AN ASSESSMENT OF THE ROLE OF MOTIVATION ON EMPLOYEE SATISFACTION AND RETENTION – A CASE STUDY OF JOSPONG GROUP OF COMPANIES

BY

BRIGHT KOJO ADDAE (REV.)

(B.Ed. Social Studies)

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DECLARATION

I hereby declare that this dissertation is my own work towards the fulfilment of the requirements for the award of Master of Business Administration (Strategic Management and Consulting). To the best of my knowledge, it contains no material which has been accepted for the award of any other degree of the university, except in places where references of other people's work have been cited and full acknowledgements given.

Addae, Bright Kojo (**PG2131014)**	…………………….	…………………..
Student & Index No.	**Signature**	**Date**
Samuel Yaw Akomea	…………………….	…………………..
Supervisor	**Signature**	**Date**
Rev. Dr. Bylon Abeiku Bamfo	…………………….	…………………..
Head of Department	**Signature**	**Date**

DEDICATION

This work is dedicated to the two most glamorous women

In my life,

Selina Addae (Mrs) – My Wife

and

Rebecca Aidoo – My Mother

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It is often said, and truly so, that no book is the work of the author only. This academic work is no exception. Many people have, directly or indirectly, contributed to the realisation of this work.

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To God be the glory, for the wisdom and strength for this work.

ABSTRACT

This study was set to investigate thoroughly factors that motivate employees in private institutions, how motivation is carried out, the reactions towards motivation and how it affects employee satisfaction and retention. The study focused on various key business units (KBUs) of Jospong Group of Companies. Questionnaires were administered to 150 respondents of the KBUs of Jospong Group of Companies, of which 123 were received, representing 82% response rate. The sampling techniques used were purposive and convenience sampling. Analysis was made on only valid responses from the field study. The findings revealed that Jospong Group of Companies motivate their employees through the working relationship with supervisors. Also, they ensure employee personal development. However, it is only when the employees themselves show interest in making an effort, then the management support them. Also, the respondents indicated that employees of Jospong Group of Companies recognize the role of incentive in motivating them. Also, it was found out that the motivation at Jospong Group of Companies was good. From the regression result, it could be seen that motivational factors predict employee satisfaction as the R-square value of 0.545 was good. But considering the three variables individually, it could be seen that working with supervisors ($\beta=0.264$; $t=2.994$) and employee personal development have a positive relationship with employee performance ($\beta=0.264$; $t=2.994$) and it is significant at 0.01 or 0.05. However, incentive was found to have a negative relationship ($\beta=-0.108$; $t=-1.223$) with employee performance and it not was significant at 0.05. It is recommended that there should be a need for lay down policies for private sector workers' motivation and also Management of Private companies should set a committee to monitor and evaluate systems putting in place for motivational incentives whether they are functioning as planned without any deficits.

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the Study

The private sector plays a significant role in the social and economic development of every country. In particular, the private sector contributes significantly to the creation and usage of knowledge, the expansion of prosperity, and an engine for social change in all modern societies. In this regard, stakeholders in the private sector play an instrumental role in the development of the locality in which they operate and the nation at large. Employee motivation is a factor that cause an employee to pursue work task or goals. It is what causes one to act in a certain way. Furthermore, it also encompasses rewarding people fairly in relation to their contribution and the value they add to the organisation.

All organisations have their reward systems – systems concerned with the formulation and implementation of strategies and policies for the purpose of rewarding people fairly, equitably and consistently in accordance with their value to the organisation and to help achieve its strategic goals (Armstrong and Stephens, 2005). Executives and managers might often see motivation as being only monetary compensation, but it entails more than just pay (Huff, 2006). Without these employee motivation, employees would not join the organisation, be inclined to come to work, or perform in line with the mission or strategy of the organisation (Huff, 2006). Motivational factors (financial and non-financial) can be given to individuals based on their performance or to groups. It can also be linked to an organisation's pay and workforce strategy, workforce plan and over all human resource strategy to ensure that the organisation has the capability to deliver its overall corporate improvement plan (Armstrong & Stephens, 2004). In a wider context, this strategy enables change and progress by creating willingness in relation to the development of new skills and behaviours which are needed to deliver organisational improvements and staff retention.

Griffeth et al. (2000) observe that pay and pay–related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. Bartol and Martin (1998) however, found an inverse relationship between relative wages and retention. That is, organisations with relatively high pay had higher retention rate. The link between reward and recognition systems and retention or voluntary turnover appears to be inconclusive (Yorke & Longden, 2007). A study conducted by Mobley et al. (1977) cited in Lundmark (2007), concluded that results from studies on the role of pay in turnover were mixed but most often, there was no relationship between pay and turnover.

More recently, the divide between which parts of reward are best suited for recruitment retention and attraction have been merged. Individuals are attracted, retained and engaged by a wide range of financial and non–financial rewards and this may change over time (Lundmark, 2007). For instance, people at the beginning of their career may be more interested in getting access to training and career development, than those further on in their career who may be more interested in flexible working arrangements. It is essential for organisations to ensure that motivational factors are integrated and complement each other. It should also motivate the values and behaviours, which are considered important within the particular organisation.

Currently, private businesses including those in Ghana have well-documented conditions of service policy. Within the context of the policy, there are specific rewards and recognition systems within the policy. The policy specifies certain conditions which staff members are entitled to. Some of the specifics include retirement and pension benefits, accommodation, leave (study, sabbatical, casual and annual), health and medical, transportation, and death benefits. Even though these benefits may exist, staff may leave when they compare their qualifications with other colleagues at other establishments who earn higher recognition and rewards. But like every institution, the motivational factors vary by position or grade. Consequently, despite the volume of literature examining motivation and its practices, there is still the question of whether an organisation's motivational practices has any relationship with employee satisfaction and retention. Thus, this study attempts to understand through investigation the relationship between motivational factors, employee satisfaction and retention in Jospong Group of Companies in Ghana.

1.2 Problem Statement

In order to achieve organizational effectiveness, companies nowadays have the task to create a conducive working environment in which employees coming from different ethnical backgrounds to feel comfortable and work productively. However, as a result of different ethnic, religious and other differences, motivation of employees is appreciated in different ways and how it affects the employee productivity is difficult to ascertain.

The private sector contributes significantly to the social and economic development of Ghana. Schultz and Tansel (1997) notes that private sector businesses increases the productivity of the labour force, enhances the quality of life, betters the income distribution and advances the development potentials of the economy. However, the key resource of every institution is its staff, and managing that resource is a central aspect of successfully managing the institution. One of the critical challenges for human resource management in the public sector is how to align the staffing needs with the strategic goals of the institution and contend with an environment of increased competition and growing demands in the sector.

It is sometime perceived that financial reward is the main source of motivation to employee productivity, but arguably the non-financial source of reward is also another important motivation to employee productivity which most institutions or organisations including public institutions in Ghana ignores.

The traditional rewards are changing, from based on the qualifications and record of service to performance, from monetary rewards to non-monetary rewards, from external to internal, from fixed to float, from unified to different, and from independent rewards to coordinate rewards (Chen & Hsieh, 2006). Yao & Fang (2005) has confirmed that the total remuneration level, long-term accumulation and capability salary have a significant impact on the satisfaction, and long-term incentive to have a significant impact on turnover intention (TI) in the research on the effect of the pay system. At the same time, corporate remuneration system needs reform and improvement. One way is a comprehensive remuneration system (Yao & Fang, 2005) for employee retention purposes.

Therefore, it becomes difficult to determine the best motivation strategy to increase productivity in the private sector. As a result of differences in workforce needs, diversity and individual differences coupled with their workload and responsibilities, it becomes difficult to determine the motivational needs of the workforce. Is there a policy that guides the level of motivation in the private institutions in Ghana? How do private sector staff react to the different level of motivation in the workplace?

Hence, this study is set to assessment of the role of motivation on the employee satisfaction and retention – a case study of Jospong Group of Companies.

1.3 Objectives of the Study

The general objective of the study is to assess the role of motivation on employee satisfaction and retention at the private sector: a case study of Jospong Group of Companies. However, the specific objectives are as follows;

1. To identify the types of Motivation and strategies available to the employees of Jospong Group of Companies.
2. To explore the Employee Satisfaction level of employees at Jospong Group of Companies.
3. To determine the Employee Retention level of employees at Jospong Group of Companies.
4. To know the relationship that exist between Employee Motivation and Employee Satisfaction and Retention.

1.4 Research Questions

1. What are the types of Motivation and strategies available to the employees of Jospong Group of Companies?

2. What is the Employee Satisfaction level of employees at Jospong Group of Companies?

3. What is the Employee Retention level of employees at Jospong Group of Companies?

4. Is there any relationship that exist between Employee Motivation and Employee Satisfaction and Retention?

1.5 Significance of the Study

This study is of much importance to various stakeholders including academia, policy makers, private businesses, government as well as the economy as a whole.
For academicians, the output of this study will contribute to knowledge and literature in the subject area under investigation and also serve as base for further research for students, teachers, researchers and consultants interested in the topic who want to conduct similar studies.

For policy makers, it is expected that the study will help the government especially the Ministry of Local Government and Rural Development in regulating the activities of the ministries, departments and agencies (MDAs) as well as private businesses. The study could also inform national and corporate policies in motivating their employees. The study would also be relevant to Jospong Group of companies to know the motivational factors which would motivate their employees and hence their retention in the company.

For the economy, if motivation of employees is effectively carried out, it will promote efficiency and effectiveness in the country and make people trust the system so as to contribute to the growth and development of the country.

