

**THE EFFECT OF MOTIVATION ON RETENTION OF WORKERS IN THE
PRIVATE SECTOR: A CASE STUDY OF ZOOMLION COMPANY GHANA LTD**

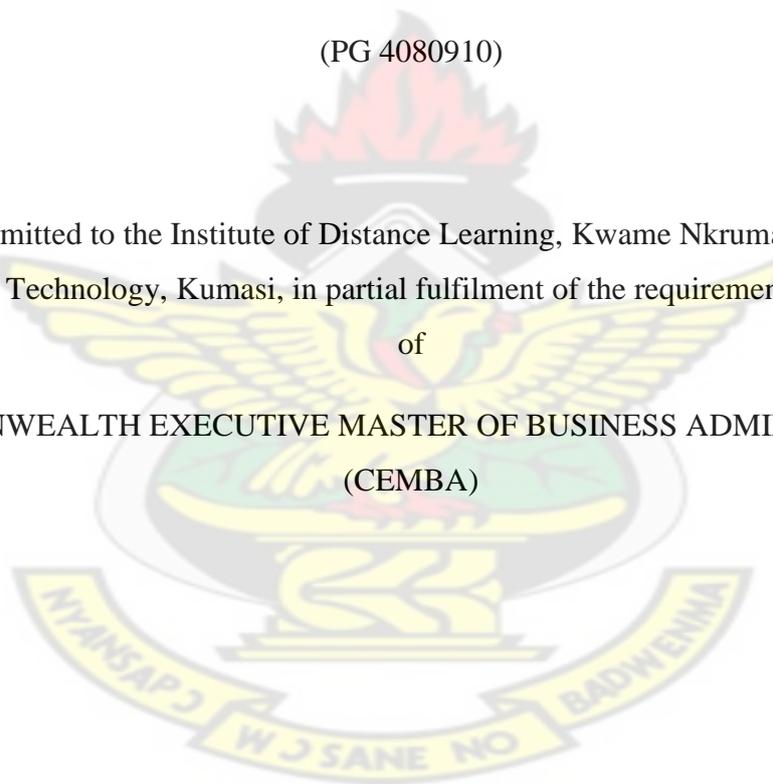
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DECLARATION

I hereby declare that this submission is my own work towards the award of a degree of Commonwealth Executive Master of Business Administration (CEMBA) and that, to the best of my knowledge, it contains no materials previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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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.

DEDICATION

I dedicate this work to the Afenyo Family

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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 skillful 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).

Robin and DeCenzo (1995: 271) define motivation as “the willingness to exert high level of effort to reach organizational goals, conditioned by the effort’s ability to satisfy some individual need” 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 Problem Statement

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 over time. 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 can the organization motivate workers in the right way, and does motivation have effect on the retention of employees? The study seeks to explore the main factors that motivate workers in the private sector and to see if there are any specific organizational strategies and functions that lead to retention.

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1.3 Objectives of the Study

The study is aimed at examining issues affecting workers motivation and retention in the private sector.

Specifically, the objectives of the study are to:

1. Explore what types of motivational packages available and its impact on employees in the private sector organization.
2. Assess the most important organizational strategies that contribute to the retention of the private sector workforce.
3. To investigate what issues relate to organisational culture and job satisfaction, and how it contributes to retention in the private sector.
4. To determine the retention rate of workers in the private sector.

1.4 Research Question

The study will attempt to answer the following questions:

1. What are the motivational and retention packages in Zoomlion?
2. What are the most important organizational strategies that contribute to the retention of the private sector 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 Zoomlion Company Ghana as the case study. A structured questionnaire was the main instrument used for data collection. Two sets of questionnaire

were developed, one for management and the other for staff to access extent of worker motivation on retention. The questionnaire contained both closed and open ended questions. Among the issues dealt with in the management-level questionnaires were organizational strategies that contribute to the retention of the private sector workforce also, staff-level questionnaire dealt with issues such as background characteristics in terms of gender, age, schedule of work, length of stay in the organisation, and level of job satisfaction.

1.7 Limitations of the Study

A major issue encountered in the research was the difficulty in retrieving the administered questionnaires. Also, the number of questionnaires used was eighty-five (85) upon which it might not be feasible to generalize the findings as it might not represent the views of the over two thousand workforce at Zoomlion Ghana nationwide. Although the above mentioned limiting factors were present, they did not affect the research to any significant extent as the objectives of the research were accomplished.

1.8 Operational Definition of Terms

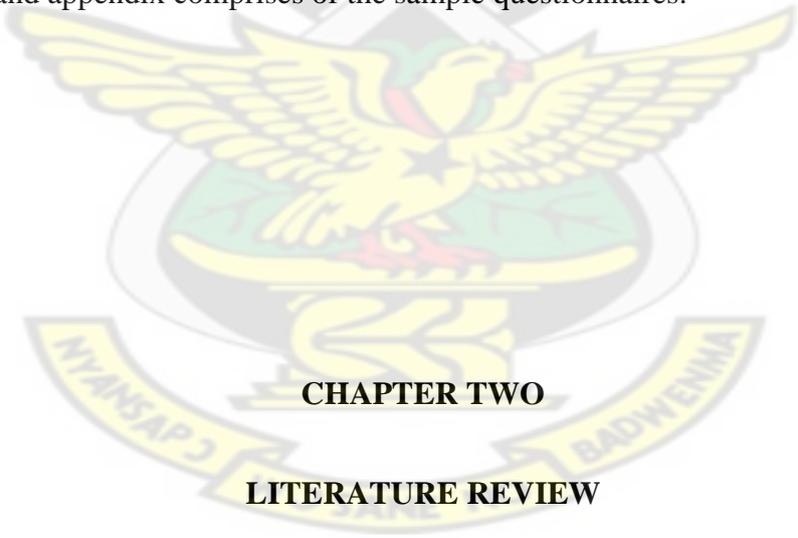
Motivation: for this study motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

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.

