to retain even those employees who are satisfied. Thus, 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 and Johnson, 1999). This explanation is consistent Morgan and Hunt (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. Further, this suggestion is based on the principle that once trust is built into a relationship, the probability of either party ending the relationship decreases because of high termination costs.

Other studies have proposed that the cost of replacing lost talent is even higher, as much as 70 to 200 percent of that employee's annual salary (Kaye, 2000). Expanding on these thoughts, the EPF (2004) stated that for a firm with 40,000 full-time employees, the difference between a 15- percent turnover rate and a 25 percent turnover rate is over $50 million annually. The divergence between a 15percent turnover rate and a 40-percent turnover rate is over $130 million annually.

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 (Anderson and Sullivan, 1993; Rucci et al., 1998, Bansal and Taylor, 1999, Cronin et al., 2000). Indeed, this link is essential to the marketing concept, which holds that satisfying employee's needs and wants is the key to exist in the organization (Kotler et al., 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's retention and future financial performance (Fornell et al., 1995). Kay (2000) describe 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. The costs and expenses mentioned above open another area of concern which is productivity. When high level of employee's 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.

Numerous studies explain the importance of high employee's involvement and how it could enhance their retention (Arthur 1994; Huselid 1995; Koch and McGrath, 1996).

Flexible work schedules and assistance programs need to be considered, however, only a small share of the workforce takes advantage of them (Smith and Blum, 2000).

As earlier studies indicated that young employees are more interested in payment, advancement opportunities and time off, such differences may reflect stages in the career plan or deeper generation differences. Additionally, there are often gender differences within demographic groups; e.g., young female may want different things from what young male want (Beck, 2001). 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 provide a training program that gave employees an opportunities to develop their path and career direction. Turnover tumbled from 75 percent to 50 percent (Withers, 2001).

Today, changes in technology, global economics, trade agreements, and the like are directly affecting employee/employer relationships. ―Until recently, loyalty was the cornerstone of that relationship. Employers promised job security and a steady progression up the hierarchy in return for the employee's fitting in, performing in prescribed ways and sticking around…None of these assumptions apply today: (Moravec, 1994). Restructuring and layoffs occurring today are expected to continue far into the future. Employees are now finding that previous job skills are no longer

valuable. They must now create new job growth possibilities, rather than waiting on promotions to be handed out.

Fostering employee commitment can have a great impact on decreasing turnover rates. ―Research shows commitment has a positive effect on productivity, turnover and employees willingness to help co-workers‖ (Bishop, 1997). In fact, increased employee commitment has been shown to improve team performance and productivity and decrease absenteeism, turnover, and intention to quit. However, companies can take action to ensure that these increasing trends are minimized within their own individual cultures. Therefore, strong retention strategy must be implemented. Byrnes (2002) notes that there are five essential steps for a company to develop an effective retention strategy; First, a corporate values system must be defined based upon the organization's values and vision. These values must guide the company and identify those employees desiring to move in the same direction. Next, trust must be established within all parts of the business. ―Security comes from trust and trust comes from honesty and communication. The bottom line is that employees want to know their employer will be straightforward with them…Establish a process for sharing important information related to your business with your employees‖

(Byrnes, 2002). Third, assess employee priorities through surveying. The answers will allow an organization to structure effective reward programs, thus increasing employee satisfaction. Fourth, Byrnes recommends doing industry homework.

Companies need to understand competitor's compensation and benefit programs. A clearer understanding of what is expected by employees within the industry provides the company the opportunity to increase satisfaction. Finally, the creation of a

compensation and benefit package, supportive of company values and employee needs, is essential.

Contrary to modern belief, monetary compensation is not the highest employee motivator. According to the Harvard Management Update (June, 1988), ―nine of ten managers think people stay or go because of money. We know that's not the case.

Money and perks matter, but employees tell us again and again that what they want most are challenging, meaningful work, good bosses, and opportunities for learning and development‖ (as cited in Kaye, 2000). Modern corporate structure has become so multi-layered that often employees do not ever see the fruit of their labours.

Newstrom and Pierce (2002) agree: ―Companies are being stymied…often by their own structure. McKinsey studied one company where the new product process required 223 separate committees to approve an idea before it could be put into production.

Another area contributing to decreased employee satisfaction is that of a company's motivational style. For example, Weinberg (1997) states that: ―Most companies relied in the past on two traditional strategies for managing turnover. First, they raised wages until the situation stabilized. If that didn't work, they increased training budgets for new hires and first-level supervisors. These solutions don't work anymore. Especially misleading is the myth that paying low-wage service workers and extra $.25 or $.50 per hour will dramatically reduce turnover rates. Even if higher pay rates were economically feasible-the extra few dollars has little influence on workers. Investments in training don't always pay off either. Training course content tends to assume that today's low-wage service workers live in stable homes, meet

minimal educational standards, and share the employer's behavioural expectations, this is often not the case.

Additionally, the assumption that today's employees live in stable homes, have sufficient educational backgrounds, and share company behavioural standards falls short. Management is not trained to deal with the modern social patterns affecting the workplace. Studies indicated that employees stay when they have strong relationships with others with whom they work (Clarke, 2001). This explain the efforts of organizations to encourage team building, project assignments involving work with colleagues and opportunities for interaction both on and off the job (Johns et al, 2001).

Other studies indicated that effective communication improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse (Gopinath and Becker 2000; Levine, 1995). Many companies are working to provide information that employees want and need in better way of communication, through the most credible sources (e.g., CEO and top management strategies) on a timely and consistent basis.

In summary, the literature defines retention as continuing relation between customers (employees) and their organization. The benefits of retention are lower costs for their agent, less price sensitivity, greater market share, improve productivity, increase employees' performance and thus increase profits and meet their organizational goals and objectives. The relationship between satisfaction and retention in many studies has described as weak, and researches shows that satisfaction does not necessarily cause to retention.