To other stakeholders like investors, shareholders, employees, pressure groups, consumer associations, among others, the study will provide invaluable information that will allow them to provide useful suggestions to the improvement in service delivery of their respective institutions in Ghana.

The author by conducting this study wants to extend knowledge in this field of management to give practical contribution that would help professionals to manage and ensure efficiency in general.

1.6 Overview of Methodology

The study follows a quantitative research model using descriptive design. Descriptive research is the exploration and description of phenomena in real situations. The descriptive design allows the use of questionnaires to a sample of the population to gather their intent or opinion on a subject matter. Case Study research strategy is adopted to ensure a detailed investigation of groups within Jospong Group of Companies with a view to providing an analysis of the context and processes involved in the phenomenon under study. The research method involved gathering quantitative data for analysis. Primary data were obtained through questionnaire administration. With respect to the analysis of the primary data collected, reliability and validity of the measures used to access each construct were assessed with statistical tools such as regression analysis through the use of software such as SPSS and Microsoft Excel.

1.7 Scope of the Study

The purpose of this thesis is to study and analyze relationship between motivation and employee satisfaction and retention in the private sector. Hence, the focus was on Jospong Group of Companies in Ghana. This involves all stakeholders of the Jospong Group who ensure that motivation policies and practices are carried out successfully. Hence, the various key business units (KBUs) of Jospong Group of Companies were the focus for this study. The workforce which covered the context of the study included contract, permanent and management staff. This study was further limited in terms of the organizational sub-sets of familiarity, concern and driving force as well as approach to work.

A multivariate data analysis was employed including ordinary least square (OLS) regression to examine series of interrelated relationships simultaneously with respect to the conceptual model.

1.8 Organization of the Study

The study is organized into five chapters. The outlay of the research report will include the following chapters: Chapter one has Introduction and orientation to the study: The issues concerning motivation and productivity are discussed. Also, the aim and objectives, relevance of the study are included in addition to the problem statement, research questions, significance of the study among others. Chapter Two contains the Literature Review: this involve a review of relevant articles, journals, books, research reports and other information sources related to motivation and productivity in public institutions with the aim of establishing and identifying available knowledge and evidence on factors that trigger motivation, its effects on productivity, challenges among others. Chapter Three consist of Research Methodology: Research design and techniques are explained in this chapter. Detailed information about the population and sample, instruments of data collection used, methods for data collection and analysis were presented as well as profile of Jospong Group of Companies. Chapter Four, Presentation of Findings and Analysis: this chapter presented the findings of the data collected from the field using the questionnaire and presented with the aid of statistical tools in line with the objectives of the study, in addition, discussion of the findings in line with related literature were duly done in this chapter as well and finally Chapter Five with Conclusions and Recommendations: Results are discussed and compared; conclusions were derived from the results. Recommendations and suggestions for further studies are outlined and a framework for developing and improving of employee satisfaction and retention is proposed.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter mainly review the related literature on the subject of the study – thus, motivation and employee satisfaction and retention. The review considers definitions of motivation, management theories, types of motivation among others, and productivity of organizations. The chapter goes on to explain other relevant studies made on the subject matter and makes clear motivation affect the productivity of private sector workers and the country as a whole.

2.1 Overview of Key Concepts

The topic of human motivation and its significance in organizational productivity has drawn a lot of attention among different scholars. This is with reference to the significance of the concept in the business world and more so in the contemporary society (Krzemien and Wolniak, 2007). Various scholars, theorists and researchers have done remarkable contributions in the topic, whereby they have been able to identify the impacts of motivation in employee productivity.

As indicated by Skinner (1953), the concept of employee motivation has been clearly understood but rarely practiced. Skinner (1953) continues to urge that in order to understand motivation, there lays great need in understanding human beings. In this regard, human behaviour has been strongly correlated with the level of human motivation; meaning the higher the level of motivation, the better the behaviour. With this in mind, it has been made clear that, proper employee motivation leads to good organizational behaviour, increased employee efficiency and output. This is in turn reflected in high levels of customer satisfaction since the expectations of the customers are easily met. Hamidi et al (2010) argues that, the issue of motivation in the workplace is a product of good leadership and management. This makes it inevitable for organizations that are looking forward to high levels of motivation to adopt effective leadership and management. It has been very evident that, organizations that practice good leadership and management enjoy overwhelming numbers of customers (Jeffries and Hunte, 2003). This is associated with the high levels of satisfaction offered by the motivated employees. By so doing, the organization is able to enjoy higher levels of profits as well as sustainable market.

As indicated by Loo (2001), motivation is the reason who people engage in a particular behavior or the manner they act. This is influenced by satisfaction of their basic wants, hobbies, ideal state or overall state of appreciation. In the business world, this phenomenon has been very profound in influencing the manner in which employees behave. The Maslow's hierarchy of needs theory has adequately explained the nature of human behaviour. In this case, human beings are highly motivated by factors that enhance satisfaction of their needs. The factor of money has been the most outstanding of all as a factor leading to human motivation. However, it has been realized the factor of money as a motivator is only effective in lower levels of hierarchy. In this case, respect, praise, empowerment, recognition as well as a sense of belonging are key motivators. This is in reference to Hertzberg's two-factor model of motivation.

McGregor's theory X and Y has also been a vital theory explaining the issue of employee motivation, whereby the concept of good leadership has been highlighted. Based on the research conducted by Harpaz (1990), level of employee motivation has been shown to have a significant impact on the way employee perform their duties. Hatch and Cunliffe (2006) stated that motivated employees are always in the endeavours of looking for better ways of doing their job. This phenomenon leads to innovation and invention in the organization. With this in mind, the issue of efficiency and quality is adequately addressed thus leading to higher levels of organizational performance (Hamidi et al., 2010). In addition, efficient and quality services provided by motivated employees have also been a vital factor leading to customer satisfaction. This is based on the fact that expectations and needs of employees are adequately addressed.

It has also been realized that motivation enhances quality in the provision of services. As indicated by the research of Herzberg et al (1959), in the topic of employee motivation, it has been realized that highly motivated employees are quality oriented. The research has shown that better ways of ensuring quality of services have been devised by employees who are motivated. This leads to high levels of customer satisfaction, since they are able to get full worth of their money. With this in mind, the business organization stands to benefit from acquiring and maintaining new employees, thus enhancing its productivity and profitability.

2.2 Motivation Theories

2.2.1 Abraham Maslow Theory

Abraham Maslow (1954) attempted to synthesize a large body of research related to human motivation, prior to Maslow, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behavior. Maslow posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency. Maslow's needs hierarchy theory is one of the most popular theories of work motivation in our time but it was not always so. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an appealing model of human behaviour in organizations. And as a result of its popularization by Douglas McGregor (1960, 1967), the model became widely discussed and used not only by organizational psychologists but also by managers.

As early as 1954, Maslow had discussed two additional needs in his work, namely, cognitive and aesthetic. Cognitive needs are the needs to know and understand and these examples include the need to satisfy one's curiosity, and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organization settings. Maslow developed the theory that human beings are motivated, i.e., stirred to action by their needs. He contrasted 2 broad categories of human motives – 'growth motives' and 'deprivation motives' The first kind is characterized by a push toward actualizations of inherent potentialities, while the other is oriented only toward the maintenance of life, not its enhancement.

Deprivation motives he says are arranged in a developmental hierarchy. They are five in number and structured –

(i) **Physiological needs**. These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire.

(ii) **Safety needs.** These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.

(iii) **Love needs (often referred to as social).** These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love.

(iv) **Esteem needs (sometimes referred to as ego needs).** These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation.

(v) **Self-actualization needs.** This is the development and realization of one's full potential. Maslow sees this as: 'what humans can be, they must be', or 'becoming everything that one is capable of becoming. Self-actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another. The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualization, he says, tend to be hostile and disastrous. Maslow conceived a human being developing the five groups of needs, in sequence, from one to five (Maslow, 1954).

The survival needs are present at birth. During childhood, one becomes aware of each of the higher groups of needs. A man takes all five needs to work. The manager who wishes to motivate his management subordinates is faced with the fact that his subordinates are attempting to satisfy all five levels of needs (Maslow, 1954).

If a man experiences nagging insecurity, because redundancies are being anticipated or because He feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure), he will not be interested in the organization's policies and plans designed to assist him in fulfilling higher needs. If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike. Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations (Maslow, 1954).

Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Individuals advance up the hierarchy as each lover-level need becomes satisfied.

Therefore, to provide motivation for a change in behaviour, the manager must direct attention to the next higher level of needs (in this case, love or special needs) that seek satisfaction.

However, there are a number of problems in relating Maslow's theory to the work situation. These include the following: People do not necessarily satisfy their needs, especially higher-level needs, just through the work situation. They satisfy them through other areas of their life as well. Therefore, the manager would need to have a complete understanding of people's private and social life, not just their behaviour at work. There is doubt about the time, which elapses between the satisfaction of a lower-level need and the emergence of higher-level needs. Individual differences mean that people place different values on the same need. For example, some people prefer what they might see as the comparative safety of working in a bureaucratic organization to a more highly paid and higher status position, but with less job security, in a different organization (Maslow, 1954).

Some rewards or outcomes at work satisfy more than one need. Higher salary or promotion, for example, can be applied to all levels of the hierarchy. Even for people within the same level of the hierarchy, the motivating factors will not be the same. There are many different ways in which people may seek satisfaction of, for example, their esteem needs. Maslow viewed satisfaction as the main motivational outcome of behaviour. But job satisfaction does not necessarily lead to improved work performance. Hall and Nougaim (2000) undertook an examination of Maslow's need hierarch theory in an organizational setting.

