

Determinants of Employee Motivation and Retention: A Case of Centre for Plant Medicine Research, Mampong-Akwapim, Ghana

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Abstract

The overall goal of the study is to identify key factors other than compensation that influence motivation at the Centre for Plant Medicine Research, Mampong-Akwapim. Specifically, the objectives of the study were to investigate the factors that affect motivation and retention among the senior officers and senior staff, identify the level of importance of the various motivational factors and also identify any other factor that is key to their motivation and retention. Using a cross-sectional and quantitative design with the aid of both open-ended and close-ended questionnaires, data were collected from seventy-six (76) respondents and analysed using simple descriptive statistics and regression analysis. Non-financial factors especially leadership factors such as how employees' grievances are handled and how their efforts are valued constitute about 60% of the drivers of motivation and retention. Thus, leadership style is a key determinant of motivation and retention among the Senior Staff and Senior Officers at CPMR.

Keywords: Employee, Motivation, Retention, Leadership Style

1 Introduction

Employee retention refers to the ability of an organisation to retain its employees (Das & Baruah, 2013). It entails all those practices which let the employees stick to an organisation for a longer period (Das & Baruah, 2013). There are many reasons why retention of employees especially those with critical skills is a necessity for every organisation.

The services of critical employees are indispensable because they offer specialized services which are not common and it takes time and money to be able to replace such employees (Budhwar & Bhatnagar, 2007). The knowledge and skills of employees have economic value and therefore time and resources are vested into employees through training, sponsorships, and other programs to make the employee more efficient and enhance productivity in the expectation that he/she works for the organisation's future returns. When an employee leaves the organisation, the investment cannot be realized and it becomes a cost to the organisation.

Additionally, employees are important resources of an organisation and can either make or break an organisation. Therefore, the long-term growth of an organisation mostly depends on retaining critical employees (Das and Baruah, 2013). They are an organisation's most important asset because outstanding employees give an organisation a competitive advantage. Fitzenz (1997) stated that with every 10 managerial and professional employees who leave an organisation, the company loses approximately \$1 million on average. Therefore, employee retention is crucial to the survival of every organisation.

The employees who stay for longer periods in an organisation contribute efficiently and become an integral part of that organisation and are focused on achieving the goals of the organisation (Budhwar & Bhatnagar, 2007). When these employees leave the organisation and join other competitors, it has a direct impact on the organisation because the competitor will have a competitive advantage by employing an already experienced staff who would not need much training. It will also take time for a newly recruited person to be able to come at par or meet the expected outcome compared with the performance of an old employee. Long-service employees in organisations often feel they are part of the overall vision and perform better to achieve the long-term goals of the organisation

Furthermore, there is the need to retain critical employees in an organisation because critical employees have vital information and when they leave, they take with them information about the organisation, the customers, and the past history to the new employer. When an employee leaves the organisation suddenly, the relationships that the employee built for the organisation suffers and could lead to a loss of contact with potential customers (Sandhya & Kumar, 2011). When attrition rates are low, the goodwill of the organisation is maintained (Akila, 2012). A higher retention rate motivates potential employees to join the organisation and it creates a better work environment for organisational success (Akila, 2012).

However, it is becoming increasingly difficult for organisations to retain as well as satisfy these critical employees. There is intense competition among many organisations for skilled manpower and to retain key employees. Therefore, top-level executives and HR departments spend large sums of money, time, and effort trying to figure out how to retain their key employees (Mitchell, Holtom & Lee, 2001). According to Brown (2006), lack of proper retention strategies has a negative effect on organisations, as replacing key employees can be expensive, time-consuming, disorganise a whole smooth operational process, and even a threat to the sustainability of an organisation.