1.9 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. References and appendix comprises of the sample questionnaires.



CHAPTER TWO

LITERATURE REVIEW

2.0 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.

2.1 The Concept of Motivation

The study of motivation is concerned with why people behave and think the way they do. Motivation is a highly complex concept that influences and is influenced by a large number of factors in the organizational environment (Porter and Steers, 1991). A number of definitions for motivation are presented in the literature. Mathias and Jackson (2002) look at motivation as the complex forces, drives, needs, tension states or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals. Campbell and Pritchard (1976) define motivation as a set of independent and dependent relationships that explains the direction, amplitude and persistence of an individual's behaviour holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. According to McClelland (1961) individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs.

Thomas et al. (1990) added that there is evidence supporting the existence of a linkage between an employee's motivational level and their individual performance. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. Martin Bruce (1962) stated that the appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance.

Porters and Steers (1991), in their study added that individuals have a number needs, desires and expectations in varying strengths and based on these needs and expectations, people act in certain ways which they believe will lead to a desired goal. This implies that the individual is provided with a feedback about the impact of their behaviour and this in turn may reassure the individual if their current way of acting is correct or not. In addition, they pointed out that the selection of certain motives over others, as well as the intensity with which such motives are pursued, may differ from person to person.

The definitions and arguments reveals different perceptions about the concept of motivation, however in summary, motivation is perceived to be purposive, goal directed, and energizes human behaviour.

2.2 Forms of Motivation

Motivation is in two parts, intrinsic motivation and extrinsic motivation. Intrinsic motivation can be defined as the motivation to perform an activity in order to experience the pleasure and satisfaction inherent in the activity (Ryan et.al, 1989). In today's competitive labour market, intrinsic motivation is crucial, over the long haul, people need intrinsic rewards to keep going and to perform at their peak (Thomas, 2000). Intrinsic motivation focuses on factors inside the individual which are based on personal needs, a self-motivated person seeks to exceed expectation because he likes to perform the task and the work expectation matches his skills or he feels challenged by it thereby its successful completion satisfies his ego and serves a purpose higher than the task.

Barber (1986) finds that the intrinsic nature of work such as achievement, recognition, interesting work, advancement and decision making power are strong predictors of job satisfaction. Employers can use an employee's intrinsic motivations to get the maximum productivity from that employee and help the employee to reach his/her career

development goals. For example, if an employee becomes an IT support professional because he wants to learn as much as possible about how users interact with various computer networks, then that employee is driven by an intrinsic motivation for knowledge. The company can encourage the pursuit of knowledge by offering that employee greater training opportunities, the chance to become a highly paid specialist or by offering tuition assistance in the employee's desire for higher education (Adonis 2006)

Extrinsic motivation on the other hand originates from outside the individual worker and his/her behaviour is influenced by rewards obtained. Extrinsic motivation is significantly important under several circumstances like routine and non challenging task. Motivation here is formulated by observing how different rewards cause a shift in behavior leading to satisfaction of predefined goals. An extrinsic motivator that helps develop confidence in the company is the provision of quality and up-to-date work tools for the staff, whether it is the latest in customer management software or the newest forklift technology for the warehouse, providing quality work tools acts as a strong external motivator (London 2009). Other extrinsic job factors which affect job satisfaction are the worker's relationship with co-workers and their salaries.

In the organizational context, incentives are means of motivation for its employees, an incentive is something which stimulates a person towards some goal, and creates the desire to work. In organizations, increase in incentive leads to better performance and vice versa. There are financial and nonfinancial incentives, the financial incentives are termed Extrinsic while the non financial incentives are termed intrinsic. Financial incentives or motivators are those which are associated with money, they include wages and salaries, fringe benefits, bonus, retirement benefits etc. Non- financial incentives or motivators are those which are not associated with monetary rewards. They include ego-satisfaction, self-actualization and responsibility.

Incentives, both financial and non-financial, provide one tool the private sector and other employer bodies can use to develop and sustain a workforce with the skills and experience to deliver the required result. The implementation of effective incentive packages represents an investment through which that vital asset can be protected, nurtured and developed. Financial incentives are integral to the employment contract, it involves “direct monetary payment from employer to employee” such as wages, bonuses or loans, and they fall into three main categories. First, there are the basic wages and conditions that are offered to staff related to their role description and work classification. Second, there are additional payments or bonuses that are linked to the achievement of performance outcomes, with access to the payment either specified in advance or retrospectively assessed as part of a staff review or supervision process. Third, there may be additional financial incentives that are not directly related to the performance of the person’s duties, such as access to financial services or credit unions.

Literature on the application of incentive schemes acknowledges that financial incentives alone are not sufficient to retain and motivate employees; research has confirmed that non-financial incentives play an equally crucial role. Non-financial rewards are particularly vital for organizations where limited funding constrains their capacity to provide financial rewards. Nevertheless, non-financial approaches require a significant investment of time and energy, as well as commitment across the whole organization. They should be developed through consultative planning and aligned with strategic objectives, local and personal norms and values, and circumstances. While the importance and potential of non-financial incentives is widely recognized, it is important to note that there are limitations to what can be achieved with non-financial incentives alone. Both intrinsic and extrinsic concepts can be used with some effects in designing motivational practices within an organization (Gupta, 2011).