2.2.2 Frederick Winslow Taylor Theory of Motivation

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued the following: Workers do not naturally enjoy work and so need close supervision and control Therefore managers should break down production into a series of small tasks

Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time- piece-rate pay. As a result, workers are encouraged to work hard and maximize their productivity.

Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production.

Taylor's approach has close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

However, workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased.

This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

2.2.3 Frederick Herzberg Theory of Motivation

Frederick Herzberg (1923-) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (Motivators). However, there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (Hygiene-factors)

Motivators are more concerned with the actual job itself. For instance, how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. Hygiene factors are factors which ‘surround the job’ rather than the job itself. For example, a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay, and piece-rate in particular Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

Job enlargement – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.

Job enrichment - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.

Empowerment means delegating more power to employees to make their own decisions over areas of their working life.

2.3 Types and Effects of Motivation

2.3.1 Extrinsic Motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessary last long (Mullins, 2005; Armstrong, 2006).

Bernard & Stoner (2005) proposes the following are incentives for employees: Salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Firms often use hedonic goods or services as non-cash rewards; items that are associated with pleasurable experience rather than more instrumental or functional items (Dhar & Wertenbroch, 2000). When considering whether to exert additional effort in pursuit of a bonus award such as this, the employee must predict what the item offered is worth to them. The hedonic nature of the incentives triggers an affective reaction to the incentive that becomes a more salient attribute than the cash value of the incentive. This fact leads people to use their feelings as information when determining the value of the incentive (Hsee, 1996a; Loewenstein et al., 2001; Schwarz and Clore, 1988).

Because these feelings are difficult to monetize, cognitive and motivational forces allow for the perceived value of the awards to be inflated.

For example, research on motivated reasoning has found that people tend to imagine best case scenarios when imagining the consumption utility of a hedonic reward (Kunda, 1990). This means that thoughts about a trip to Hawaii will be about lying on a beach with a Mai Tai rather than any possible negative aspects of the trip (e.g. stopping the mail, finding a pet-sitter, long flying time, or possible bad weather). Even though the thought of a cash bonus may be emotionally charged as well, the economic value of money is more easily calculated. This makes a cash award less prone to the biases which inflate the perceived utility of a hedonic nonmonetary award. When an item is evaluated on its affective value, its predicted utility is also more ambiguous than that of cash.

Cognitive dissonance reductions suggest that if an employee is working hard to achieve the award, then he or she will attempt to convince themselves that the award is worth a great deal to them, bringing their beliefs in line with their actions (Bem, 1967; Festinger, 1958; Quattrone, 1985).

2.3.2 Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006).

2.4 Non-Material Incentives

Also at the local level, non-materialistic social and intrinsic motivation can play a major role that needs to be explored. It is understandable that many people may be reluctant to be posted far away from home. Those used to urban life will find it particularly difficult to move to a remote area. In Thailand the challenge has been turned around into an asset by recruiting trainees from the very areas they were supposed to serve in. This approach was found successful. (Hongoro 2002) It also has the additional advantage that workers will be inserted into societies with a moral obligation to do a good job. It is akin to localizing informal accountability relations. A cautionary note, however, is that local environments also can be fragmented and tying service providers to their kin can work at the expense of others.

Where it is possible to monitor actual performance, contract-type arrangements and the use of competition in the bidding process have proven useful. Intrinsic and moral motivation to serve the poor can cut across such divides, which is particularly important where monitoring is difficult. “A study of faith-based health care providers in Uganda estimates that they work for 28 percent less than government and private for profit staff, and yet provide a significantly higher quality of care than the public sector (WDR 2004).

2.4.1 The Psychology of Tangible Non-Monetary Incentives

Economic advantages such as these can be significant but they do not capture all of the potential benefits created by the use of tangible non-monetary incentives. This section will discuss reasons why employees might exert more effort in pursuit of a tangible non-monetary award than a cash bonus equal to the cost of that incentive, even if employees state a preference for the cash. There are a number of psychological mechanisms that would cause a non-monetary incentive to outperform cash as a motivating tool on a dollar for dollar basis. A non-monetary prize might increase the predicted utility of the award, the utility associated with earning the award, or increase the amount of effort the employee provides on a per unit value basis.

2.5 Employee Satisfaction and Retention

Unnecessary employee turnover costs an organization needless expense (Buck & Watson, 2002). Replacements and training expenses have a direct impact on organizational costs, productivity and performance, and as such, an increasing number of organizations are now recognizing employee retention as a key strategic issue (Glen, 2006). The main purpose of employee satisfaction and retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery (Samuel & Chipunza, 2009).

Retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others (Bogdanowicz & Bailey, 2002). Given the development of new managerial approaches to retention, labour market dynamism, and evolution in research methodology and technology, it is not surprising that turnover continues to be a vibrant field of research despite more than 1500 academic studies addressing the topic.

From a managerial perspective, the satisfaction and retention of high-quality employees is more important today than ever before. A number of trends (e.g., globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. While there are important differences across countries, analysis of the costs of turnover as well as labour shortages in critical industries across the globe have emphasized the importance of retaining key employees for organizational success (Hinkin & Tracey, 2000).

Hinkin & Tracey (2000) noted that even for jobs that do not require high level of skills, a retention strategy can positively affect the engagement, turnover and ultimately financial performance, especially, for positions that involve interaction with customers. When a significant share of employees only stays for a limited time with a company, which is a pointer towards underlying problems that need to be explored and addressed by determining the most adequate measures. In response, managers have implemented HR policies and practices to actively reduce avoidable and undesirable turnover (Fulmer et al., 2003; Hom et al., 2008; Kacmar et al., 2006; Michaels et al., 2001). While strategic human resource researchers are still investigating the causal mechanisms between HR practices and organizational performance (Collins & Clark, 2003; Hatch & Dyer, 2004), most include voluntary turnover as a critical component of the equation (Shaw et al., 2005; Ulrich & Smallwood, 2005). To put it differently, the topic of voluntary turnover is a vital bridge between macro strategies and micro behaviour in organizations. It is one variable that conceptually connects the experiences of individuals in organizations to critical measures of success for those organizations.

Extant literature has so far overwhelmingly proved the importance of valuable workforce or functional workforce for the survival of an organization (Bogdanowicz & Bailey, 2002).

Mak and Sockel (2001) noted that retaining a healthy team of committed and productive employees is necessary to maintain corporate strategic advantage. Hence, organizations must design appropriate strategies to retain their quality employees. These strategies may range from lucrative compensation packages to involving employees in every sphere of the functioning of the organization (Mak & Sockel, 2001).

It is important to recognize the commitment of individuals to an organization, as well as the organization's need to create an environment in which one would be willing to stay (Harris, 2000). It is often believed that an organization is only as good as its people (Templer & Cawsey, 1999). Organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport et al., 2003).

Therefore, worldwide, retention of skilled employees has been of serious concern for organizations in the face of ever increasing high rate of employee turnover (Samuel & Chipunza, 2009). Globally, managers admit that one of the most difficult aspects of their jobs is the satisfaction and retention of key employees in their organizations (Litheko, 2008).

2.6 Motivation and Employee Satisfaction and Retention

Studies conducted point out that motivation brings about employee satisfaction (Ampofo, 2012; Kabir and Parvin, 2011; Khalid, Salim and Loke, 2011). Ahmed et al (2010) emphasise that, the factors of motivation play a major role in increasing employee satisfaction. In a study by Khalid et al. (2011) to examine the impacts of rewards and motivation on job satisfaction between public and private water utility organisation in Malaysia, they found that motivation influence employee job satisfaction positively. Surveys conducted also show that treating employees with respect, providing regular employee recognition, empowering employees, offering above industry average benefits, compensation (Deshpande et al., 2012), job security, opportunity for advancement, comfortable working conditions, good personal relations with colleagues and supervisors, achievement and promotion (Nazir, 1998; Lather and Jain, 2005) are some of the factors that lead to employee satisfaction. When these factors are critically examined, one will notice that they are all factors of motivation, found to motivate workers in various studies by researchers.

Employees are the key in sustaining the organisation and this importance in their role gives responsibility to the organisation to inspire them so that they can function more effectively. Although a vast array of literature exists on motivation, there is still the need to research on the topic to gain a continuous view of what motivate people. This is because studies show that there are significant differences in terms of what employees want from their work in different industries (Simon and Enz, 1995) as well as in different countries and at different point in time; the evidence is very much clear in the literature reviewed above where quite a number of the studies have produced different results. A case in point is that even though there are a wide variety of motivational factors such as money, job security, recognition, promotion and the like, some researchers single out money to be the main motivation tool, whereas others believe that factors such as achievement and recognition are the key factors.

The gist of this literature review is that 'something' motivates people. However some factors of motivation have been found to be more important than others. This also means that some of these motivational factors, when present motivate and lead to satisfaction whereas others when present may not necessarily motivate but will only take away dissatisfaction. Frederick Herzberg's motivation-hygiene theory was for that reason used as a framework for the study, to help find out those factors that motivate workers in recent times and those that only take away dissatisfaction.

2.7 Empirical Cases of Motivation and Its Relationship with Satisfaction and Retention

The productivity of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. "Motivation is the willingness to do something," written by Stephen Robbins and David A. DeCenzo in their book "Supervision Today". "It is conditioned by this action's ability to satisfy some need for the individual". The most obvious form of motivation for an employee is money; however, there are other motivating factors that must be considered.