Employees play a crucial role in the success or failure of any organisation and although it continues to remain a challenge for most managers to retain their best employees (Kassa, 2015), the importance of motivation for retention of critical employees cannot be over-emphasized. Motivation is a prerequisite for better organisational performance and is defined as an intrinsic process that psychologically directs the behaviour of an individual (Kreitner, 1995). Motivation is also described as the strength within an individual that accounts for the level of direction and amount of effort used at work (Johns, 1996). Motivation is not only an inherent factor in the individual but also a group incentive to act or not to act (Locke & Latham, 2004). Globally, organisations have come out with the realisation that a well-motivated employee can deliver efficiently to meet organisations expectations and those well-motivated employees are easier to retain. Adzei & Atinga (2016) observed that financial incentives significantly influence motivation and intention to remain in the district hospital in Ghana and that, of the four-factor model of the non-financial incentives, only three (leadership skill and supervision, opportunities for continuing professional development, and availability of infrastructure and resources) were predictors of motivation and retention. Sandhya & Kumar, (2011) in their review on employee retention and motivation concluded that employee retention can be practiced better by motivating the employees in the following aspects; open communication, employee reward program, career development program, performance-based bonus, recreation facilities, and gifts at some occasions.

Motivation is influenced by factors that are intrinsic or extrinsic to the individual. However, since the intrinsic factors are relatively hard to define, emphasis has often been placed on the extrinsic factors, which include the ability of managers to satisfy an employee's needs. Thus, in any organisation, there is often a relationship between motivation, job satisfaction, and retention (Ololube, 2006). De Sousa Sabbagha, Ledimo & Martins (2018) revealed that the model (employee motivation and employee job satisfaction) explained an estimated 46% of the variance in the employee retention construct, and the job satisfaction construct in the model explained an estimated 66% of the variance in the employee retention construct while the employee motivation construct explained only 8% of the variance. They concluded that organisational talent management should seek to identify employee motivation and job satisfaction interventions that might help to retain talented staff. Additionally, in a study of public sector organisations with respect to recruitment, job satisfaction, and retention, Rehman, (2012) reported a positive correlation between job satisfaction and job retention.

Employees as people are motivated by both intrinsic and extrinsic factors. Intrinsic motivation, according to Armstrong (2006) refers to the self-generated factors that influence people to behave in a particular way or move in a particular direction. The factors he identified as intrinsic motivators include: responsibility, that is feeling that the work is important and having control over one's own resources; autonomy, that is freedom to act; scope to use and develop skills and abilities, interesting and challenging work, and opportunities for advancement. Extrinsic motivation can be defined as "what is done to or for people to motivate them (Armstrong, 2006: 251). They include rewards, such as increased pay, praise, or promotion and punishments such as disciplinary action, withholding pay or criticism" (Armstrong, 2006: 251). Thus, factors of motivation can be grouped into "monetary" and "non-monetary" and contrary to expectations, research indicates that money is not even in the top five reasons employees give when asked why they are leaving an organisation.

Salary and benefits tend to attract people to organisations, but are not usually the reasons employees leave (Gupta & Singh, 2014). Kaye and Jordan-Evans (2000) indicated in their paper that according to the Harvard Management Update (June 1988), nine of ten managers think people stay on a job or go because of money. They further conclude that money and perks matter, but employees are interested in challenging and meaningful work, good bosses, and opportunities for learning and development.

Thus, there are many other factors apart from the money that tend to motivate employees and consequently impact employee retention. Motivational issues are becoming more complex as the reasons why a certain group of employees will leave an organisation may differ from other categories of employees. It is therefore important for organisations not to develop a blanket motivation strategy but rather to develop specific strategies for different categories of employees. Research has shown that trends redefining modern retention strategies go beyond the traditional salary and benefits package (Mitchell, Holtom & Lee, 2001). Hence, identifying the key determinants of motivation among various categories of employees is critical to the development of workable motivation strategies. A number of non-monetary factors have been identified to significantly impact employee motivation, which needed to be taken into consideration in developing a workable motivation strategy for an organisation.

Although the employees of the Centre for Plant Medicine Research (CPMR) have similar conditions of service (salaries) as the Universities, it has been observed over the years that a good number of staff particularly the senior staff and senior officers at the CPMR resign and join other research institutions, especially the Universities. It has also been detected that the rate of attrition, especially among research officers, varies from period-to-period coinciding with the tenure of various Executive Directors (Unpublished observation from Internal Audit Report, Dec. 2015) suggesting that salary alone is not the motivating factor for the senior staff and senior officers.