In today's business climate of continuous changes and uncertainty, the importance of job satisfaction to organizational performance needs to be seen from a new perspective. Job satisfaction and the motivation to perform well at work is important in today's business climate not merely because of their links with high levels of work effectiveness, but they are important because the competitive advantage requires a knowledge edge and this cannot be achieved unless employee are willing to engage in behaviours that will result in generative learning (Pascoe et al. 2002).

According to Murray, as the importance of job satisfaction rises in the minds of workers, they are more likely to consider it as a reason to stay with their current job or accept a job offer elsewhere. In order to attract and retain qualified employees in the tight labour market, employers will have to treat people as their most important asset. Workers want to maintain statute, high ranks, and authority by giving their capabilities such as knowledge, ability, and health to their jobs for which they spend most of their time. The individual who cannot meet their expectations with regards to their jobs become dissatisfied. Thus, this dissatisfaction affects the organization for which the worker works. Job satisfaction is very important for a person's motivation and contribution to production. Job satisfaction may reduce irregular attendance of work, replacement of workers, and the rate of accidents (Kahn, 1973).

2.4 Conceptual Framework

Several motivation theories work on the assumption that given the chance and the right stimuli, people work well and positively. It has been observed that people do not need just money and reward to motivate them. They also need recognition, involvement, Leadership / management, good individual growth and career development.

People's behaviour is determined by what motivate them. It is for this reason that when two people 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.

Figure 1.0 A Conceptual Framework of the Effects of Motivation on Employee Retention
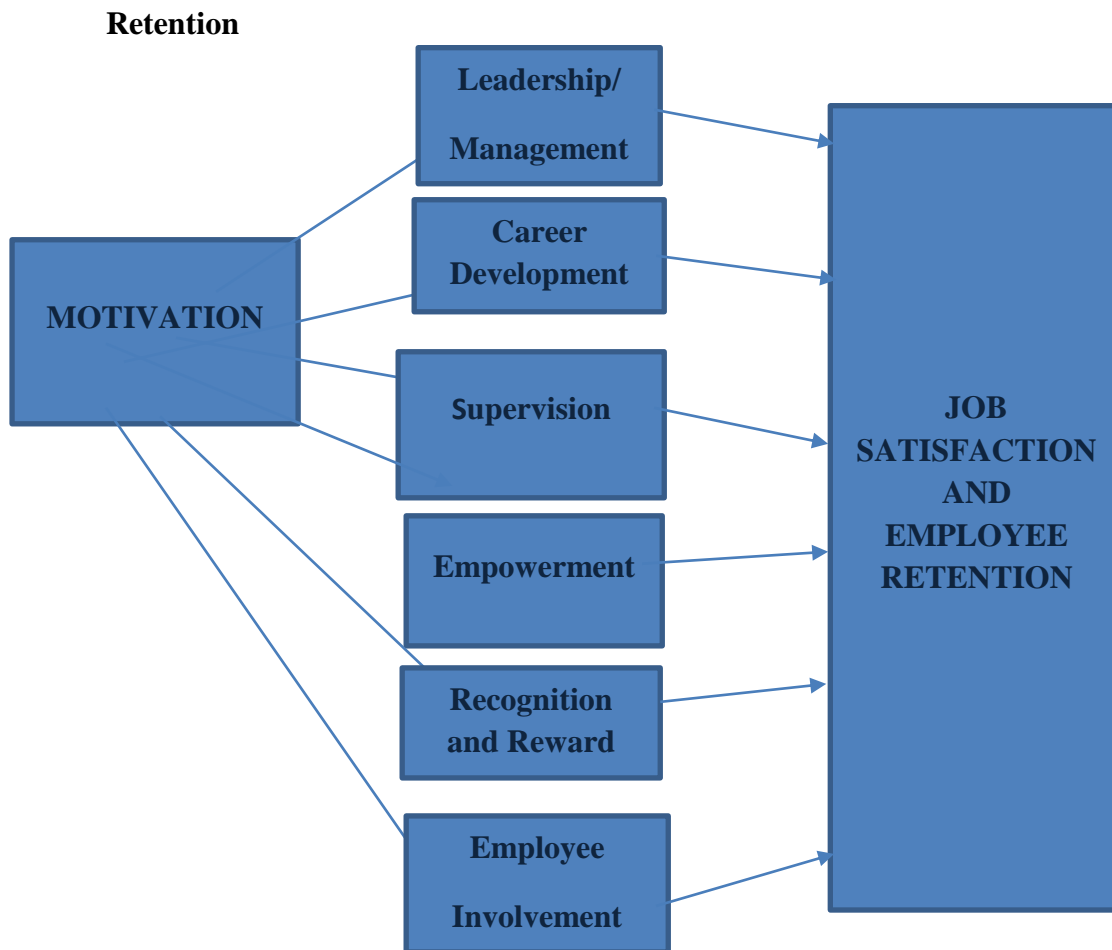
Source: Author's own construct (2021)

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology. It will cover research design, population and sample procedure, research instrument, data collection procedure and data analysis.

3.2 Research Design

This study utilized the case study approach. A case study is defined as a strategy for doing research that involves an empirical investigation of a particular phenomenon within its real life context with the utilization of various source of evidence. The data collection methods applicable with this method include questionnaires, interviews, observation and documentary analysis (Saunder et.al 2003).

The study employed the descriptive research design approach. This is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. The study also combines both the qualitative and quantitative method analytical approaches. The qualitative method permits a flexible and iterative approach, while the quantitative research method permits specification of dependent and independent variables and allows for longitudinal measures of subsequent performance of the research subject. The value of qualitative research is that it is more open to the adjusting and refining of research ideas as an inquiry proceeds (Creswell 1994).

3.3 Population and Sampling Procedures

The population of the study was limited to Zoomlion Company Ghana, precisely the headquarters in Accra. A total of One hundred and Twenty (120) survey questionnaire was randomly distributed to employees at various departments with different job functions and position. The Research and Development Unit of the Company assisted the researcher to distribute the questionnaires to most of the department.   This was to enable every member of the selected population have an equal chance of been selected.

However, a total of 85 questionnaires were returned, giving a response rate of 70.8%. It was these responses that were actually used for the research.