Kovach (1987) depicted that motivation leads to higher levels of employee productivity and the higher profitability of the organization. It has been realized that highly motivated employees are more productive. This is in relation to the higher levels of commitment demonstrated by employees in their job (Hamidi et al., 2010).

The levels of accuracy have also been enhanced through motivation, whereby instances of reckless and laxity among the employees have been countered. As stated by Higgins (1994), motivation ensures that employees are highly focused to their work and the organizational objectives. This ensures that the issue of time wastage is avoided as well as minimization of conflicts (Lanfranchi et al., 2010). Through motivation, employees feel part of the organization, thus being in position to adopt their skills and capabilities in executing the organizational policies. The issue of customer attraction and retention has been efficiently addressed through maintenance of highly motivated workforce.

Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. “If you are going to be successful in motivating people, you have to begin by accepting and trying to understand individual differences”, Robbins and DeCenzo report in their book “Supervision Today”.

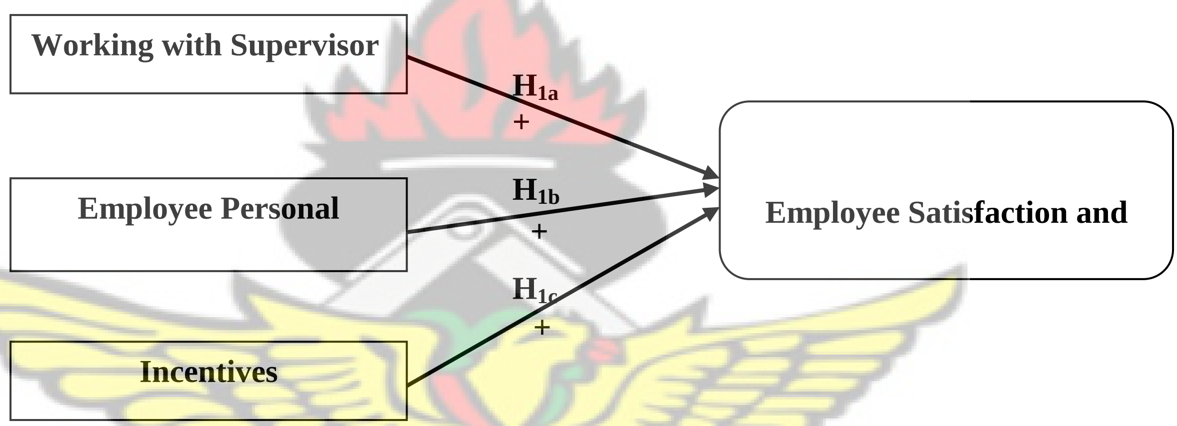
Money is the most important motivator for employee performance but it is important for companies to find other ways to motivate. This involves getting to know their employees and what drives them, then making sure managers utilize appropriate motivational techniques with each employee. When appropriate motivation techniques are used, employee performance will improve.

With the increased competition in doing business, there has inevitable need to ensure quality of services. For every business to survive the competition storm, adherence to quality standards has been the only strategy of ensuring success (Smith 1994). This has only been possible through maintenance of high levels of employee motivation.

2.8 Conceptual Framework for the Study

The conceptual framework of the study would be based on the theoretical review and framework. The conceptual Framework will then be used to analyze the results of the research. It will be based on the forms of motivation whether it is financial or non-financial which leads to productivity. This as shown in the figure below;

Figure 2.1: Research Model



Source: (Researcher's Own Construct, 2016)

Based on the reviewed literature, the chapter concludes with the graphical representation of the discussed key concepts on the relationship between motivation and employee satisfaction and retention considering the various factors that bring employee satisfaction and retention was developed (see figure 2.1). Motivation practices itself and other processes including financial and no-financial rewards resulting in employee retention. Thus, motivation has a direct effect on employee satisfaction and retention but the relationship is looked at from three perspectives.

Hence, three motivational factors are considered – working with supervisors, employee personal development and incentives and their relationship with employee satisfaction and retention. In view of this, the study considers one main hypothesis of which three sub-hypotheses would be analyzed and tested.

H1: Motivation factors positively influences employee satisfaction and retention.

H_{1a}: Working with supervisors positively influences employee satisfaction and retention.

H_{1b}: Employee Personal Development positively influences employee satisfaction and retention.

H_{1c}: Incentives positively influences employee satisfaction and retention.

CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter presents the methodology used for the study. It explains the research design. It also gives details about the population and sampling technique used for the research. The chapter ends with the profile of Jospong Group of Companies.

3.1 Research Design

The design of a research study according to Burns and Grove (1997) is the end results of a series of decisions which are made by the researcher concerning how the study would be conducted. Hence, research design simply refers to the structure of the research. It is the glue that holds all the elements of the study together. It determines whether the study follows a quantitative or qualitative approach or both. This study mainly follows a quantitative approach. It follows a quantitative research design using a descriptive research approach. The descriptive design allowed the use of questionnaires to a sample of the population of the study based on a case study research strategy to ensure a detailed investigation of groups within the research setting in order to provide an analysis of the context and processes involved in the phenomenon under study.

3.2 Population of the Study

Polit and Hungler (1997) as the total group of subjects that meet a designated set of criteria. Others put it that population of the study is the universal set of existing people of the study. Anderson et al., (2003) also defines a population as “a set of element of interest in a particular study”. For this study, the population consisted of the management and staffs of the Jospong Group of Companies which comprised 1164 persons. Table 3.1 shows the population of staff of the selected Jospong Group of Companies.

Table 3.1: Population and Sample of Staff at Jospong Group of Companies

Key Business Unit	Total Population	Sample Selected
Zoomlion Ghana Limited (Head office)	300	50
Zoomlion Domestic Services Ltd.	40	10
OmniBank	360	30
Zoil Services	120	30
JSA Logistics	344	30
TOTAL	**1164**	**150**

Source: Field Study, 2016

3.3 Sample Size

Sample size according to Polit and Hungler (1999) refers to the representation of the population from which the study is conducted. Sampling involves the selection of elements based on assumption regarding the population of interest of the study, which forms as the criteria for the selection. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection. In this study, the researcher used a sample size of 150 out of the population of the study.

3.3.1 Sampling Techniques

Polit and Hungler (1999) defined sampling as the process of selecting a portion of the overall population to be a representative of them. In this study, non-probability sampling techniques were used. Castillo (2009) defined non-probability sampling is a situation where there is no procedure to preempt the probability that each element has the chance of being selected. Hence, it involves selecting participants based on assumptions regarding the population of interest, which forms the basis for selection. For this study, the non-probability sampling technique used for this study includes the convenience and purposive sampling technique for administering of questionnaires to the participants of the study.

3.4 Sources of Data

The study sought data from both primary and secondary sources. Each source of data has its advantage and disadvantage. Hence, combining both sources is able to cancel out the methodological effect of one source over the other leading to a higher degree of confidence in the conclusions drawn for the study (Saunders et al., 2007). Therefore, data were collected from both primary source and secondary source.

3.4.1 Primary Data

Primary data refers to first-hand data obtained through the researcher's own effort for a particular research. It has the advantage of having a fresh data which are new and genuine and different from other research. In addition, the data is accurate with room for no errors, mistakes and are original in character. Primary data for this study were sourced from the employees of Jospong Group of Companies. This was made up of senior staff and junior staff of the different departments/units in the Jospong Group of Companies. Data collection instrument in the form of questionnaire was used to collect data.

3.5 Instruments for Data Collection

Burns and Groves (1999) defined data collection as the accurate and systematic gathering of information relevant to the specific objectives and research questions of the study. This study adopted the use of structured questionnaire the main instrument for data collection from the field.

3.5.1 Questionnaire

Questionnaire refers to prepared list of questions with possible answers giving to participants of a study to collect first-hand information. For a questionnaire to be a successful data collection instrument, it should follow a well-established guidelines. This follows a good design layout, order of questions and length of questions. This study used two different layouts in the design of the questions; thus, an open-ended set of questions where respondents can freely express their opinion in spaces provided and closed-ended questions designed in a 5-point Likert scale for respondents to tick their preferred choice to collect primary data for the study.

3.5.2 Data Collection Procedure

The researcher administered the questionnaires to the sample selected from the Jospong Group of Companies with the help of the helping hands. Permission was sought from the administrator of the Jospong Group of Companies. The questions in the questionnaires were framed to be unambiguous and not restrictive for the respondents to be able to express themselves without any form of inconvenience nor embarrassment. Finally, the respondents of the study were assured of utmost confidentiality and the data collected were handled properly.

3.6 Data Analysis and Presentation Techniques

According to Burns and Grove (2003), data analysis is a mechanism for reducing and organizing data collected to produce findings which are easily interpreted by the researcher. The study used computer software such as Statistical Package for Social Scientist (SPSS) and Microsoft Excel for coding and summarizing the data collected for analysis and interpretation. It was then summarized and reduced into tabular and graphical forms for analysis and discussions in line with the objectives of the study.

3.7 Organizational Profile of Jospong Group of Companies

In the last couple of decades, the Jospong Group of Companies has grown tremendously and currently has over 30 subsidiaries locally and 4 companies in other parts of Africa and the Middle East. These companies were established in response to increasing need and demand for quality products and services in the different sectors.