The purpose of this study is therefore to identify other factors apart from the money factor that impact employee motivation and retention in a typical public institution.

2 Research Model

This study is underpinned by two main sets of theories; the theories of motivation and the leadership theories (Fig. 1). Motivation, which represents those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal-oriented is critical to the retention of employees. Thus, a well-motivated employee does not only deliver efficiently to meet organisations' expectations but is easier to retain. Leadership which is the ability of a superior to influence the behaviour of subordinates and persuade them to follow a particular course of action is a significant contributor to employee motivation. Both are key to the health and development of every institution or organisation. People including employees are motivated by certain factors such as needs satisfaction and equity in the workplace. Other factors apart from leadership that impact employee motivation are; remuneration, job recognition, job flexibility, communication, the relationship between superior and subordinates, and training and development.

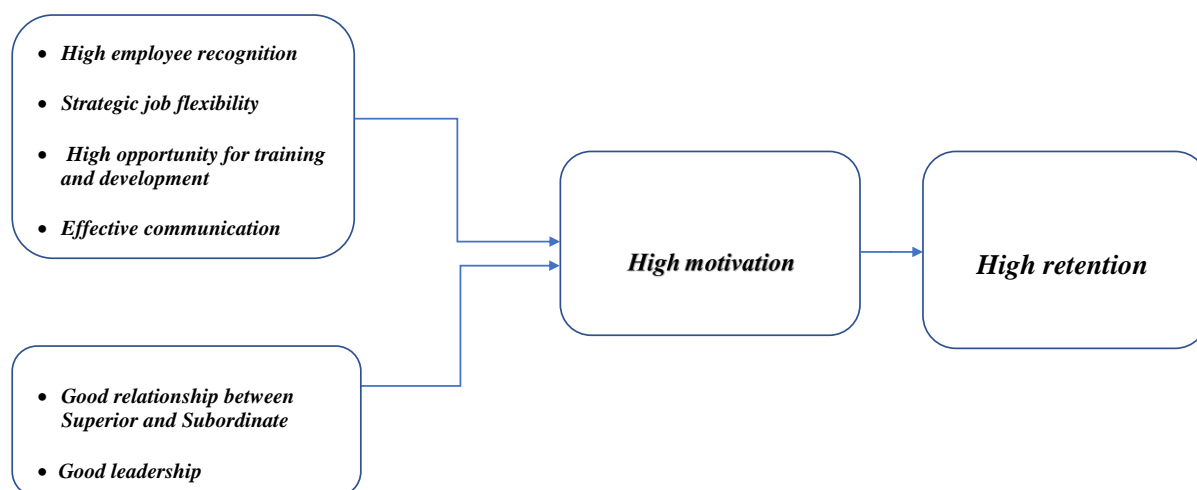


Fig. 1: Summary of conceptual framework

3 Methodology

To obtain insights into other factors apart from monetary factors that influence the senior officers and senior staff of CPMR to stay or leave the organisation, the study employed the quantitative method approach to research (Cresswell, 2014). The researcher sought to quantitatively evaluate the factors that affect employee motivation and retention by using a semi-structured questionnaire.

3.1 The Study Context and Population

The target population of this research comprised two categories of staff (Senior Officers and Senior staff) of the Centre for Plant Medicine Research (CPMR), Mampong-Akwapim. CPMR formerly known as the Centre for Scientific Research into Plant Medicine (CSRPM) is a specialised research Centre, whose mandate is to research and develop herbal medicine in Ghana. It was initially set up by Dr. Oko Ampofo as a small clinic and later formalised in 1976 by the Government of Ghana under the Ministry of Health. CPMR is located at Mampong Akwapim in the Eastern Region of Ghana.

The Centre conducts research into plant medicine, produces its own herbal medicines, and runs an Outpatient clinic. They test herbal products of other herbal medicine producers for the Food and Drugs Authority (FDA) license and also train students and interns who are pursuing various herbal medicine related programmes.