2.3 Theoretical Framework of Motivations

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne study results (Terpstra, 1979). For the purpose of the study only three of the theories will be discussed. They are Maslow's hierarchy of needs theory, Herzberg's two-factor theory, and Vroom's expectancy theory.

2.3.1 Maslow's Hierarchy of Needs Theory

According to Maslow (1943), employees have five levels of needs namely; physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. With this indication it is believed that workers in the private sector will be motivated to work and stay longer in an organization if these needs are met respectively at the various levels. This means that workers who are motivated and have achieved their satisfaction at one level will no longer be motivated by those same factors in another level. The starting point of Maslow's hierarchy theory is that most people are motivated by desire to satisfy specific groups of needs. These are as follows:

- Physiological needs- needs such as food and shelter.
- Safety needs- needs for stable environment, relatively free from threats.
- Love needs- needs related to affectionate relations with others and status within a group.
- Esteem needs- needs for self respect, self esteem and the esteem of others.
- Self actualization needs- the need for self fulfillment.

The second and most central point of Maslow's theory is that people tend to satisfy their needs systematically starting with the basic physiological needs and then moving up the hierarchy. Appleby (1994) indicated that Maslow's theory of motivation claims that human motives develop in sequence according to five levels of needs. This theory therefore assumes that needs follow in sequence and when one need is satisfied it decreases in strength and the higher need then dominates behavior; hence a satisfied need is not a motivator. He added that attempts made to test the validity of Maslow's ideas indicated that people do not necessarily satisfy higher order needs through their jobs or occupation. He also indicated that Maslow viewed satisfaction as a motivator and this is not directly related to production. According to Alderfer as cited in Cole (1996) argued that individual needs were better explained as being on a continuum rather than in a hierarchy. He considered that people were more likely to move up and down the continuum in satisfying needs at different levels. Cole (1996), however, concluded by stating that the theory has provided a useful framework for the discussion of the variety of needs that people may experience at work, and the ways in which their motivation can be met by managers.

Considering Maslow's needs hierarchy theory in relation to private sector workers, one can argue that workers require better salaries, better conditions of service, better level of recognition, and good interpersonal relationship with their superiors and colleagues for them to achieve self actualization needs. The implication of this theory to the study is that, if all needs are met private sector workers would be satisfied and be motivated to stay in their jobs.

2.3.2 Herzberg's Two-Factor Theory

Herzberg et.al (1959) categorized motivation into two factors, **motivator and hygiene**. Motivator factors are intrinsic to the job content and responsible for adding meaning to the work. It comprises of factors like feeling of achievement, prospects of career growth, increased responsibility, decision taking roles, interesting work, rewards and recognitions etc. It is important to understand that absence of motivation doesn't lead to dissatisfaction, but their presence certainly causes satisfaction. The **Hygiene factors** are the needs that are required for employee satisfaction and their elimination would certainly result in lack of motivation or dissatisfaction. However, even when they are adequately present, the employee's level of motivation is only neutral. These factors include pay, working conditions, supervision, job security HR policies, work schedule, paid leaves and interpersonal relationships. Motivators are stemming from the intrinsic context of a job while hygiene are stemming from the extrinsic context of the job. The key difference between motivator factors and Hygiene factors is that where as motivators bring about positive satisfaction, hygiene factors try to prevent dissatisfaction.

Herzberg's theory has been criticized by other researchers. One criticism is that Herzberg's theory omitted other behavioural criteria such as performance, absenteeism and labour turnover; another is that he only concentrated on satisfaction and dissatisfaction (Appleby, 1994). Supporting Appleby's position, Cole (1996) indicated that some social scientists less received Herzberg's theory on the grounds of doubts about:

- their applicability to non-professional groups
- his use of the concept of job satisfaction, which they argued is not the same as motivation.

The understanding of this theory is that even if motivators are absent and hygiene factors are provided for, workers will still not be satisfied with their jobs likewise will it be if motivator factors are provided and hygiene factors are not available, workers will show signs of dissatisfaction. Both must be available to bring about satisfaction and prevent dissatisfaction respectively.

2.3.3 Vroom's Expectancy Theory

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). The expectancy theory in its basic form deals with choosing behaviour that can lead to desired rewards. The theory states that individuals evaluate various strategies of behaviour and then choose the behaviour they believe leads to those work-related outcomes or rewards that they value, for example, pay increase, opportunities for promotion and recognition. Rewards may be either positive or negative, the more positive the reward the more likely the employee will be satisfied and highly motivated. Conversely, the more negative the reward the less likely the employee will be satisfied and motivated. This implies that if an employee believes that working hard will lead to positive reward then this behavior will be the option the employee will choose and vice-versa.

A close review of all theories of human motivation reveal a common driving principle that people do what they are rewarded for doing.

2.4 Job Satisfaction

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. According to Locke (1969), job satisfaction is a state of

emotional gladness, results from the achievement of the goals that one get through performing his part of contribution inside an organization. Rue and Byar (1986) refer to job satisfaction as an individual's general attitude towards the job he/she performs. Schultz and Schultz (1998) also defined job satisfaction as the positive and negative feelings and attitude which an individual holds about his/her work. According to Ramayah et.al (2001); Job satisfaction explains why employees are buoyant to come to work and how they get enforced to perform their jobs. Other researchers narrate job satisfaction as being the outcome of the worker's appraisal of the extent to which the work environment fulfillment the individual's needs (Dawis & Lofquist 1984). According to (Khan2006), job satisfaction also blends with psychological and environmental effect of the job.