3.4 Research Instrument

A questionnaire on the effect of motivation on retention of workers in the private sector was designed using the work of Alkandari and Hammad (2009) as a guide. An interview guide was also drafted for the Human Resource Manager to gain prior knowledge about the motivational and retention strategies in place at Zoomlion Company. The information provided led to the drafting of the questionnaire. A closed-ended question was used to elicit responses that are within the scope of the study. The Likert scale was used, a set of attitude statements were presented, where subjects of the study were asked to express agreement or disagreement using a five-point scale. The degree of agreement is given a numerical value ranging from one to five, thus a total numerical value can be calculated from all the responses (Underwood, 2004). The questionnaire had six (6) parts, the first part was on demographic information, the second part focused on the motivational packages, the

third on retention strategies, the fourth on organizational culture, the fifth in level of job satisfaction and the sixth on career plans.

3.5 Data Collection Procedures

This comprised of a primary and secondary data. Primary source of data was collected through the use of questionnaires. The secondary source of data was collected from published articles, business journals, and related studies as mentioned in the literature review. A letter of Introduction was sent explaining what the study was about and what the respondents were required to do. The researcher provided one hundred and twenty (120) copies of the questionnaires and received Eighty- Five (85) completed questionnaires after five days. The high response was due to the rapport that was initially established and the systematic follow- up via phone calls and occasional visits.

3.6 Data Analysis

The data collected was analyzed, and then a statistical technique, the SPSS and Excel were used to organize the data according to the items under the various sections in the questionnaire. The responses were tabulated showing the frequencies and percentages.

3.7 Profile of Zoomlion

Zoomlion Ghana Limited is a giant in the waste management as well as environmental sanitation business in Ghana and Africa as a whole. The Company was formed under the company's Act with registration number CA22256 in January 2006. The company which was formed as Zoomlion Ghana Limited with a few members of staff has now grown over the past four years with eight (8) subsidiaries. It now has a

total core staff of 2,800 and manages about 45,000 workers under various forms of Public Private Partnerships (PPP). Zoomlion also operates in other African countries such as Togo, Angola and Guinea while negotiations are far advanced for the company to start operations in other areas such as Nigeria, Sierra Leone and Liberia. Zoomlion Ghana Limited seeks first and foremost to satisfy clients and customers by continuously improving upon operations to make them cost-effective.

Zoomlion Ghana Limited is committed to building long-lasting relationships with our private sector customers (industry, etc.), Ministries, Departments and Agencies (MDAs) of Central Government, Metropolitan, Municipal and District Assemblies (MMDAs) or Local Authorities, and the communities we serve not excluding even our competitors in the industry, who we would prefer to refer to as partners in the business of keeping Ghana and Africa clean, green, healthy and salubrious.

Vision: Champion of clean, green and healthy communities 15:15, this code means to become the number on service provider in five countries in the year 2015.

Mission: To be at the forefront of the environmental sanitation services industry, by the introduction and utilization of simple but modern technologies and methods of waste management at affordable and competitive rates.

Source: Zoomlion Company Brochure, 2012

CHAPTER FOUR

RESULTS AND DISCUSION

4.0 Introduction

This chapter presents an analysis of the data from the responses. The researcher gave out one twenty (120) questionnaires to be filled out, out of which Eighty-Five (85) were finally retrieved and analysed. The findings are presented in tables with discussion of the findings and its relevance to other research in the area.

4.1 Background of Respondents

Table 4.1 Ages of Respondents

Age	Frequency	Percent
18-25	25	29.4
26-35	38	44.7
36-45	22	25.9
46-50	-	-
50 and above	-	-
Total	**85**	**100.0**

Source: Field Survey 2022

From the above table the finding reveals that 29.4% of the employees are within the ages 18-25 years and 44.7% are within the ages of 26-35, while 25.9% are within the ages of 36-45 years. This reveals that the majority of the respondents are young with none aged 46 years and above.

Table 4.2 Gender of Respondents

Sex	Frequency	Valid Percent
Male	48	56.5
Female	37	43.5
Total	**85**	**100.0**

Source: Field Survey 2022

The above table indicates that there are more males (56.5%) than females (43.5%) in the population. The literature indicates that there are gender differences within demographic groups e.g., young females may want different things from what young male want (Beck 2001). The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

Table 4.3 Marital Status of Respondents

Marital Status	Frequency	Percent
Single	43	50.6
Married	35	41.2
Separated	4	4.7
Divorced	3	3.5
Total	**85**	**100.0**

Source: Field Survey 2022

In relation to the respondent's marital status, the findings indicated that 50.6% of the population is single while 41.2% are married. The finding support the study conducted by Hemmeter, & Pittman, (1987) stating that the employee gender and marital status, as well as market factors such as labour supply and starting salary

levels, were considered important exogenous influences on professional staff retention.

Table 4.4 Educational Background Respondents

Education	Frequency	Percent
JHS/Middle School	-	-
SHS/Sixth Form	19	22.4
Polytechnic	21	24.7
University	16	24.6
Total	**85**	**100.0**

Source: Field Survey 2022

In relation to the respondents' educational level, the study indicated that 52.9% have attended the University, 24.7% have attended the Polytechnic, and these points out the majority of the respondents are highly educated.

Table 4.5 Job Titles of Respondents

Position/Title	Frequency	Percent
Research/Development Asst.	7	8.2
Administrative Assistant	3	3.5
Accounts Officer	4	4.7
Internal Auditor	3	3.5
PR Officer	3	3.5
HR Officer	6	7.1
Janitor	5	5.9
Communication Officer	8	9.4
IT Officer	4	4.7
Landfill Officer	3	3.5
Technical Supervisor	6	7.1
Transport Officer	7	8.2
Safety Engineer	8	9.4
Procurement Officer	6	7.1
Operations officer	12	14.1
Total	**85**	**100.0**

Source: Field Survey 2022

Regarding the job title the highest number were engaged as Operation Officers representing 14.1%, the Communication Officers and Safety Engineer formed 9.4%, while Technical Supervisors, Procurement Officers and HR Officers formed 7.1%, while the Accounts and IT Officers formed 4.7%.