The Centre has a Board, an executive Director, a deputy director and an administrative secretary. The category of staff consists of Senior Officers (research), Senior Officers (non-research), Senior Staff (accounts & administration), Senior Staff (technology) and Junior Staff.

The staff strength of the Centre is 240 with 15 departments which are Phytochemistry, Pharmaceutics, Pharmacology/Toxicology, Microbiology, Plant Development, Production, Clinic, Scientific Information, and supporting staff which include Administration, Procurement, Human Resource, Accounts, Engineering and works, Marketing and Audit. It also has units and sections under some of the departments.

3.2 Sampling Technique and Sample Size

A convenience sampling technique was used to collect data from the informants. This sampling technique is chosen due to the busy nature of the work of the staff. In that, because they do not have much free time on their hands per the nature of their work, any of them who is available, has got time to spare and is willing to partake in the study was surveyed. Convenience sampling which is part of the non-random sampling methods refers to the process of selecting subjects from a greater population by way of ease of accessibility (Etikan, Musa & Alkassim, 2016). This sampling technique is also known as the Accidental Sampling or Haphazard sampling.

The sample size was calculated using sample size determination by Miller and Brewer (2003).

$$n = N/[1+N (\alpha^2)]$$

where n = sample size, N= target population and α = error term

With an estimated total population of 126 and an error term of 0.05, the sample size of the study becomes:

$$n = 126/[1+126 (0.05^2)]$$

$$n = 96$$

3.3 Data Collection Instrument

An open and closed-ended questionnaire was used as the primary source of data collection for the purpose of the research under study. The questionnaire consisted of four main sections or parts; thus, Section A, B, C, and D. Section A was made up of questions to gather the demographic information of the research participants. This aided in gaining a clear picture of the dynamics of participants in the population of the research. Examples of the demographic characteristics include the age of participants, gender, educational status, and length of work in the organisation. Section B consisted of questions that gave the researcher insight into how the participants felt about their work environment. This section comprises of questions such as “I have the needed tools and resources to do my work” and “there is good communication flow amongst the workers in my organisation”. Each of the questions in this section was rated on a five (5) point scale ranging from **Strongly agree (SA)**, **Agree(A)**, **Neither Agree nor Disagree (NAD)**, **Disagree (D)** to **Strongly Disagree (SD)**. Section C entailed questions, which focused on how the respondents feel about their organisation in terms of wanting to leave or stay. Sample questions under this section include the following: “I enjoy coming to work every day” as well as “I see myself working here in the next five years”. Again, each of these questions in this section was rated on a five (5) point scale ranging from **Strongly agree (SA)**, **Agree(A)**, **Neither Agree nor Disagree (NAD)**, **Disagree (D)** to **Strongly Disagree (SD)**. Section D comprised of questions that require respondents to provide some factors that motivate them in their line of work. It is worth noting that, under some of these sections, open-ended questions were provided to allow participants to express themselves on pertinent issues in line with this research inquiry. These include state one reason why you will consider staying in this organisation, state one reason why you will consider leaving this organization, and please state any other factor that will motivate you to stay or leave the organisation.

3.4 Data Collection Procedure

Permission was sought from the Human Resource Manager, after which questionnaires were administered. To each participant, the purpose of the study was explained, and the issue of confidentiality and anonymity and how to go about answering the questionnaire were also explained. When the participant agreed to partake, he/she was then handed out a questionnaire and then the researcher moved in search of another participant so as to avoid any feeling of coercion. The researcher then returned after some time to check if the questionnaire had been completed. If completed, the questionnaires are collected, if not completed, more time was given for the participant to complete them. Lastly, the researcher offered verbal appreciation to each participant. The data were collected within a period of four weeks.

3.5 Data Analysis

The quantitative sections of the data gathered were coded and analysed with the use of Statistical Package for Social Sciences (SPSS) version 23 and Amos version 22.0 using simple frequencies. A correlation analysis was performed to ascertain the relationship between the independent variables (financial factor (FF), non-financial factor (NF), and leadership factor, LF) and the dependent variable (motivation and retention (MR)) and to assess the level of importance of the relationship between the dependent variable (motivation and retention (MR)) and independent variables (non-financial factor (NF) and leadership factor (LF)), a multi-linear regression analysis was performed on the variables.