It has been assumed by organizational behaviour research that individuals who express high satisfaction in their jobs are likely to be more productive, have higher involvement and are less likely to resign than employees with less satisfaction. Gupta & Joshi (2008) in their research have established connection between the job satisfaction and work inspiration, productivity is an outcome of satisfaction and productivity can be taken as indicator of satisfaction. Employees spend most of their time at workplace, hence there is the need for satisfaction at that place, Rao (2005) in his study indicated that job satisfaction acts as a motivator.

Spector (1997) 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 how people are treated, the nature of job tasks, relations with other people in the work place and rewards. The second category is the individual factors that the person brings in the workplace; this includes both personality and prior experiences. These two categories often work together to influence an employee's job satisfaction. The

traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job, however, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. Job satisfaction results from the exchange of personal factors, such as principles, character, and opportunity with employment factors such as the impression of the work situation and the job itself (Davies et al., 2006). Positive attitudes towards the job are equivalent to job satisfaction, whereas negative attitudes represent job dissatisfaction. Job satisfaction is a complex phenomenon and depends on many work-related as well as personal factors, that means, personal factors such as age, gender, and job experiences as well as the characteristics of the job influence a person's degree of job satisfaction (Bassy, 2002).

According to Molander (1996), individuals may be satisfied with some aspect of their work and dissatisfied with others. However, all attitudes are not measured by the overall job satisfaction, therefore, it might be of use to break down an individual's attitude towards his/her work as a whole into attitude held towards single facets of the job such as pay, security, social conditions, and so on. In other words, since the overall job satisfaction does not measure all positive and negative attitudes of a person towards his/her work, it would be of avail to measure single facets of job satisfaction (Bassy, 2002).

Velnampy (2008), in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are interdependent, job satisfaction and involvement of the employee leads him to have high levels of performance.

Aswathappa (2003) discussed about the determinants of job satisfaction and said that the wage payment and monetary rewards are the two determinants. Different organizations employ different wage system and other rewards.

The level of job satisfaction is determinant by how motivated an employee is, and that will in turn determines whether he stays or leaves. Cohen 1993; discussed the evidences from theoretical as well as empirical studies, that turnover intentions 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. Fried & Ferris (1987) studied 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. Thus, to comprehend what made people to be satisfied with their jobs, nature of job itself was one of the first places for researchers to spotlighting. There was an emerging interest amongst the human resource researchers and professionals to find a degree to which employees were satisfied with their jobs, and more usually in comfort at job.

2.5 Organizational Culture

Kerr and Slocum (1987) argued that the variation in employee retention across organizations may be related to organizational culture values. Those authors suggested that an organization's cultural values influence its human resource strategies, including selection and placement policies, promotion and development procedures, and reward systems. Different strategies result in psychological climates that foster varying levels of commitment and retention among employees working in different organization.

Kerr and Slocum (1987) further suggested that organizational culture values may moderate differences in the retention rates of strong and weak performers. They reported that some organizations have cultures that emphasize values of teamwork, security, and respect for individual members. These values foster loyalty and long-term commitment to the organizations among all employees, regardless of their job performance. Other organizations have cultures that emphasize personal initiative and individual rewards for accomplishing specific work objectives. These values foster an entrepreneurial norm whereby the organization does not offer long term security and the employees do not promise loyalty. They suggested that weaker performers would soon leave such a culture, and stronger performers would stay in order to "exploit the organization until better rewards could be gotten elsewhere" (Kerr & Slocum, 1987: 103). Consequently, employee retention rates may be uniformly high for both strong and weak performers in some organizational cultures but in other cultures may vary greatly depending on employees' job performance. Since this study was conducted in the public accounting industry, employee gender and marital status, as well as market factors such as labor supply and starting salary levels, were considered important exogenous influences on professional staff retention (Hemmeter and Pittman, 1987). The difference between the retention rates of strong and weak performers will vary significantly depending on the cultural values of an organization, after the exogenous effects of labor market factors and employee gender and marital status have been accounted for. Various questionnaire instruments have been developed to measure an organization's cultural values. Most have been based on a prior assumption regarding the types of values organization members share (Sashkin & Fullmer, 1985) or the behavioral norms in organizations (Kilmann & Saxton, 1983).

2.6 Effect of Motivation on Retention of Workers

Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. For any organization to be effective, managers need to understand what motivates employees within the context of the roles they perform. He went on to indicate that of all the functions a manager performs, motivating employees is arguably the most complex; this is due, to the fact that what motivates employees' changes constantly. Pratt (1979) also indicated that to make effective use of manpower, management should not only understand how people behave but also why they exhibit certain behavior patterns at their work place.

Chaminade, (2007) defined Retention as a voluntary move by an organisation to create an environment which engages employees for a long term. According to Samuel & 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. The retention of employees in an organization is very significant to the development and the accomplishment of the organization's goals and objectives making the retention of employees a vital source of competitive advantage for any organization. Studies have indicated 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). Issue of employee retention affects the performance of the entire company; the ability to keep good employees is rapidly becoming a critical competitive weapon. Organizations are realizing that their people are, by far, their most important asset, and this simply means when workers are satisfied with their work and their working conditions they will be willing to stay longer in their organization to help achieve the organizational goals.

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). 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. It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization; it is essential for the organization to retain the valuable employees showing potential, every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit; it is essential for the organization to retain those employees who really work hard and are indispensable for the system.

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

Hart and Johnson (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. This explanation is consistent with 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. This fact 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. Studies indicate 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 indicate that effective communications 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 to stay (Gopinath &Becker 2000; Levine 1995).

Zurn et al. (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.