The Jospong Group Today

The Jospong Group currently operates in over twelve industries namely; Building & Construction, Printing & Publishing, ICT, Waste Management, Mining and Quarrying, Oil & Gas, Automobile, Plant & Equipment, Skill Development, Financial Services, Public Health & Safety, Logistics & Supply Chain and Transport & Haulage, we have a reputation for delivering Excellence, Professional Services, and enjoy strong relationship with all our stakeholders.

Through its broad spectrum of operations, the Jospong Group has created jobs for several thousands of youths in Ghana, thereby helping to improve standards of living and accelerating the general development of the country. With a vision to be the most successful African Holding Company Leading in every sector we operate in, the Jospong Group of Companies hopes to replicate such impacts beyond the shores of Ghana by extending its operations into other African countries, Europe and America.

The Group has seen amazing growth and expansion under the astute and competent leadership of Dr. Joseph Siaw Agyepong, the founder and Executive Chairman of the Group. His entrepreneurial acumen, diligence and hard work has ensured the survival and progress of the Group under varying economic, political and socio-cultural environments. Jospong Group of Companies currently represents 16 Chinese companies, 8 Indian companies and 5 European companies in Ghana.

The Group has generated over 250,000 jobs under various innovative collaborations with Governments and the private sector all over Africa". Jospong Group of Companies has initiated and successfully grown businesses in Ghana and across Africa. The key to our success include the fact that our businesses are situated in a peaceful and stable political climate which boasts of a vibrant human resource and a government willing to pursue economic growth led by the private sector.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the findings and analysis of data gathered from the field study. Thus, it presents responses on the study of investigating the relationship between motivation, employee satisfaction and retention at the private sector: a case study of Jospong Group of Companies. In addition, analysis of how motivation influences the staff of Jospong Group of Companies' approach to work, relationship between motivational factors and the retention of staff of Jospong Group of Companies, establishing whether motivation has any influence on the staff of Jospong Group of Companies and identifying the challenges of motivating employees in private sector institutions in Ghana are duly presented and discussed in this chapter.

Date was gathered from the field by administering questionnaires to employees of Jospong Group of Companies in the Accra Metropolis as well as the management members of these branches. Out of the 150 questionnaires that were administered, 123 were received. This represents 82% response rate. Analysis were made on only valid responses from the field study.

The presentations and discussions of findings were done in line with the structure of the questionnaire and followed the objectives of the study.

4.1 How Motivation Influences The Staff of Jospong Group of Companies' Approach to Work.

The first objective of the study was to determine how motivation influences the staff of Jospong Group of Companies' approach to work. The study investigated how motivation influence the approach to work of employees of Jospong Group of Companies. It adopted three dimensions of determining the level of motivation including working with supervisor, personal development at work and then about incentives. A five (5) point scale was employed measuring "1=strongly disagree" through to "3=neither agree nor disagree" to "5=strongly agree" for each of the items. The following sub-sections presents the summary of descriptive statistics of responses in this regard.

4.1.1 Working with Supervisor as Motivation Tool

The study sought to determine the level of motivation of employees based on working with their supervisors. This was done by using a five (5) point scale was employed measuring "1=strongly disagree" through to "3=neither agree nor disagree" to "5=strongly agree" for each of the items. The results obtained from this evaluation are shown in Tables 4.1 below;

Table 4.1: Working with Supervisor

Measuring Items	Min	Max	Mean	Std. Dev
1. Your supervisor listens to you.	2	5	3.96	.944
2. Your supervisor is knowledgeable about your work	2	5	4.25	.812
3. Your supervisor supports personal development	2	5	3.89	1.026
4. Your supervisor has down-to-earth expectations about your work	1	6	3.79	1.041

Source: Author's Field Survey, 2016

From Table 4.1, four (4) items were used to measure “working with supervisor” using a 5-point Likert Scale with 1=Strongly Disagree, 3=Indifferent, and 3=Strongly Agree. Among the 4 items, the highest mean was obtained from the second item: “*Your supervisor is knowledgeable about your work”* with mean values of 4.25 and standard deviation of .812 which showed absolute agreement. All other items measured more than 3.0 implying agreement and these include “*Your supervisor listens to you”, “Your supervisor supports personal development”* and “*Your supervisor has down-to-earth expectations about your work”* with mean and standard deviation values of 3.96(.944), 3.89(1.026) and 3.79(1.041) respectively.

This shows that respondents indicated that Jospong Group of Companies motivate their employees through the working relationship with supervisors.

4.3.2 Employee Personal Development at Work as Motivation Tool

The study sought to determine the level of motivation of employees based on employee personal development at work. This was done by using a five (5) point scale was employed measuring “1=strongly disagree” through to “3=neither agree nor disagree” to “5=strongly agree” for each of the items. The results obtained from this evaluation are shown in Tables 4.2 below;

Table 4.2: Employee personal development at work as a Motivational Tool

Measuring Items	Min	Max	Mean	Std. Dev
1. There was initial training when you were employed	1	5	3.20	1.354
2. There is ongoing training necessary to perform your work	1	5	3.44	1.070
3. There is self-development support in your workplace	1	5	3.35	1.176
4. There is preparation towards employee career development or promotion	1	5	2.92	1.256
5. The organization uses your talent in the workplace	1	5	3.36	1.051

Source: Author’s Field Survey, 2016

From Table 4.2, five (5) items were used to measure "Employee personal development" using a 5-point Likert Scale with 1=Strongly Disagree, 3=Indifferent, and 3=Strongly Agree. Among the 5 items, the highest mean was obtained from the second item: "*There is ongoing training necessary to perform your work"* with mean values of 3.44 and standard deviation of 1.070 which showed absolute agreement. All other items measured more than 3.0 implying agreement and these include "*There was initial training when you were employed", "There is self-development support in your workplace"* and *"The organization uses your talent in the workplace"* with mean and standard deviation values of 3.20(1.354), 3.35(1.176) and 3.36(1.051) respectively.

However, there was disagreement when respondents were asked "There is preparation towards employee career development or promotion" implying that the organization do not have a streamline for employee career development and promotion. However, when the employees themselves make an effort, then they show support.

4.3.3 Incentive at Work as Motivation Tool

The study sought to determine the level of motivation of employees based on incentive for employees. This was done by using a five (5) point scale was employed measuring "1=strongly disagree" through to "3=neither agree nor disagree" to "5=strongly agree" for each of the items. The results obtained from this evaluation are shown in Tables 4.3 below;

Table 4.3: Incentive as a Motivational Tool

Measuring Items	Min	Max	Mean	Std. Dev
1. Incentives are important to motivating workers in your workplace.	1	5	3.98	1.041
2. Recognition of work by managers/your supervisor motivates you to work.	1	5	3.80	1.190
3. You will still perform harder even when your salary is delayed	1	5	3.65	1.165
4. You work best when there is available and adequate working tools and equipment.	1	5	4.23	.951
5. Recreational facilities are important in motivating workers in your workplace.	1	5	3.57	1.078
6. The perception of job security motivate you to work hard.	1	5	3.86	1.061

Source: Author's Field Survey, 2016

From Table 4.3, six (6) items were used to measure "Incentive" using a 5-point Likert Scale with 1=Strongly Disagree, 3=Indifferent, and 3=Strongly Agree. Among the 6 items, the highest mean was obtained from the fourth item: "*You work best when there is available and adequate working tools and equipment"* with mean values of 4.23 and standard deviation of .951 which showed absolute agreement. All other items measured more than 3.0 implying agreement and these include "*Incentives are important to motivating workers in your workplace", "Recognition of work by managers/your supervisor motivates you to work", "You will still perform harder even when your salary is delayed", "Recreational facilities are important in motivating workers in your workplace"* and "*The perception of job security motivate you to work hard"* with mean values of 3.98, 3.80, 3.65, 3.57 and 3.86 respectively.

This shows that respondents indicated that employees of Jospong Group of Companies recognize the role of incentive in motivating them. And the incentive could be extrinsic or intrinsic which are all necessary to motivate the employees.

4.3 Relationship between Motivational Factors and the Retention of Staff

The second objective of the study was to determine the relationship between motivational factors and the retention of staff of Jospong Group of Companies. In order to achieve this, the level of motivation that exist in the Jospong Group of Companies was ascertained first of all. This was done by using a five (5) point scale was employed measuring "1= Very Poor" through to "3= Satisfactory" to "5= Very High" for each of the items. The results obtained from this evaluation are shown in Tables 4.4 below;

Table 4.4: Rating the Level of Motivation that exist in the Jospong Group Of Companies

Measuring Items	Min	Max	Mean	Std. Dev
Financial rewards for job well done	1	5	3.13	1.204
Recognition of work	1	5	3.24	1.119
Supporting staff Development	1	5	3.20	1.140

Source: Author's Field Survey, 2016

From Table 4.4, items were used to measure "The Level of motivation" using "1= Very Poor" through to "3= Satisfactory" to "5=Very High". Among the 3 items, the highest mean was obtained from the second item: "*Recognition of work"* with mean values of 3.24 and standard deviation of 1.119 which showed absolute agreement. Other responses exceeded the mean value of 3.0 implying agreement and these are "*Financial rewards for job well done*" and "*Supporting staff Development*" with mean and standard deviations of 3.13(1.204) and 3.20(1.140) respectively.

This implies that employees of Jospong Group of Companies are satisfied with the level of motivation in their organization.

Also, respondents were asked to express their agreement to other motivational factors and the responses to these assertions are displayed in Table 4.5 below.