4 Results and Discussion

4.1 Socio-demographic characteristics of respondents

This study was conducted among the two critical categories of staff (Senior Officer and Senior Staff) at the Centre for Plant Medicine Research. Thus, with the exception of the Junior Staff and members of strategic management, the two major categories of staff have been covered. A total of 74 respondents out of 100 completed the questionnaires giving a 74% response rate. The population size of Senior Officers and Senior staff is 120. The socio-demographic characteristics of the respondents are shown in table 1. These two major categories are made of four sub-categories (Senior Officer (research), Senior Officer (non-research), Senior Staff (accounts & administration), and Senior Staff (technologist)). Out of 76 respondents, a majority (75%) were males and 25% were female. The study further revealed that the majority (35.5%) of the staff in these four categories belong to the age group 25 – 29 years followed by 35 – 39 years (28.9%). Thus, the two age groups constitute 64.4% of the respondents.

Hence, considering the National Pension Act (Act 766), which pegs the retirement age for Ghanaians at 60 years, it, therefore, means that majority of the respondents have approximately 20+ years to work in the organisation before retirement. The observation in terms of age group agrees with the observation of the duration of the period spent in the organisation in which the majority (67.1%) of the respondents spent 0 – 5 years in the organisation. This is because the average age at which most Ghanaians find jobs is around 25 to 29.

Table 1: Socio-demographic characteristics of the respondents

Detail	Frequency	Percentage (%)
<u>Gender</u>		
Male	57	75
Female	19	25
Total	76	100
<u>Age Range</u>		
25-29	27	35.5
30-34	17	22.4
35-39	22	28.9
40-44	6	7.9
45 and above	4	5.3
Total	76	100
<u>Category of Staff</u>		
Senior officers research	10	13.3
Senior officer non-research	13	17.3
Senior staff accts & admin.	23	30.7
Senior staff technology	29	38.7
Total	75	100
<u>Educational level</u>		
Doctorate	2	2.7
Masters	12	16
First Degree	42	56
HND	19	25.3
Total	75	100
<u>Duration at work</u>		
0-5 years	51	67.1
6-10 years	15	19.7
11-15 years	4	5.3
16 years and above	6	7.9
Total	76	100

Thus, in terms of human resources, the relatively young employee population is good for the organisation since the organisation will benefit from their skills for a long period before having to look for a replacement. However, it can also pose a challenge to the organisation in terms of retention because employees in this category can easily be attracted to other organisations (Govaerts, Kyndt, Dochy, Baert, 2011), which therefore means that the organisation will have to put in lots of measures to motivate and satisfy them in order to retain them.

With regards to the Category of Staff at the Centre for Plant Medicine Research, the Senior Officer Research are the main category whilst the other categories play supporting roles. It was observed in the study that there was a higher number of supporting staff than the main staff with Senior Staff Accounts and Administration and Senior Staff Technologist constituting 30.7% and 38.7% respectively. This is consistent with previous findings, where support staff constitute a large proportion of the total number of employees (Appiah, Agyapong, Asamoah, 2012; Afful-Broni, 2012).

4.2 The work environment and its potential effect on attrition among the respondents

Work environment, also referred to as the workplace environment includes all aspects of the work, which act and react on the employee's body and mind. It includes the physical, mental and social environment where employees work (Jain & Kaur, 2014). Retention strategies, which efficiently meet the needs of employees have been established to go a long way to enhancing the ability of companies to adapt more effectively to ongoing organisational change (Dibble, 1999). The study showed that the Senior Officers and the Senior Staff of CPMR, seem to be fairly happy with their work environment (Table 2).