2.7 Reasons for Employee Disengagement

The reasons for which employees leave the organization may be personal or professional; employees do not leave an organization without any significant reason. A number of factors have been articulated in order to explain the reason employees leave one organisation for the, Abassi & Hollman (2000) 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, job and personality mismatch, no growth opportunities, lack of trust and no support and coordination among co-workers, work life imbalance. These variables can be broadly classified into intrinsic and extrinsic motivational factors. 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 generation differences. Additionally, there are often 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.

2.8 Retention Strategies

Retention strategies strengthen the ability of businesses to attract and retain their workforce; a strategic approach to employee retention may include adopting effective methods of engagement, safe and healthy workplaces and creating flexible work arrangements. Retention practices help create an inclusive and diverse workforce where barriers are reduced and individuals can carry out their duties in an acceptable manner.

Recent studies have shown that the manager actually has more power than anyone else to reduce unwanted turnover, this is essentially because the factors that drive employee satisfaction and commitment are largely within the direct manager's control (Buckingham & Coffman, 1999).

Others like Abelson & Baysinger (1984) have suggested that an effective human resource management strategy should balance the cost of replacing the employees who leave against the cost of retaining those who stay. Since it is generally more expensive to replace highly productive employees than to replace weak performers (Cascio, 1982), a cost-effective human resource management strategy will attempt to minimize turnover among strong performers. Furthermore, since all employees will eventually leave an organization, the strategy should induce new employees who perform well to stay longer while encouraging weaker performers to leave at earlier seniority (Peter & Sheridan 1998).

Empirical studies have shown that workplaces that demonstrate the value they place in their employees and that put into place policies and practices that reflect effective retention practices will benefit, in turn, from worker commitment and productivity. 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)

Numerous studies explain the importance of high employees' involvement and how it could enhance their retention (Arthur 1994). Flexible work schedules and assistance programs need to be considered, however, only a small share of the workforce takes advantage of them (Perry Smith and Blum 2000). Terborg and Lee (1984) found that the variation in annual turnover rates across organizations was related to local labor market conditions and the demographic characteristics of employees but that organizational climate variables had very weak relationship with turn over rates

Fitzenz (1990) discussed retention strategies such as organizational culture, strategy, pay and benefits philosophy, and career development systems. This can be categorized into five points namely; Compensation, Growth, Support, Relationship and Environment.

Compensation: Compensation is an important motivator when the employer rewards the employee for his achievement of the desired organizational results. The employees in the organization expect compensation as the motivation strategy for their personal benefits. Compensation includes salary and wages, bonuses, benefits, prerequisites, stock options, bonuses, vacations.

Growth: Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he will leave the organization as soon as he gets an opportunity. The important factors in employee growth that an employee looks for himself are:

- **Work profile:** The work profile on which the employee is working should be in sync with his capabilities. The profile should not be too low or too high.
- **Personal growth and dreams:** Employees responsibilities in the organization should help him achieve his personal goals also.
- **Training and development:** Employees should be trained and given chance to improve and enhance their skills.

Support: Management should try to focus on its employees and support them not only in their difficult times at work but also through the times of personal crisis. Management can support employees by providing them recognition and appreciation.

Relationship: management should provide employee supportive work culture, in terms of professional and personal relationship. This includes respect for the individual, mentorship and coaching, promoting loyalty.

Organizational Environment: this include, culture, values, company reputation, quality of people in the organization, employee development and career growth, risk taking, leading technologies, trust. Types of environment the employee needs in an organization include,

- **Learning environment:** It includes continuous learning and improvement of the individual, certifications and provision for higher studies, etc.
- **Support environment:** Organization can provide support in the form of work-life balance. Work life balance includes, flexible working hours, leave, alternate work schedules
- **Work environment:** It includes efficient managers, supportive co-workers, challenging work, involvement in decision-making, clarity of work and responsibilities, and recognition.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 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.

3.1 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 (Saunders et.al 2003). The descriptive research design approach. The approach to the analysis is however based on the descriptive research design. This is a scientific method which involves observing and describing the behavior 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).

3.2 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.

3.3 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.

3.4 Data Collection Procedure

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.

3.5 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.

3.6 Profile of the Case study

As stated in the research design, the study is using a case approach, which is the Zoomlion Company, and as such an overview of the Company should be brought in context. The researcher chose Zoomlion as a case because of the industry in which it operates, that is, environmental sanitation and protection. The research was to find out why a company like Zoomlion is able to maintain its workforce despite the challenges with economic, technical, political and even social environment. This service industry is not considered a white collar job and the risk involved can be enormous. The researcher wants to know what then motivates workers in such an industry to remain, and with Zoomlion having an extensive workforce what could account for that in the context of motivation and retention.

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 one 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.

Company Objectives

- Rationalize and apply consistent policies, practices, programmes, projects and strategies to facilitate growth and development of the company and sustain our competitive.
- Provide an enabling environment and facilitate a business structure for achieving corporate mission and maximizing profit.
- Improve the human capital and institutional capacity of the different core functional and departmental units.
- Enhance the occupational health and safety, welfare and development of employees.
- Develop the capacity to manufacture, assemble and maintain locally, basic waste management equipment for the industry.
- Fulfill our obligation to society by being economic and social assets to the communities we operate in.