Table 4.5: Agreement to Level of motivation that exist in the Jospong Group Of Companies

Measuring Items	Min	Max	Mean	Std. Dev
1. Workers put in their best when they are placed on little or no incentive package	1	5	2.75	1.296
2. Well-motivated staff has a positive attitude towards work	2	5	4.39	.640
3. Workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity	3	5	4.59	.537

Source: Author's Field Survey, 2016

From Table 4.5, it could be seen that respondents disagreed with the assertion "Workers put in their best when they are placed on little or no incentive package" as the mean value obtained was 2.75 and standard deviation of 1.296.

However, there was agreement to assertions relating to the level of motivation. When the respondents were asked if "well-motivated staff has a positive attitude towards work", and "workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity", the mean and standard deviation values to this regard were 4.39(SD=.640) and 4.59(SD=.537) respectively.

The respondents were again asked if they were satisfied with the level of motivation in their workplace and five (5) dimensions were posed to them. Their level of satisfaction to these dimensions have been displayed in Figure 4.1 below.

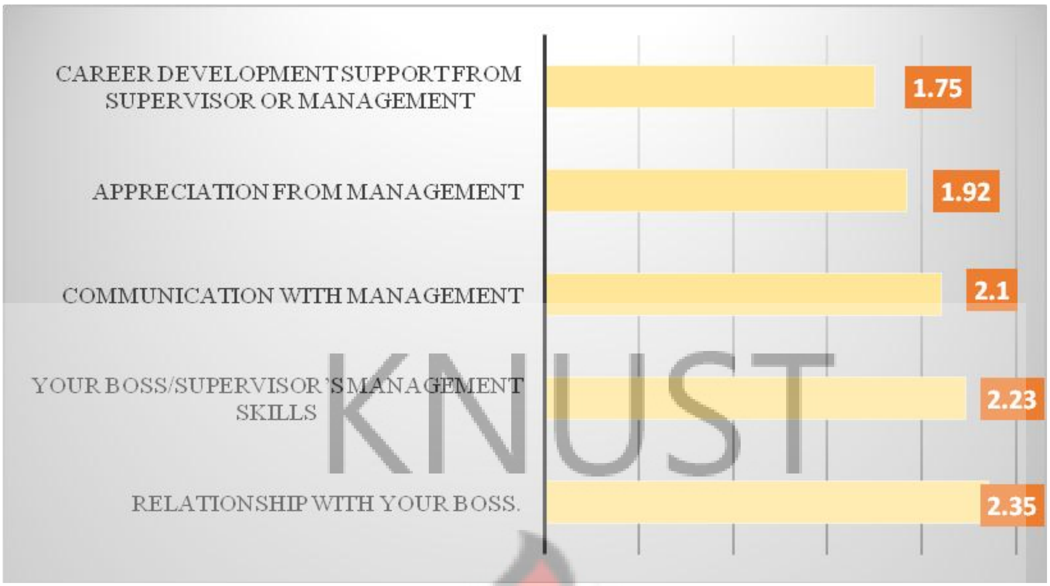


Figure 4.1: Level of Satisfaction with Motivation at Work
Source: Author's Field Survey, 2016

It could be seen from Figure 4.1 that when it comes to career development support from supervisor or management, respondents were not satisfied, hence a mean value of 1.75. Similarly, when asked when asked about appreciation from management, the response to that was also negative with mean response of 1.92. Again, when the respondents were asked about their satisfaction with communication with management, the mean responses was 2.1 indicating disagreement.

When the respondents were asked again on their satisfaction with their boss/supervisor's management skills, they were still dissatisfied with mean response of 2.23. Finally when they were asked about their satisfaction with their relationship with their boss, the responses were also in the negative as the mean response was 2.35.

These responses implies that even though the staff of Jospong Group of Companies recognize the importance of motivation to their work performance, they were not satisfied with the level of motivation in their workplace. That means the group has a long way to go to motivate their employees which would lead to their satisfaction and retention.

Finally, in determining the relationship between motivational factors and the retention of staff of Jospong Group of Companies, the respondents were asked they would score/rank the level of motivation at Jospong Group of Companies. Their response to this has been shown in Figure 4.2 below.

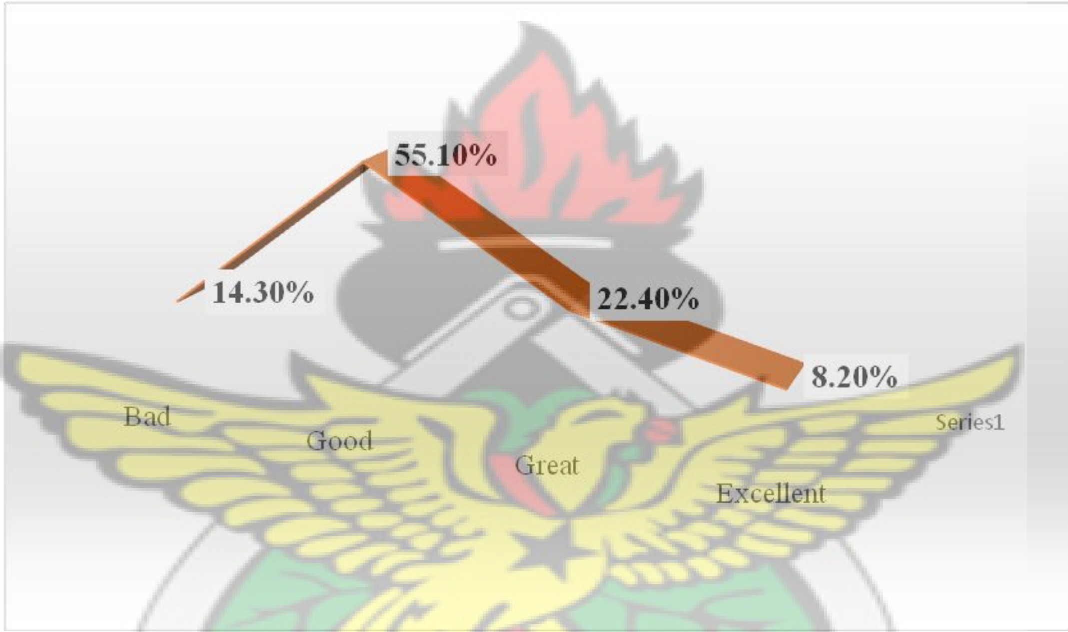


Figure 4.2: Scoring of Level of Satisfaction with Motivation at Work

Source: Author's Field Survey, 2016

From Figure 4.2 which displays respondents' assessment of the level of satisfaction with Motivation at Work at Jospong Group of Companies, the modal responses indicated "Good" with 55.1% of responses, followed by 22.4% indicating "Great" and then 8.2% indicated "Excellent". However, a few (14.3%) indicated that the motivation is "Bad". This implies that overall, the motivation at Jospong Group of Companies in quite good.

4.4 Influence of Motivation on the Staff of Jospong Group of Companies.

The third objective of the study was to establish whether motivation has any influence on the staff of Jospong Group of Companies. To ensure these, it was necessary to perform some correlation and regression analysis of the motivation practices and employee satisfaction factors to determine the extent of relationship.

Therefore, composite variables were generated for the three constructs – Working with Supervisor, Employee Personal Development and Incentive – as they were considered as independent variables.

Prior to estimating the relationship between motivational factors and employee satisfaction and retention, it became necessary to assess the suitability of the items used in measuring the constructs through a Reliability test using Cronbach Alpha.

4.4.1 Reliability of the Measures

In checking for reliability of the measures, Cronbach alpha was used to verify the internal consistency among the measures (Pallant, 2007). This was performed in SPSS version IBM 20. The results shown in table 4.7 indicate alpha values ranging from .705 to .833. This implies that all items for the four constructs passed the test of reliability as they were far above the recommended threshold of .70 (Nunnally, 1978). The summary of results could be seen from Table 4.6.

Table 4.6: Reliability Test Results

Construct	Number of items	Alpha value
1. Working with Supervisors	4	.833
2. Employee Personal Development	5	.705
3. Incentives	6	.777
4. Satisfaction and Retention	5	.832

Source: Author's Field Survey, 2016

4.5 Test of Model

In establishing the effect of motivational factors on employee satisfaction, correlation and regression analysis were employed.

Three main independent variables were considered representing motivational factors: working with supervisors (W), Employee Personal Development (D) and Incentive (I) while the dependent variables was Employee Satisfaction and Retention (S).

The regression estimates were given as:

$$S = b_0 + b_1W + b_2D + b_3I + \varepsilon$$

Where,

$b_1 = coefficient\ of\ working\ with\ supervisor\ independent\ variable$

$b_2 = coefficient\ of\ employee\ personal\ development\ independent\ variable$

$b_3 = coefficient\ of\ incentive\ independent\ variable$

$b_0 = constant\ of\ proportionality$

ε = Error term

Table 4.7: Correlations of Variables and Descriptive Statistics

Constructs	**1**	**2**	**3**	**4**
1. Working with Supervisor	1			
2. Employee Personal Development	.115	1		
3. Incentive	.370**	*.162	1	
4. Satisfaction and Retention	.309**	*.143	.390**	1
Mean	**3.98**	**3.27**	**3.85**	**2.071**
Standard Deviation	**.781**	**.797**	**.746**	**.563**

Note:

1. ** Correlation is significant at the 0.01 level (1-tailed).
2. * Correlation is significant at the 0.05 level (1-tailed).

Source: Author's Field Survey, 2016

The correlation results shown in Table 4.7 above generally revealed that staff of Jospong Group of Companies partly attribute their employee satisfaction to the company's motivational factors and they were significant at 0.01 or 0.05. However, the relationships are not strong since all the coefficients (r) were less than 0.5.