Table 4.6 Level of Work Respondents

Level of Work	Frequency	Percent
Junior Staff	30	35.3
Middle Level Staff	42	49.4
Senior Staff/Management	13	15.3
Total	85	100.0

Source: Field Survey 2022

The table above indicates that 49.4% of the respondents are Middle Level Staff, 35.3% are Junior Level Staff with only 15.3% are Senior Level Staff. Table 4.8 Number of years of engagement of respondents

Table 4.7 Number of Years of Engagement

Number of Years	Frequency	Percent
1-2	40	47.1
3.5	25	29.4
6-9	13	15.3
10 years or more	7	8.2
Total	85	100.0

Source: Field Survey 2022

The finding reveals that (47.1%) of the population have spent about 1-2 years in the company, (29.4%) have spent about 3-5 years and (15.3%) have spent 6-9 years, while only (8.2%) have spent 10 years and more.

4.2 Motivation and Retention Packages Available at Zoomlion

In an attempt to explore the types of motivational and retentions packages available and its impact on employees in the private sector organization, a questionnaire was structured and administered to the management of Zoomlion, specifically the HR Manager, to find out which motivational and retention packages were available to their staff. The responses from the HR were used to structure a questionnaire to determine how important and available these packages were to employees. The analysis of the responses revealed from the HR Manager revealed the following motivational packages to be in existence:

- Salary and monetary compensation

- Leave benefits xlix

- Retirement plan

- Health and other benefits

- Employee assistance program

- Promotion, Job security

- Effective performance appraisal system

- Good safety measures

When the staffs were asked to indicate the importance they attached to each of these packages, a total of 75.3% of them indicated salary and monetary compensation as very important while 24.7% said it was somewhat important. Neural, not very important and not at all important rated (0%). Also, 65.9% of them considered leave benefits as very important while 34.1% mentioned it as somewhat important. Neutral, not very important and not at all important rated (0%). Similarly, a total of 74.1% of the staff rated job security as very important while 24.9% indicated same as somewhat

important. Again neutral, not very important and not at all important rated (0%). In addition to the motivation packages, the HR Manager was asked to indicate which retention packages were available to staff of Zoomlion.

Again analyses of the responses showed the following strategies as being implemented by Zoomlion to retain staff:

- Alternative work schedule

- Health and related benefits

- Wellness programs

- Monitoring and coaching

- Retirement plan

- Help with career planning

- Reward and recognition

- Salary compensation

- Education and training opportunities

- Annual performance appraisal.

The respondents were then asked to indicate their awareness of each of the above tools of staff retention, and how important they were to them. The responses indicate that for Alternative work schedule (36.5%) knew it was available; (38.8%) said it was very important while (61.2%) said it was somewhat important to them. With regards to Retirement plan, (62.4%) indicated it was available, (70.6%) indicated it was very important while (29.4%) indicated it was somewhat important to them. Similarly, on the side of Educational and training opportunities, (76.5%) indicated it was available, (85.9%) indicated it was very important while (14.1%) indicated it was somewhat important. These finding shows that although these retention packages were available

not all the employees were aware meaning that either they are not been communicated to them or they are not being implemented by management at all.

4.3 Motivational Packages

This section of the survey asked respondents to indicate their level of importance to the motivational packaged available in the organization. This is in direct relation to the first objective of the study which is to explore what types of motivational packages are available and its impact on employees in the private sector organization. The complete result for this section is represented in the table below.

Table 4.8 Motivational Packages at the Workplace in Terms of their Importance

Motivational Package	Very Important	Somewhat Important	Neutral	Not Very Important	Not at all Important
	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage
Salary and Monetary Compensation	64 (75.30%)	21(24.70%)	0 (0%)	0 (0%)	0 (0%)
Leave Benefits	56 (65.90%)	29 (34.10%)	0 (0%)	0 (0%)	0 (0%)
Retirement Plan	50 (58.80%)	35 (41.20%)	0 (0%)	0 (0%)	0 (0%)
Health and other benefits	60 (70.60%)	25 (29.40%)	0 (0%)	0 (0%)	0 (0%)
Employee Assistance Programs	61 (71.80%)	24 (28.20%)	0 (0%)	0 (0%)	0 (0%)
Promotion	58 (68.20%)	27 (31.80%)	0 (0%)	0 (0%)	0 (0%)
Job Security	63 (74.10%)	22 (25.90%)	0 (0%)	0 (0%)	0 (0%)
Effective Performance Appraisal	53 (62.40%)	32 (37.60%)	0 (0%)	0 (0%)	0 (0%)
Good Safety Measures	62 (72.90%)	23 (27.10%)	0 (0%)	0 (0%)	0 (0%)

Source: Field Survey 2022

The finding in the above table rated salary and monetary compensation high (75.3%), this was followed by job security (74.1%), good safety measure rated (72.9%), employee assistance program rated (71.8%), Health and other benefits rated (70.6%), and the lowest rating was retirement plan and effective performance appraisal system. The result of the current study indicates that salary and monetary compensation, job security, good safety measures, employee assistance program and health benefits are the highest motivator for employees in the private sector, whilst retirement plan and effective performance appraisal system are the lowest motivators for employees in the private sector. The finding of this study confirms the literature as it indicated that incentive compensation is one of the strongest motivators. William and Werther (1996) explain reward as what employees receive in exchange for their contributions to the organisation. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organisation's corporate objectives, and maintains and retains a productive workforce.

4.4 Retention Strategies

This section of the survey asked respondents to indicate their knowledge on the availability of retention strategies and its level of importance. This is in relation to the second objective of the study which is to assess the most important organizational strategies that contributes to the retention of the private sector workforce. The results for this section are presented in the table below.