Table 2: Respondent's feeling about his/her work environment

Statements	Strongly Agree N(%)	Agree N(%)	Neither agree/disagree N(%)	Disagree N(%)	Strongly disagree N(%)
I have the needed tools and resources to do my work	7(9.2)	30(39.5)	14(18.4)	15(19.7)	10(13.2)
There is good communication between managers and employees	10(13.2)	41(53.9)	10(13.2)	10(13.2)	5(6.6)
I feel underutilized in my job	12(15.8)	18(23.7)	14(18.4)	22(28.9)	10(13.2)
Overall, I feel satisfied in my job	8(10.5)	38(50)	18(23.7)	6(7.9)	6(7.9)
I feel I am fairly treated in the organisation compared to other employees	7(9.2)	29(38.2)	14(18.4)	22(28.9)	4(5.3)
I am satisfied with how I am involved with decisions concerning my work	14(18.4)	32(42.1)	9(11.8)	16(21.1)	5(6.6)
I feel my efforts are valued and recognised	12(15.8)	37(48.7)	13(17.1)	11(14.5)	3(3.9)
I feel I will be able to reach my potential in this organisation	19(25.0)	33(43.4)	11(14.5)	5(6.6)	8(10.5)
I am happy with how employee suggestions and grievances are treated	6(7.9)	25(32.9)	20(26.3)	15(19.7)	10(13.2)

About 65% of them agreed that; there is good communication between managers and employees, they feel satisfied with their jobs, they are satisfied with how they are involved in decision making, they feel their efforts are valued and recognised, and they feel they will be able to reach their potentials in the organisation. However, about 40% of them felt underutilised in their job and about 35% of them felt they are not fairly treated in the organisation compared to other employees. Although about 70% of the respondents indicated that they enjoy coming to work and the same proportion indicated that they see themselves working in the organisation in the next five years, a good number of them (about 40%) indicated that they will leave the organisation if they get a job that pays better (Table 3). Additionally, about 75% agreed that they are concerned about how the organisation is managed.

Table 3: Respondents' feeling about the organization in terms of wanting to stay or leave

Statements	Strongly Agree	Agree	Neither agree/disagree	Disagree	Strongly disagree
I enjoy coming to work everyday	20(26.3)	41(53.9)	6(7.9)	6(7.9)	3(3.9)
I see myself working here in the next five years	22(28.9)	29(38.2)	13(17.1)	5(6.6)	7(9.2)
I will only leave the organisation when I get a job that pays better	17(22.4)	14(18.4)	25(32.9)	11(14.4)	9(11.8)
I will leave the organisation even if I have a job that pays the same salary	5(6.6)	9(11.8)	14(18.4)	30(39.5)	18(23.7)
I am concerned about how the organisation is managed	20(26.3)	42(55.3)	7(9.2)	4(5.2)	3(3.9)
I really do not care about how the organisation is managed	2(2.6)	2(2.6)	4(5.2)	32(42.1)	36(47.4)

Effective communication improves employee commitment, openness, and trust with their employers. Balakrishnan, Masthan & Chandra, (2013) reported statistical evidence confirming that employee retention can be improved by addressing non-financial drivers of employee engagement like communication, recognition, manager/supervisor support (relationship), work engagement, teamwork, and role clarity. Jacobs, Yu & Chavez, (2016) revealed that internal communication has a significant positive effect on employee satisfaction and that internal communication and employee satisfaction significantly influence internal integration, which subsequently affects external integration and retention. John Boyens, in his paper entitled “employee retention: the key to success” asserted that by communicating on a regular basis and in various forms (face-to-face, phone, voice mail, and e-mail) one builds motivation and buy-in from all employees (Boyens, 2007). He further indicated that it is important that people be brought into the loop to ask questions and provide input so that they understand what needs to be done. According to him, when “fixing” an existing system, too many changes occur at once, and because of that people get scared. When they get scared, they resist and therefore the key is to continually communicate what the problems are, what the desired future is, and how the employees will benefit from the change.