4.5.1 Model Assessment

The model estimation process began with creating composite variables and interaction term and then examining relevant assumptions underlying the method of estimation employed in the study. Arithmetic mean was used to create the composite variables. The three motivational factors passed the reliability tests and were treated as composite variables by averaging their respective items. Same was done with the employee satisfaction variable.

The researcher used ordinary least square regression analysis to estimate the study's model. The main outcome variable was employee satisfaction and the main predictor variables were working with supervisors (W), Employee Personal Development (D) and Incentive (I).

One Model was run which was employee satisfaction been predicted by motivational factors – working with supervisors (W), employee personal development (D) and incentive (I).

The results to these effect relationships could be seen from Table 4.8.

Table 4.8: Regression Estimates of Effect of Motivational Factors on Employee Satisfaction and Retention

Variables:	Standard Estimates
	Employee Satisfaction and Retention
	Model 1
Hypothesized	
Direct Effect	
Working with Supervisors (W)	0.264(2.994)
Employee Personal Development (D)	0.421(5.137)
Incentive (I)	-0.108(-1.223)
FIT INDICES	
χ^2 (df)	**6.414(3)**
χ^2/df	**2.138**
F-Statistics	**14.402**
R^2	**0.545**

Notes:

1. t-values are in the parenthesis
2. ± represents significant F value significant at 1%
3. * & ** represent significant path at 5% (1-tailed test: 1.645) and 1% (1-tailed test: 2.33) respectively
4. Hypothesized paths evaluated at 5% significance level (1-tailed test)

Source: Author's Field Survey, 2016

From the regression result, it could be seen that motivational factors much predict employee satisfaction as the R-square value of 0.545 was quite good. It implies that only about 54.5% of changes in employee performance can be explained by motivational factors. But considering the three variables individually, it could be seen that working with supervisors has a positive relationship with employee performance (β=0.264; t=2.994) and it is significant at 0.01 or 0.05. Also, employee personal development also has a positive relationship with employee performance (β=0.264; t=2.994) and it is significant at 0.01 or 0.05. However, incentive was found to have a negative relationship (β=-0.108; t=-1.223) with employee performance and it not was significant at 0.05.

The implication of this finding is that even though motivation has an effect on employee satisfaction and thereby their retention, not all motivational factors are significant in contributing to employee satisfaction. For instance, in this study, incentive was found to be an insignificant factor in contributing to employee satisfaction. But rather factors that relates to working conditions and role of superiors towards employees contributes much to employee satisfaction.

4.5 Challenges of motivating employees in private sector institutions in Ghana.

The last objective of the study was to determine the challenges of motivating employees in private sector institutions in Ghana. Since Jospong Group of Companies represents the private sector, the staff could thereby give an account of challenges in motivating employees in the private sector institutions in Ghana.

First of all, the respondents were asked to rate how easy motivating workers in private sector institutions in Ghana is. They were to rate using a scale of Very easy, Easy, Moderate, Difficult and Very Difficult. The responses to this are displayed in Table 4.9 below.

Table 4.9: Difficulty in Motivation Employees in Private Sector

Opinion	**Assessment**
Very easy	12.2%
Easy	12.2%
Moderate	57.1%
Difficult	16.3%
Very Difficult	2%

Source: Author's Field Survey, 2016

From the assessment of employees of Jospong Group of Companies with respect to difficulty in motivating employees in the private sector in Ghana, their responses indicated that it is moderately difficult with 57.1% and somehow difficult with 16.3% of responses.

Other challenges to motivating employees in the private sector have been summarized in Table 4.10.

Table 4.10: Challenges Associated With Motivating Employees In Private Sector Institutions In Ghana.

Challenges	Min	Max	Mean	Std. Dev
1. There is no policy for motivation workers in the private institutions in Ghana	1	5	3.35	.925
2. Private institutions in Ghana do not provide fair promotion opportunities	1	5	3.06	1.197
3. Supervisors/Managers do not allow workers to fully utilize their ability/skills.	1	5	2.76	.925
4. Private sector work is more challenging	1	5	3.90	1.195
5. Communication in private sector institutions do not flow well.	1	5	3.17	1.191
6. The wage/salary differences in the private sector is not fair.	1	5	3.57	1.155
7. Private sector workers are not aware of their organization's comprehensive goals	1	5	2.46	1.271
8. There is inadequate top management support in motivating employees in the private sector.	1	5	3.10	1.159

Source: Author's Field Survey, 2016

From Table 4.10, it could be seen that the respondents agree with most of the items used to determine the challenges associated with motivating employees in private sector institutions in Ghana. It could be seen from Table 4.10 that most of the responses were more than 3.0 signifying agreement to those items that the researcher used to determine the challenges of associated with motivating employees in private sector institutions in Ghana. The challenges that received the highest response was the fourth item: "*Private sector work is more challenging*" with mean = 3.90 and SD=1.195. The next highest challenges that staff respondents agreed that they affect their motivation is the first item "*The wage/salary differences in the private sector is not fair*." with mean and standard deviation values of 3.57 (SD=1.155).

On other hand, the staff respondents disagreed to some challenges posed to them including *"Supervisors/Managers do not allow workers to fully utilize their ability/skills"* and "*Private sector workers are not aware of their organization's comprehensive goals"* with mean and standard deviation values of 2.76(.925) and 2.46(1.271) respectively.

This implies that at the private sector faces several challenges in motivating their employees except for supervisors/managers not allowing workers to fully utilize their ability/skills and private sector workers not aware of their organization's comprehensive goals which the responses proved otherwise.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter gives a summary of the findings of the study, the conclusions and the recommendations for stakeholders to ensure effective and efficient motivation of employees that leads to their satisfaction and retention at the private sector. These have been discussed in the next sub-sections.

5.1 Summary of Findings

In order to ensure achievement of the study objectives, the summary of the study findings is presented in relation to the objectives of the study. The discussion of the results in the previous chapter shows the following main findings.

5.1.1 How Motivation Influences The Staff of Jospong Group Of Companies' Approach To Work.

The first objective of the study was to determine how motivation influences the staff of Jospong Group of Companies' approach to work. The study investigated how motivation influence the approach to work of employees of Jospong Group of Companies. It adopted three dimensions of determining the level of motivation including working with supervisor, personal development at work and then about incentives.

The findings revealed that Jospong Group of Companies motivate their employees through the working relationship with supervisors. Also, they ensure employee personal development. However, when the employees themselves make an effort, then they show support. Also, the respondents indicated that employees of Jospong Group of Companies recognize the role of incentive in motivating them. And the incentive could be extrinsic or intrinsic which are all necessary to motivate the employees.

5.1.2 Relationship between Motivational Factors and the Retention of Staff

The second objective of the study was to determine the relationship between motivational factors and the retention of staff of Jospong Group of Companies. In order to achieve this, the level of motivation that exist in the Jospong Group of Companies was ascertained first of all.

The findings revealed that even though the staff of Jospong Group of Companies recognize the importance of motivation to their work performance, they were not satisfied with the level of motivation in their workplace. That means the group has a long way to go to motivate their employees which would lead to their satisfaction and retention.

Finally, in determining the relationship between motivational factors and the retention of staff of Jospong Group of Companies, the respondents were asked they would score/rank the level of motivation at Jospong Group of Companies. It was found out that the motivation at Jospong Group of Companies in quite good.

5.1.3 Influence of Motivation on the Staff of Jospong Group of Companies

The third objective of the study was to establish whether motivation has any influence on the staff of Jospong Group of Companies. To ensure these, it was necessary to perform some correlation and regression analysis of the motivation practices and employee satisfaction factors to determine the extent of relationship.

Therefore, composite variables were generated for the three constructs – Working with Supervisor, Employee Personal Development and Incentive – as they were considered as independent variables. All variables passed the reliability test using Cronbach Alpha. In establishing the effect of motivational factors on employee satisfaction, correlation and regression analysis were employed.

From the regression result, it could be seen that motivational factors much predict employee satisfaction as the R-square value of 0.545 was quite good. It implies that only about 54.5% of changes in employee performance can be explained by motivational factors. But considering the three variables individually, it could be seen that working with supervisors has a positive relationship with employee performance (β=0.264; t=2.994) and it is significant at 0.01 or 0.05. Also, employee personal development also has a positive relationship with employee performance (β=0.264; t=2.994) and it is significant at 0.01 or 0.05. However, incentive was found to have a negative relationship (β=-0.108; t=-1.223) with employee performance and it not was significant at 0.05.

5.1.4 Challenges of Motivating Employees of the Private Sector

The last objective of the study was to determine the challenges of motivating employees in private sector institutions in Ghana. Since Jospong Group of Companies represents the private sector, the staff could thereby give an account of challenges in motivating employees in the private sector institutions in Ghana.

From the assessment of employees of Jospong Group of Companies with respect to difficulty in motivating employees in the private sector in Ghana, their responses indicated that it is moderately difficult with 57.1% and somehow difficult with 16.3% of responses.

The finding finally revealed that the private sector faces several challenges in motivating their employees except for supervisors/managers not allowing workers to fully utilize their ability/skills and private sector workers not aware of their organization's comprehensive goals which the responses proved otherwise.

5.2 Conclusions

Motivation and employee satisfaction concerns are very crucial and sensitive. This is because workers' performance increases when the welfare of them becomes a concern to management.