Table 4.9: Retention Strategies

Strategy	Yes	No	Very Important	Somewhat Important
	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage
Alternative Work Schedule	31 (36.5%)	54(63.5%)	33 (38.8%)	52 (61.2%)
Health and Related Benefits	65 (76.5%)	20 (23.5%)	75 (88.2%)	10 (11.8%)
Wellness Programs	25 (29.4%)	60 (70.6%)	25(29.4%)	60 (70.6%)
Mentoring and Coaching	39 (45.9%)	46 (54.1%)	68 (80.0%)	17 (20.0%)
Retirement Plan	53 (62.4%)	32 (37.6%)	60 (70.6%)	25 (29.4%)
Help with Career Planning	28 (32.9%)	57(67.1%)	51 (60.0%)	34 (40.0%)
Reward and Recognition	32 (37.6%)	53 (62.4%)	70 (82.4%)	15(17.6%)
Salary Compensation	70 (82.4%)	15 (17.6%)	77 (90.6%)	8 (9.4%)
Education and Training Opportunities	65 (76.5%)	20 (23.5%)	73 (85.9%)	12 (14.1%)
Annual Performance Appraisal	69 (81.2%)	16(18.8%)	32 (37.6%)	53 (62.4%)

Source: Field Survey 2022

The findings of the study on availability reveal that salary compensation strategies is the highest (82.4%), followed by annual performance appraisal (81.2%) and education and training opportunities (76.5%). The lowest is wellness program (31.3%), followed by help with career planning (32.9%) and alternative work schedule (36.5%) With regards to the importance of the strategy, salary compensation had the highest of (90.6%), followed by health and related benefits (88.2%), immediately after is education and training opportunities, (85.9%). The lowest of the finding is the wellness program liii (29.4%) and annual performance appraisal (37.6%). The importance of education and training benefits is not surprising, since workforce of private sector emphasis on growth and development through a variety of training. Another reason this benefit may be important is because they are generally younger and in an early phase of their career development. The findings of the study supports the literature that says creative strategies that go beyond pay and benefits can be

employed to attract and retain employees, Recognition, flexible work arrangements, work-life balance, employee engagement, health and safety, communication, workplace diversity, formal wellness programs, inclusion and employee development are some examples of approaches that can become a part of the mix when developing retention strategies (Kinnear and Sutherland, 2001)

4.5 Organizational Culture

This section of the survey asked respondents to indicate their level of agreement to the organizational cultural. This is in direct relation to the objective three of the study which is to determine if organizational culture motivates workers to remain in the organization. The complete results for this section is represented in the table

Table 4.10: Organisational Culture at the Workplace

Organisational culture variable	Strongly Agree	Disagree	Neutral	Agree	Strongly Disagree
	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage	Frequency/ Percentage
Supervisors discuss employees' development plans	17.6%	34.1%	12.9%	22.4%	12.9%
Employees are given opportunity to be part of task groups and assignments	17.6%	12.9%	21.2%	35.3%	12.9%
Career development programs to make people aware and responsible of career development	18.8%	25.9%	16.5%	23.5%	15.3%
Working on new projects	14.1%	24.7%	21.2%	25.9%	14.1%

is an open process with few barriers					
Supervisors communicate effectively with employees	7.1%	8.2%	17.6%	37.6%	29.4%
There is a culture that recognizes and values diversity	11.8%	15.3%	18.8%	40.0%	14.1%
There is an environment of openness and trust	14.1%	9.4%	17.6%	30.6%	28.2%
Employees are treated with fairness and respect	12.9%	27.1%	17.6%	42.4%	0.0%
Supervisors spend time listening to employees ideas	11.8%	17.6%	20.0%	32.9%	17.6%
Supervisors empower people to take responsibility and authority	15.3%	18.8%	12.0%	29.0%	14.1%

Source: Field Survey 2022

The finding reveals that (17.6%) of the employees strongly disagree and 34.1% disagree that supervisors in the work place sit down with employees to discuss their development plans at least every six months, this could mean supervisors in some department do not sit with the employees to discuss their development plans. With regards to the statement that the company has a career development program that helps people become more aware of and responsible for their own career development, (18.8%) strongly disagrees and (25.9%) disagree. Meanwhile, 17.6%

meanwhile strongly disagree while 12.9% strongly agree to the statement. As to whether the results on the statement that employees are often given the opportunity to be part of task groups and assignments reveal that findings reveal that (35.3%) strongly agreed and (12.9%) agreed that employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities. With regards to supervisors communicating effectively with employees, (37.6%) strongly agreed, while (29.4%) agreed. On the environment of openness and trust, (30.6%) strongly agreed, while (28.2%) agreed. lv The finding of the study indicates that the organizational culture is an important component of motivation and retention and the finding supports the research of Morgan and Hunt (1994) on marketing channel, which states that once trust is built into a relationship, the probability of either party ending the relationship decreases because of high termination costs. The finding also supports the studies of Clarke (2001) which indicates that employees stay when they have strong relationships with others with whom they work. This explain the efforts of organizations to encourage team building, project assignments involving work with colleagues and opportunities for interaction both on and off the job (Johns et al 2001). The findings also supports the work of Gopinath &Becker (2000) which indicated that effective communications improve employee identification with their organization and build openness and trust culture.

4.6 Level of Job Satisfaction

The section of the survey asked respondents to indicate their level of satisfaction in terms of job satisfaction. This is in relation to the third objective of the study which is to investigate issues related to job satisfaction and how it contributes to retention of workers in the private sector. The results for this section are presented in the table below.