Corporate Values: At Zoomlion, we cherish the following values or guiding principles:

- Godliness and Fellowship
- Integrity
- Discipline
- Accountability
- Speed and Accuracy
- Simplicity in Innovation

Service

- Domestic ,industrial and commercial waste collection
- Pest control
- Public cleaning
- Landfill management
- Beautification and landscaping
- Capacity building and training

Challenges

- Lack of public awareness on the need to pay for sanitation services
- Indifference of the public towards good sanitation practices
- Lack of intense and sustained public education on sanitation
- Inadequacy of law enforcement

(Source of data from 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 Age of respondents

1	Age	Frequency	Percentage
	18 - 25	25	29.4%
	26 - 35	38	44.7%
	36 - 45	22	25.9%
	46 - 50	-	-
	50 and Above	-	-
		85	100%

(Source: data from field study: 2012)

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

2	Gender	Female	Male	Total No. of People
	No. of People	37	48	85
	Percentage	43.5%	56.5%	100%

(Source: data from field study: 2012)

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 statuses of respondents

3	Marital Status	Frequency	Percentage
	Single	43	50.6%
	Married	35	41.2%
	Separated	4	4.7%
	Divorced	3	3.5%
		85	100%

(Source: data from field study: 2012)

In relation to the respondents' 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 backgrounds of respondents

4	Education	Frequency	Percentage
	JHS/Middle School	-	-
	SHS/Sixth Form	19	22.4%
	Polytechnic	21	24.7%
	University	45	52.9%
		85	100%

(Source: data from field of study:2012)

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

5	Position/Title	Frequency	Percentage
	R & D Assistant	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%

Source: Data from field study 2012)

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%.

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Table 4.6 Departments of respondents

6	Department/Unit of work	Frequency	Percentage
	R & D	7	8.2%
	Monitoring and Evaluation	3	3.5%
	Accounts	4	4.7%
	Audit	3	3.5%
	International Relations	3	3.5%
	Human Resource	6	7.1%
	Estates	5	5.9%
	Communication	8	9.4%
	Information Technology	4	4.7%
	Landfill	3	3.5%
	Technical	6	7.1%
	Transport	7	8.2%
	Safety	8	9.4%
	Stores	6	7.1%
	Operation	12	14.1%
		85	100%

(Source: data from field study 2012)

Regarding the department or unit of work, the highest number were engaged at Operation Department which represented 14.1%, the Communication and Safety department formed 9.4%, while Technical, Procurement and HR department formed 7.1%, and the Accounts and IT department rated 4.7%.

Table 4.7 Level of work of respondents

7	Level of work	Frequency	Percentage
	Junior Staff	30	35.3%
	Middle Level Staff	42	49.4%
	Senior Staff/Management	13	15.3%
		85	100%

(Source: Data from field study:2012)

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

8	No. of Years	Number of Employees	%
	1 - 2 years	40	47.1%
	3 - 5 years	25	29.4%
	6 - 9 years	13	15.3%
	10 or More	7	8.2%
		85	100%

(Source: data from field study: 2012)

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

- Retirement plan
- Health and other benefits
- Employee assistance program
- Promotion, Job security
- Effective performance appraisal system
- Good safety measures

When the staff 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. Neutral, 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 some what 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 some what 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 4.9 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 & 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 Prog	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 system	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: Data from field study: 2012)

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 4.10 Retention strategies

11 Strategies at the workplace and how important they are

Strategy	Availability				Rates			
	Yes	Percentage	No	Percentage	Very Important	Percentage	Somewhat Important	Percentage
Alternative Work Schedule	31	36.5%	54	63.5%	33	38.8%	52	61.2%
Health and Related Benefits	65	72.2%	25	29.4%	75	88.2%	10	11.8%
Wellness programs	25	31.3%	55	64.7%	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	73.7%	25	29.4%
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: data from field study 2012)

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

(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 4.11 Organisational culture at the workplace

Organisational culture variable	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Supervisors discuss employees' development plans	17.6%	34.1%	12.9%	22.4%	12.9%	100%
Employees are given opportunity to be part of task groups and assignments	17.6%	12.9%	21.2%	35.3%	12.9%	100%
Career development programs to make people aware and responsible of career development	18.8%	25.9%	16.5%	23.5%	15.3%	100%
Working on new projects is an open process with few barriers	14.1%	24.7%	21.2%	25.9%	14.1%	100%

Supervisors communicate effectively with employees	7.1%	8.2%	17.6%	37.6%	29.4%	100%
There is a culture that recognizes and values diversity	11.8%	15.3%	18.8%	40.0%	14.1%	100%
There is an environment of openness and trust	14.1%	9.4%	17.6%	30.6%	28.2%	100%
Employees are treated with fairness and respect	12.9%	27.1%	17.6%	42.4%	0.0%	100%
Supervisors spend time listening to employees ideas	11.8%	17.6%	20.0%	32.9%	17.6%	100%
Supervisors empower people to take responsibility and authority	15.3%	18.8%	12.0%	29.0%	14.1%	100%

(Source: data from field study 2012)

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.

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 4.12 Job satisfaction variables

Variable for job satisfaction	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	Total
Hours worked each week	0.0%	0.0%	8.2%	76.5%	15.3%	100%
Flexibility in scheduling	0.0%	7.1%	44.7%	38.8%	9.4%	100%
Location of work	0.0%	24.7%	20.0%	44.7%	10.6%	100%
Salary	8.2%	14.1%	23.5%	35.3%	18.8%	100%
Opportunities for Promotion	2.4%	49.4%	17.6%	30.6%	0.0%	100%
Benefits (Health Insurance, life insurance, etc.)	0.0%	12.9%	12.9%	56.5%	17.6%	100%
Job Security	16.5%	29.4%	11.8%	30.6%	11.8%	100%