Motivation is the reason why people engage in a particular behaviour or the manner they act. This is influenced by satisfaction of their basic wants, hobbies, ideal state or overall state of appreciation. The level of employee motivation has been shown from the research to have a significant impact on the way employees perform their duties. In situations where there is no or little motivation, workers also feel reluctant to work which at the long run affect productivity negatively.

The topic been a sensitive one, a number of workers contacted were not willing to disclose the needed information for the fear that such outcomes would be used to uncover their absences from duty and lackadaisical attitudes. However, an assurance from the researcher needed to be given that the study was for only academic purpose and there would not the any disclosure of identity but rather for their betterment and that the researcher was able to convince them to accept and fill the questionnaires.

From the assertions of the respondents to questions answered in the questionnaire administered to them, certain conclusions could be made by taken the points of all the forty-nine (49) respondents. Firstly, employees should be more remunerated and working conditions should be improved, because the seeming loss of one of the most cherished and envied hallmarks of the organization job security and the uncertainties about wages and salaries would appear to have greatly affected the workers' morale everywhere in Ghana. Under such a condition, workers cannot give their best and expected return or output from the job.

The management would now need to take an urgent step to look into the problem if the employee is to achieve her stated objectives. Management should try to find remedies about the incentives they give as this study revealed that incentives does not necessary lead to employee satisfaction. They should therefore encourage employees by giving them what they really want from the company, do a lot of meetings to sensitize employee about their workload so that it will avoid inequity in the company.

Secondly, management should employees their respective goal and give them recognition so that they will meet organizations' targets as well as increasing safety and working conditions. The next step is that Jospong Group of Companies should try to involve not only management but subordinates as well in decision making about their job to know their views in the development of the company so that they will be well motivated and committed to implement organization vision and mission for the growth of its. Also, technicians should be more trained on any new equipment in the company. On the job training should be given to them to be able to strengthen good customer's relationship. Moreover, work environment should be well designed for the happiness and effectiveness of the employees.

Conclusively, the task of using motivation to achieving employee satisfaction and retention is worthy to be considered by all organizations as a happy employee works best to meet organizational objectives.

5.3 Recommendations

In light with challenges of motivation of employees in the private sector in Ghana as revealed in the study, the researcher recommends the following guidelines to necessary to enhance employees' satisfaction and retention by the Jospong Group of Companies and other stakeholders.

i. There should be a need for a lay down policy for private sector workers' motivation. The management of private firms should show more commitment to the policy and to make sure that it is supposed to work accordingly.

ii. Management of Private companies should set a committee to monitor and evaluate systems putting in place for motivational incentives whether they are functioning as planned without any deficits.

iii. There should be training for supervisors who are willing to frequently supervise employees and give more education and encouragement to workers under them.

iv. The management team should also organise more educative programmes and workshop for the workers. Such education should be focused on explaining to the workers what their rights and responsibilities are in the organization. This could go a long way to increase productivity.

v. The management should also show more commitment to employee welfare in the private firms by providing solutions to the welfare problems and concerns raised by the workers. For instance, providing enough transport system especially for the department that goes to the field for monitoring.

vi. Personal training is very necessary for the development of the organization so management should sponsor the staff to workshops and conferences to acquire new skills like the seminars organised by the Group.

vii. The departments/subsidiaries in the private firms should be provided with more logistics in terms of office equipment and stationeries to facilitate the work in the workplace.

viii. There should be a proper channel of communication among the rank and file of employees of the organization to enhance cordial relationship at the workplace.

ix. Lastly, management should take steps to correct the abnormality and inconsistencies in the promotional opportunities, wages or salaries of their staff.

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Appendix I

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

QUESTIONNAIRE

I am a student of Institute of Local Government Studies. As part of the requirements for the award of Master Degree in Business Administration, I am undertaking a research work to assess ***relationship between motivation, employee satisfaction and retention at the private sector***. This work is purely for academic purposes and the data collected and the results will not be used in any way to jeopardize the interest of your unit and the Jospong Group of Companies as a whole. I guarantee your anonymity and complete confidentiality.

SECTION A: PROFILE OF RESPONDENTS

Kindly tick (√) your appropriate option.

1. Sex: Male ☐ Female ☐
2. Age range: Below 20 years ☐ 21 – 30 years ☐ 31 – 40 years ☐ 41 – 60 years ☐ 60 years and above ☐
3. What is your highest educational level?
   Certificate ☐ HND ☐ Graduate ☐ Postgraduate ☐ Diploma
   Other, please specify…………………………………………..
4. What is your level of staff in Jospong Group of Companies?
   Management ☐ Senior Staff ☐ Junior Staff ☐
   Other, please specify……………………………………………..
5. What Unit of the Jospong Group do you work in and position that you hold in that Unit?
   Please specify…………………………………………………………………
   ………………………………………………………………………………………
6. How long have you been working in with Jospong Group of Companies?
   Below 5years ☐ 5 – 10 years ☐ 11 – 15 years ☐ 15 years ☐ and above

SECTION B: HOW MOTIVATION INFLUENCES THE STAFF OF JOSPONG GROUP OF COMPANIES' APPROACH TO WORK.

Instructions: For the following statements, indicate your opinion for the following statement by **circling the right number**in the right column under the 5-point Likert Scale where: 1=***Strongly Disagree*** and 5= ***Strongly Agree***					
Working with supervisor:	**Strongly Disagree**		**Neutral**		**Strongly Agree**
Your supervisor listens to you.	1	2	3	4	5
Your supervisor is knowledgeable about your work	1	2	3	4	5
Your supervisor supports personal development	1	2	3	4	5
Your supervisor has down-to-earth expectations about your work	1	2	3	4	5
About your personal development at work:	**Strongly Disagree**		**Neutral**		**Strongly Agree**
There was initial training when you were employed	1	2	3	4	5
There is ongoing training necessary to perform your work	1	2	3	4	5
There is self-development support in your workplace	1	2	3	4	5
There is preparation towards employee career development or promotion	1	2	3	4	5
The organization uses your talent in the workplace	1	2	3	4	5
About incentives:	**Strongly Disagree**		**Neutral**		**Strongly Agree**
Incentives are important to motivating workers in your workplace.	1	2	3	4	5
Recognition of work by managers/your supervisor motivates you to work.	1	2	3	4	5
You will still perform harder even when your salary is delayed	1	2	3	4	5
You work best when there is available and adequate working tools and equipment.	1	2	3	4	5
Recreational facilities are important in motivating workers in your workplace.	1	2	3	4	5
The perception of job security motivate you to work hard.	1	2	3	4	5

SECTION C: RELATIONSHIP BETWEEN MOTIVATIONAL FACTORS AND THE SATISFACTION AND RETENTION OF STAFF OF JOSPONG GROUP OF COMPANIES

C1. Rate the level of motivation that exist in the Jospong Group Of Companies:

Types of Motivation	Very High	High	Satisfactory	Poor	Very Poor
Financial rewards for job well done	1	2	3	4	5
Recognition of work	1	2	3	4	5
Supporting staff Development	1	2	3	4	5

C2. Workers put in their best when they are placed on little or no incentive package.

Strongly Disagree ☐ Disagree ☐ Not Sure ☐ Agree ☐ Strongly Agree ☐

C3. Well-motivated staff has a positive attitude towards work.

Strongly Disagree ☐ Disagree ☐ Not Sure ☐ Agree ☐ Strongly Agree ☐

C4. Workers' welfare should be a paramount issue of concern to top management who wish to have higher productivity

Strongly Disagree ☐ Disagree ☐ Not Sure ☐ Agree ☐ Strongly Agre ☐

C5. Are you satisfied with the following in your workplace?

Satisfaction and Retention Measures	**Very Satisfied**	**Satisfied**	**Not Satisfied**
Relationship with your boss.	1	2	3
Your boss/supervisor's management skills	1	2	3
Communication with management	1	2	3
Appreciation from management	1	2	3
Career development support from supervisor or management	1	2	3

D5. How would you score/rank the level of motivation at Jospong Group Of Companies?

Bad [ ] Good [ ] Great [ ] Excellent [ ]

SECTION D: CHALLENGES ASSOCIATED WITH MOTIVATING EMPLOYEES IN PRIVATE SECTOR INSTITUTIONS IN GHANA

D1. Rate how easy motivating workers in private sector institutions in Ghana is.

Very easy [ ] Easy [ ] Moderate [ ] Difficult [ ] Very Difficult [ ]

D2. There is no policy for motivation workers in the private institutions in Ghana.

Strongly Disagree [ ] Disagree [ ] Not Sure [ ] Agree [ ] Strongly Agree [ ]

D3. Please indicate your level of agreement to the following assertions as challenges associated with motivating employees in private sector institutions in Ghana.

Instructions: For the following statements,, indicate your opinion for the following statement by **circling the right number** in the right column under the 5-point Likert Scale where: 1=***Strongly Disagree*** and 5= ***Strongly Agree***					
Challenges	**Strongly Strongly Disagree Agree**				**Neutral**
Private institutions in Ghana do not provide fair promotion opportunities	1	2	3	4	5
Supervisors/Managers do not allow workers to fully utilize their ability/skills.	1	2	3	4	5
Private sector work is more challenging	1	2	3	4	5
Communication in private sector institutions do not flow well.	1	2	3	4	5
The wage/salary differences in the private sector is not fair.	1	2	3	4	5
Private sector workers are not aware of their organization's comprehensive goals	1	2	3	4	5
There is inadequate top management support in motivating employees in the private sector.	1	2	3	4	5

Thank you for being part of this research.