Table 4.11: Job Satisfaction Variables

Variable for job satisfaction	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Dissatisfied
	Frequency/ Percentage	**Frequency/ Percentage**	**Frequency/ Percentage**	**Frequency/ Percentage**	**Frequency/ Percentage**
Total Hours worked each week	0.0%	0.0%	8.2%	76.5%	15.3%
Flexibility in scheduling	0.0%	7.1%	44.7%	38.8%	9.4%
Location of work	0.0%	24.7%	20.0%	44.7%	10.6%
Salary	8.2%	14.1%	23.5%	35.3%	18.8%
Opportunities for Promotion	2.4% 4	9.4%	17.6%	30.6%	0.0%
Benefits (Health Insurance, life insurance, etc.)	0.0%	12.9%	12.9%	56.5%	17.6%
Job Security	16.5%	29.4%	11.8%	30.6%	11.8%
Recognition for work accomplished	20.0%	29.4%	9.4%	29.4%	11.8%
Relationships with your coworkers	0.0%	23.5%	23.5%	35.3%	17.6%
Relationship(s) with your supervisor(s)	0.0%	11.8%	23.5%	44.7%	20.0%
Relationships with your subordinates (if applicable)	0.0%	17.2%	23.0%	40.2%	19.5%
Opportunity to utilize your skills and talents	0.0%	17.6%	11.8%	47.1%	23.5%
Opportunity to learn new skills	0.0%	17.6%	11.8%	56.5%	14.1%
Support for additional training and education	0.0%	9.4%	11.8%	68.2%	10.6%
Variety of job responsibilities	0.0%	23.5%	11.8%	35.3%	29.4%

Degree of independence associated with your work roles	0.0%	23.5%	29.4%	35.3%	11.8%
Adequate opportunity for periodic changes in duties	0.0%	35.3%	17.6%	29.4%	17.6%

Source: Field Survey 2022

The finding of the study reveals that with the general working condition, (76.5%) are satisfied and (15.3%) are highly satisfied with the hours worked each week, (38.8%) are satisfied and (9.4%) are highly satisfied with the flexibility in scheduling, and (44.7%) are satisfied and (10.6%) are highly satisfied with the location of work. With regards to the pay and promotional potential, (35.3%) are satisfied and (18.8%) are highly satisfied with the salary, (56.5%) are satisfied and (17.6%) are highly satisfied with the benefits, With regards to work relationships (35.3%) are satisfied and (17.6%) are highly satisfied with relationship with co-workers, (44.7%) are satisfied and (20.0%) are highly satisfied lvii with relationship with supervisors, and (40.2%) are satisfied and (19.5%) are highly satisfied with relationship with subordinates. With regards to opportunities for promotion, (2.4%) are highly dissatisfied and (49.4%) are dissatisfied, (16.5%) are highly dissatisfied and (29.4%) are dissatisfied with job security, (20.0%) are highly dissatisfied and (29.4%) are dissatisfied with recognition for work accomplished. The findings reveal that more workers are satisfied with the hours worked each week, flexibility of schedule, salary, benefits and work relationships. However workers are more dissatisfied with the opportunities for promotion, recognition for work accomplished and job security. This can however influence their continuous stay in the private sector. The findings of the study support the literature by Spector (1997) who noted that the causes of job satisfaction can be

grouped into two main categories. The first category is the job environment and factors associated with the job. This includes relations with other people in the work place, how people are treated or the work relationships, the nature of job tasks or the work activities, and rewards. The second category is the individual factors that the person brings in the workplace; this includes talents skills, prior experiences and personality. These two categories often work together to influence an employee's job satisfaction and can be a source of motivation. The finding also supports literature by Aswathappa (2003) who discussed the determinants of job satisfaction to be wage payment and monetary rewards. Different organizations employ different wage system and other rewards. The level of job satisfaction is determined by how motivated an employee is, and that will in turn determine whether he stays or leaves, this supports the literature of Cohen 1993; Hom and Griffeth 1995 and Allen, Shore & Griffeth 2003 who discussed the evidences from theoretical as well as empirical studies, indicated that turnover intentions lviii represented a reliable indicator of actual voluntary turnover and were heavily influenced by job satisfaction. Meyer and Herschovitch (2001) argued that when employees were dissatisfied with their jobs, their desire to remain in their organization started to erode. The findings also support the literature by Fried &Ferris, (1987); Parisi & Weiner, (1999); Weiner, 2000 who stated that job satisfaction was dependent on the nature of the job itself, which integrated job challenges, autonomy, skill variety and job scope, best predicted overall job satisfaction, and other important outcomes like job retention.

4.7 Career Plans

The section of the survey asked respondents to indicate their career plan in relation to their present place of work. This is in direct relation to the objective four of the study

which is to determine the retention rate of workers in the private sector. The complete result for this section is represented in the table below.

Table 4.12 Career Plans of Respondents

Number of Years	Frequency	Percent
1-2	25	29.4
3.5	25	29.4
6-10	18	21.2
10 years or more	11	12.9
No Plans of quitting	6	7.1
Total	85	100.0

Source: Field Survey 2022

When asked about future career plans, (29.4 %) of workforce said they planned on retiring or leave within 1-2 years, and an additional (29.4%) said they planned to leave s within 3-5 years. Another (21.2%) said they planned to leave within 6-10 years. (12.9%) said they planned to leave the organisation after 10years, while (7.1 %) indicated that they had no plans to leave within the foreseeable future. The (7.1%) presented low awareness of the importance of retention to the private sector organizations. Based on the retention 18 No. of Years Frequency % 1 - 2 years 25 29.4% 3 - 5 years 25 29.4% 6 - 10 years 18 21.2% 10 or More 11 12.9% No Plans of quitting 6 7.1% 85 100% (Source: data from field study 2012) lix distribution in table 4.10, and relating it to employees career plans, some respondents were not aware the availability of retention packages, hence could not access them. The distribution in Table 4.13 confirms that (58.8 %) of workforce who intended to leave the private sector within 5 years are related to the inefficient career development and retirement plan of human resource management strategies and policies. This also implies that there will be increase in turnover rate. The findings however support the literature by

Abassi & Hollman (2000) and Sherman et al. (2006) who highlighted reasons why employees leave an organization, these reasons include, lack of recognition, lack of competitive compensation system, lack of job security, lack of promotion and inadequate training and development opportunities, job and personality mismatch, no growth opportunities, lack of trust and no support, coordination among co-workers and work life imbalance. These variables can be broadly classified into intrinsic and extrinsic motivational factors.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter focuses on the summary of the finding in the research, the conclusion drawn from the study and recommendation both for policy and for future studies.