Recognition for work accomplished	20.0%	29.4%	9.4%	29.4%	11.8%	100%
Relationships with your co-workers	0.0%	23.5%	23.5%	35.3%	17.6%	100%
Relationship(s) with your supervisor(s)	0.0%	11.8%	23.5%	44.7%	20.0%	100%
Relationships with your subordinates (if applicable)	0.0%	17.2%	23.0%	40.2%	19.5%	100%
Opportunity to utilize your skills and talents	0.0%	17.6%	11.8%	47.1%	23.5%	100%
Opportunity to learn new skills	0.0%	17.6%	11.8%	56.5%	14.1%	100%
Support for additional training and education	0.0%	9.4%	11.8%	68.2%	10.6%	100%
Variety of job responsibilities	0.0%	23.5%	11.8%	35.3%	29.4%	100%
Degree of independence associated with your work roles	0.0%	23.5%	29.4%	35.3%	11.8%	100%
Adequate opportunity for periodic changes in duties	0.0%	35.3%	17.6%	29.4%	17.6%	100%

(Source: data from field study 2012)

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

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

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 results for this section is represented in the table below

Table 4.13 Career plans of Respondents

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%

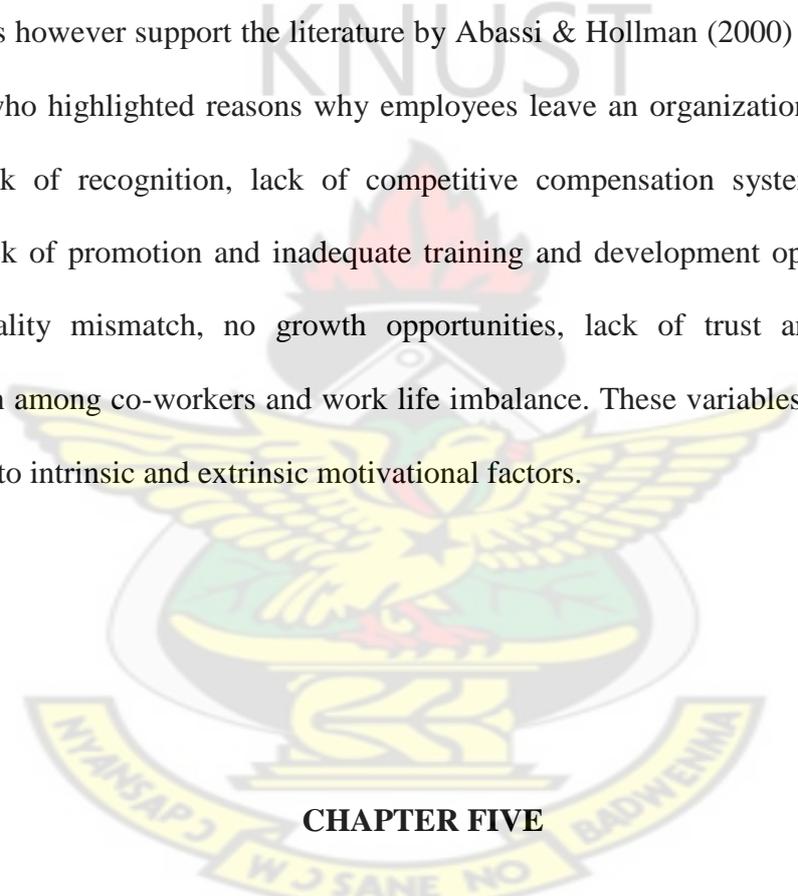
(Source: data from field study 2012)

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

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 emphasizes 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

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

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 developed 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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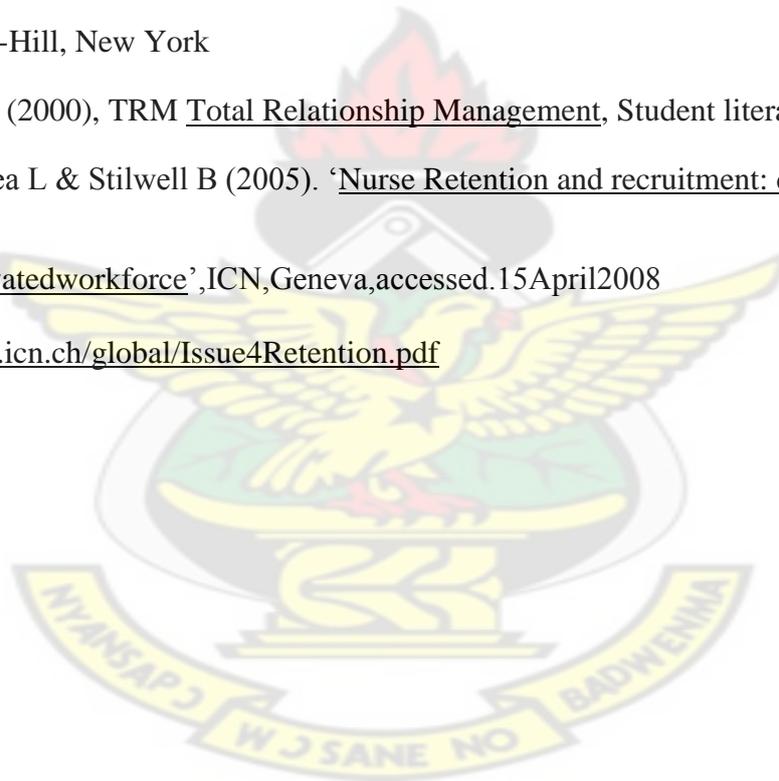
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APPENDIX: 1

QUESTIONNAIRE

RECIPIENT: STAFF OF ZOOMLION

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION (CEMBA)

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 thesis in partial fulfillment of the requirements for the award of the Commonwealth Executive Masters in Business Administration (CEMBA) from the above university. 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 \surd in the box or write out your answer as applicable)

PART A: GENERAL INFORMATION

1. Age:
1. 18 – 25 [] 2. 26 – 35 [] 3. 36 – 45 [] 4. 46 – 60 [] 5. 50 and above []
2. Gender:
1. Male [] 2. Female []
3. Marital Status:
1. Single [] 2. Married [] 3. Separated [] 4. Divorced []
4. Education:
1. JHS/Middle School [] 2. Senior secondary/Sixth Form [] 3. Polytechnic [] 4. University [] 5. Other []..... (Please specify)

5. Position:(Please state exact position at place of employment)
6. Department (State Department/Unit of your work)
7. Level of work
 1. Junior staff [] 2. Middle level staff [] 3. Senior staff/Management []
8. 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

9. 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)
A. Salary and monetary compensation	
B. Leave benefits (including vacation, sick, maternity, etc. leave)	
C. Retirement plan	
D. Health and other benefits (health insurance, funeral, etc.)	
E. Employee assistance program	
F. Promotion	
G. Job security	
H. Effective performance appraisal system	
I. Good safety measures	

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

.....

PART C: RETENTION STRATEGIES

11. 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		RATE
	YES	NO	From 1 to 5
A. Alternative Work Schedule			
B. Health and related benefits			
C. Wellness Programs			
D. Mentoring and coaching			
E. Retirement plan			
F. Help with career planning			
G. Rewards and recognition			
H. Salary compensation			
I. Education and training opportunities			
J. Annual Performance Appraisal			

PART D: ORGANIZATIONAL CULTURE

12. 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

ITEM	RATE (from 1 to 5)
A. Supervisors in my workplace sit down with employees and discuss their development plans at least every 6 months	
B. Employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities	
C. My company has a career development program that helps people become more aware of and responsible for their own career development	
D. Working on a new project or assignment is an open process with few Barriers	
E. Supervisors communicate effectively with employees.	
F. The place where I work has a culture that recognizes and values diversity	
G. There is an environment of openness and trust in my agency.	
H. Employees in my workplace are treated with fairness and respect.	
I. Supervisors spend a good deal of time listening to employees' ideas.	
J. 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 underlisted aspects of your job from 5 (Highly satisfied) to 1 (Highly dissatisfied).

1=Highly Dissatisfied

2=Dissatisfied

3=Neutral

4=Satisfied

5=Highly Satisfied

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12. General working conditions

- A. _____ Hours worked each week
- B. _____ Flexibility in scheduling
- C. _____ Location of work

13. Pay and promotion potential

- A. _____ Salary
- B. _____ Opportunities for Promotion
- C. _____ Benefits (Health insurance, life insurance, etc.)
- D. _____ Job Security
- E. _____ Recognition for work accomplished

14. Work relationships

- A. _____ Relationships with your co-workers
- B. _____ Relationship(s) with your supervisor(s)
- C. _____ Relationships with your subordinates (if applicable)

15. Use of skills and abilities

- A. _____ Opportunity to utilize your skills and talents

- B. ____ Opportunity to learn new skills
- C. ____ Support for additional training and education

16. Work activities

- A. ____ Variety of job responsibilities
- B. ____ Degree of independence associated with your work roles
- C. ____ Adequate opportunity for periodic changes in duties

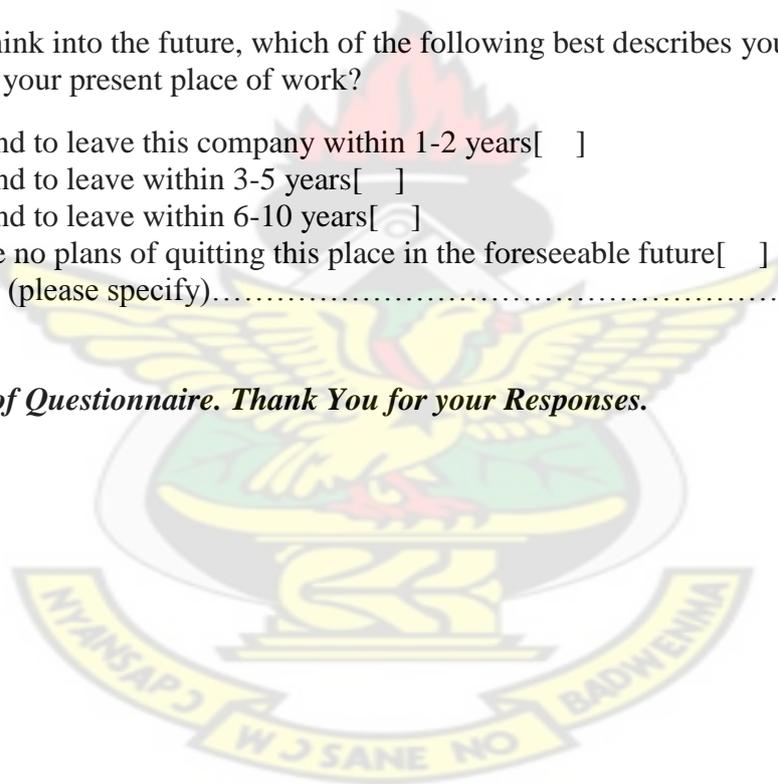
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PART F: CAREER PLANS

17. 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.



APPENDIX 2:

INTERVIEW GUIDE

RECIPIENT: HUMAN RESOURCE MANAGER

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

***COMMOMWEALTH EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION
(CEMBA)***

QUESTIONNAIRE FOR DATA COLLECTION

INTRODUCTION: 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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- 3. Which of these motivational /incentives packages are available for staff at Zoomlion(Please indicate YES OR NO)

Motivational package	Availability
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	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		

4. 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?

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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		

END OF QUESTIONNAIRE. THANK YOU VERY MUCH FOR YOUR RESPONSES