5.1 Summary

The purpose of the study has been to assess the effect of motivation on retention in privately owned enterprises, using a case study approach. The case under study was the Zoomlion Company limited. The literature shows that motivational factors are critical and should be well addressed by the organization to ensure retention of its work force. The result of motivational package shows that the salary and compensation, followed by job security, good safety measure, were rated as most important to the respondents. Health benefits and employee assistance programs were also considered important. The items needed to be improved in private sector are retirement plan and effective appraisal system. Improving these benefits will improve private sector workforce retentions and thus ensure meeting organizational goals and objectives. This is in direct relation to the objective one of the study which is to explore what type of motivational available and its impact on employees in the private sector organization, the implication of this means that the object of the study was achieved. Another objective of the study was to assess the most important organizational strategies that contributed to the retention of the private sector workforce. The literature emphases that retention strategies must be broad and varied to address the variety of reasons private sector workforce leave private organizations. The value of creating diverse strategies should manifest itself through increased

employee satisfaction and an increased sense of belonging to the organization. The result of strategies factors shows that the three strategies that rated most important to private sector workforce are salary compensation, education and training opportunities, and health benefits. Whilst annual performance appraisal, alternative work schedule and wellness program were low on the level of importance to retention. This implies that the objective was met. The objective to determine if organizational culture motivates workers to remain in the private sector was achieved. The literature explains that the variation in employee lxi retention across organizations may be related to organizational culture values. The result of the study showed that most of the private sector workforce strongly disagreed or disagreed that supervisors discussed development plans with them at least every six months. The study indicated high percentage of disagreement of private sector workforce who believes that the organization has a career development program that helps to become more aware of and responsible for their career development. However more than half of private sector workforce agreed that supervisors communicate effectively with employees, and there is a culture that recognises and values diversity, as well as employees given the opportunity to be part of task groups and assignment outside their core job responsibilities and an environment of openness and trust. The objective to investigate what issues relate to job satisfaction, and how it contributes to retention in the private sector was achieved. The literature emphasize that job satisfaction blends with psychological and environmental effect of the job and it explains why employees are buoyant to come to work and how they get enforced to perform their jobs as well as their intentions to stay in the organization. The findings of the study reveals that workers in the private sector are more satisfied with the general conditions of work such as hours worked each week, flexibility of schedules as well as salary and

benefits. However the workers are more dissatisfied with the opportunities for promotion, recognition of work accomplished and job security. The last objective of the study was to determine the retention rate of workers in the private sector. The literature explains that the reasons for which employees leave the organization may be personal or professional. The result of private sector workforce career plan shows that most of the workers in the private sector had plans to leave within 5 years. Implying from the findings the reasons include, lack of opportunities for promotion, lack of job security, no recognition for work accomplished, failure to initiate lxii an effective career development and retirement plan. This implies that the retention rate in the private sector is low thereby leading to increase in turnover rate.

5.2 Conclusion

In conclusion, given the growing need for organisations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing employees decision to either leave or remain in an organisation. Such variables include training and development, recognition/reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be under- estimated when formulating a retention policy. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in our various organisations. The empirical results of this study show that the motivation of the workers has advantages to the organization in terms of retaining its viable workforce in the achievement of its goals and objectives. Generally, the findings of this study were found reliable with the studies conducted by other researchers on the contribution of human resource practices related to

motivation and retention. Consequently, the worth of present study lies in the reality that it offers a rationale for both theoretical and practical contributions. Theoretically, the findings of this study can add to the existing body of the literature and can serve as a starting point on which future studies can be built. On the practical side, this study can help the top-management decision makers of private sector to enhance the major factors and strategies that may better motivate and retain their workers, thus meeting organizational goals and objectives

5.3 Recommendations

For future research, the demographic factors such as age, gender, marital status, education, and job title, unit of work and level of work may need further studies to relate them to the effect of motivation and retention in the private sector. The relation between private sector workforce retention and their satisfaction need to be focused and studied. The quantitative method used to measure the values of job satisfaction may have an important limitation. Questionnaires may be develop to provide a deep understanding of feeling toward their organization and their expectations at the time they were engaged to work in the private sector. More so to increase the job satisfaction level of the employees the management of the company should concentrate on the recognition of work accomplished and job security. The result of the study on career plans shows that the percentage of workforce that aimed to build long-term relationship and developed their career within the private sector is low. Management of the private sector should provide good retention strategies that lead to improvement in the existence as well as the satisfaction of its employees. Lastly, it should be noted that the quantitative approach used to measure cultural values in this study has important limitations. Although the findings indicate that perceived cultural

values varied among workers, they offer no insight into how or why these cultural differences evolved within the private sector. Qualitative assessment of these prior developmental processes may be essential for fully understanding how organizational culture value influences employees motivation and retention.

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QUESTIONAIRE RECIPIENT: STAFF OF ZOOMLION

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

INTRODUCTION

This is a questionnaire designed to assess the Effects of Motivation on Retention at Zoomlion Waste Management Company Limited. It is for the purpose of a project work in partial fulfilment of the requirements for the award of the Bachelor of Business Administration (Human Resource Management). You are assured that all information provided will be used for only academic purposes and will be kept strictly confidential. Please your cooperation and honesty will be deeply appreciated. Thank you.

(Please tick √ in the box or write out your answer as applicable)

PART A: GENERAL INFORMATION

Age: 1. 18 – 25 [ ]   2. 26 – 35 [ ]   3. 36 – 45 [ ]   4. 46 – 60 [ ]

5. 50 and above [ ]

Gender: 1. Male [ ]   2. Female [ ]

Marital Status: 1. Single [ ] 2. Married [ ] 3. Separated [ ] 4. Divorced [ ]

Education: 1. JHS/Middle School [ ] 2. Senior secondary/Sixth Form [ ] 3. Polytechnic [ ] 4.University [ ] Other [ ]……………………… (Please specify)

Position: ……………………… (Please state exact position at place of employment)

Department …………………………………. (State Department/Unit of your work)

Level of work 1.Junior staff [ ] 2. Middle level staff [ ] 3.

Senior staff/Management [ ]

How long have you worked with your organization? 1. 1-2 years [ ] 2. 3-5 yrs. [ ] 3. 6 – 9yrs [ ] 4. 10 yrs. or more [ ]

PART B: MOTIVATIONAL PACKAGE

Please rate the following motivational packages at your workplace in terms of their importance to you, on a scale of 1 to 5, with 1 being not at all important and 5 very important.

1. Not at All Important

2. Not Very Important

3. Neutral

4. Somewhat Important

5. Very Important

MOTIVATIONAL PACKAGE RATE (from 1 to 5)

Motivational Package	1	2	3	4	5
Salary and monetary compensation					
Leave benefits (including vacation, sick, maternity, etc. leave)					
Retirement plan					
Health and other benefits (health insurance, funeral, etc.)					
Employee assistance program					
Promotion					
Job security					
Effective performance appraisal system					
Good safety measures					

Please state any other motivational items available but is not indicated above

………………………………………………………………………………………………..

…………………………………………………………………………………………………

PART C: RETENTION STRATEGIES

Please indicate if any of the following strategies are available in your place of work.

Then rate how important each item is to you, whether it is available or not, on a scale from 1 to 5 where

1 = not at all important and 5 = very important.

1. Not at All Important

2. Not Very Important

3. Neutral

 4. Somewhat Important

5. Very Important

STRATEGY AVAILABLE

MOTIVATIONAL PACKAGE RATE (from 1 to 5)

Motivational Package	1	2	3	4	5
Alternative Work Schedule					
Health and related benefits					
Wellness Programs					
Mentoring and coaching					
Retirement plan					
Help with career planning					
Rewards and recognition					
Salary compensation					
Education and training opportunities					
Annual Performance Appraisal					

Please state any other motivational items available but is not indicated above
…………………………………………………………………………………………………
…………………………………………………………………………………………………..

PART D: ORGANIZATIONAL CULTURE

Please rate the following statements on a scale of 1 to 5, with 1 being Strongly disagree and 5 Strongly agree.

1= Strongly disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly agree

ORGANISATIONAL CULTURE RATE (from 1 to 5)

Item	1	2	3	4	5
Supervisors in my workplace sit down with employees and discuss their development plans at least every 6 months					
Employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities					
My company has a career development program that helps people become more aware of and responsible for their own career development					
Working on a new project or assignment is an					

open process with few Barriers				
Supervisors communicate effectively with employees.				
The place where I work has a culture that recognizes and values diversity				
There is an environment of openness and trust in my agency.				
Employees in my workplace are treated with fairness and respect				
Supervisors spend a good deal of time listening to employees' ideas				
Supervisors have a style that empowers people to take responsibility and authority				

PART E: LEVEL OF JOB SATISFACTION

Please indicate your extent of satisfaction with the under listed aspects of your job from 5 (Highly satisfied) to 1 (Highly dissatisfied).

1=Highly Dissatisfied

2=Dissatisfied

3=Neutral

 4=Satisfied

5=Highly Satisfied

LEVEL OF JOB SATISFACTION (from 1 to 5)

Item	1	2	3	4	5
General working conditions					
Hours worked each week					
Flexibility in scheduling					
Location of work					
Pay and promotion potential					
Salary					
Opportunities for Promotion					
Benefits (Health insurance, life insurance, etc.)					
Job Security					
Recognition for work accomplished					
Work relationships					
Relationships with your co-workers					
Relationship(s) with your supervisor					
Relationships with your subordinates					
Use of skills and abilities					
Opportunity to utilize your skills and talents					
Opportunity to learn new skills					
Support for additional training and education					
Work activities					
Variety of job responsibilities					
Degree of independence associated with your work roles					
Adequate opportunity for periodic changes in duties					

PART F: CAREER PLANS

As you think into the future, which of the following best describes your career plans in relation to your present place of work?

1. I intend to leave this company within

1-2 years [ ]

2. I intend to leave within 3-5 years [ ]

3. I intend to leave within 6-10 years [ ]

4. I have no plans of quitting this place in the foreseeable future [ ]

5. Other (please specify)…………………………………………..

End of Questionnaire. Thank You for your Responses.

This is an academic exercise aimed at gathering primary data on the topic ―The Effect of Motivation on Retention of Workers in the Private Sector‖. Your cooperation in providing honest and prompt responses to the questionnaire would be very much appreciated. You are also assured of the privacy and confidentiality of your responses. Thank you very much.

Position of Key Respondent..

1. What are the strategic objectives of Zoomlion waste management company?
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2. How does Zoomlion motivate its staff towards the achievement of its objectives?
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…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………

Which of these motivational /incentives packages are available for staff at Zoomlion (Please indicate YES OR NO)

 Motivational package Availability **YES/NO**

1. Periodic increase in salary

2. Promotion

3. Good safety measure

4. Leave benefits

5. Job security

6. Effective performance appraisal system

7. Good relationship with supervisors and co-workers

Please indicate other motivational packages in place at Zoomlion not mentioned above.
1……………………………………………………………………………………………………
2……………………………………………………………………………………………………
3……………………………………………………………………………………………………
4……………………………………………………………………………………………………
5……………………………………………………………………………………………………

5. Does Zoomlion have problems with staff turnover?
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……………………………………………………………………………………………………

6. What is the annual turnover rate in this location of Zoomlion?
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

7. What policies are in place at Zoomlion to retain staff?

1. ……………………………………………………………………………………………

2 ……………………………………………………………………………………………

3. ……………………………………………………………………………………………

4. ……………………………………………………………………………………………

8. Which of these policies/ packages have been put in place at Zoomlion to retain staff?

Retention package Availability YES NO

1. Alternative work schedule

2. Mentoring and Coaching

3. Career Planning

4. Education opportunities

5. Training Opportunities (job related)

6. Annual performance appraisal

7. Leave Benefits

8. Salary Compensation

9. Retirement Plan

10. Health and related benefits