Training and development are also key factors that impact employee motivation and retention. Training is considered a form of human capital investment whether the investment is made by the individual or by the organisation. Training provides employees with specific skills or helps to correct deficiencies in their performances, while development is an effort to provide employees with abilities the organisation will need in the future (Ng’ethe, Iravo & Namusonge, 2012). The purpose of training in the work context is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organisation (Ng’ethe, Iravo & Namusonge, 2012). Opportunities for training and development are among the most important reasons why employees, especially young and enthusiastic ones remain in organisations. Eisen (2005) states that availability of training programmes to employees correlate with a 70% increase in employee retention rates thus a key factor to employee retention is training. The Ghana labour Act 2003 stipulates that it is the duty of the employer to develop the human resources by way of training and retraining. Sinha & Shukla, (2013) reported that about 75% of the employees in the Pharmaceuticals Sector in Dehradun city leave their organisations because of better opportunities in rival companies.

4.3 Factors that motivate the respondents in the organisation and their effects on Motivation and Retention (MR) among the participants

Indeed, as shown in tables 4 & 5, non-financial factors and leadership factors appear to be the main motivational factors among the respondents. About 73% of the respondents indicated that positive relations with colleagues was a high or very high motivational factor which was followed by an invitational atmosphere within the organization (peaceful work environment) (71%) and then good communication within the organisation (66%) and good leadership and leadership style (66%). Furthermore, when asked whether they will consider leadership and leadership style in their decision to stay or leave the organisation, 58% of the respondents alluded to the fact that leadership or leadership style will play a role in their decision to stay or leave the organisation (Fig. 2). When asked to indicate other things that the respondents think the organisation should do to ensure motivation and retention and to make their organisation a better place to work, provision of resources for work was the most submission, followed by staff involvement in decision making, fair treatment and then periodic rewards. The common reasons that respondents stated will make them consider leaving the organisation were lack of recognition and motivation, lower remuneration, lack of career progression, non-provision of tools and material for work and poor management. With regards to reasons that can make them stay in the organisation, the common reasons were good leader/subordinate relationship, adequate opportunity for development and upgrade, adequate recognitions and motivation and fair treatment.

Employee recognition is the timely, informal or formal acknowledgement of a person’s or team’s behaviour, effort or business result that supports the organisation’s goals and values, and which have been beyond normal expectations (Ng’ethe, Iravo & Namusonge, 2012). Effort recognition is an effective retention strategy for employees. This can be one of the single greatest factors affecting employee retention (Sinha & Shukla, 2013). Everybody, across all levels of an organisation, wants to know that their efforts are appreciated and recognized (Das & Baruah, 2013). Organisations benefit a lot when they recognise and acknowledge individuals’ efforts in achieving organisational goals and targets. Recognition such as verbal praise, incentives, rewards and learning opportunities enhance individual work output, efficiency, and retention. Often a short e-mail or quickly stopping by a team member’s desk and saying “thanks” can do wonders for morale (Sinha & Shukla, 2013). Moncarz, Zhao & Kay, (2009) observed that Organisational Mission, Goals and Direction, and Employee Recognition, Rewards and Compensation were found to positively reduce non-management employee turnover.

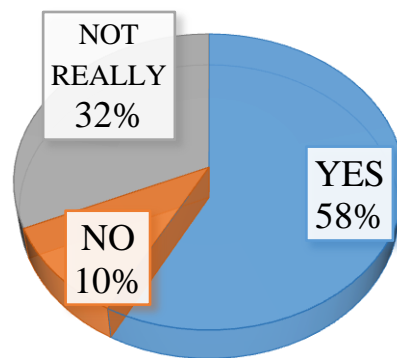


Fig. 2: Responses to whether leadership and leadership style affect the decision to stay or leave the organisation

Table 4: Factors that motivate respondents in the organization

Statements	Very high N(%)	High N(%)	Moderate N(%)	Low N(%)	Least N(%)
Compensation and appreciation of the performed work (Salaries and other allowances) (74)	19(25.7)	15(20.3)	28(37.8)	8(10.8)	4(5.4)
Provision of challenging work (74)	12(16.2)	20(27.0)	22(29.7)	15(20.3)	5(6.8)
Opportunities for promotion (75)	21(28.0)	24(32.0)	23(30.7)	6(8)	1(1.3)
Opportunities for training (74)	14(18.9)	22(29.7)	20(27.0)	14(18.9)	4(5.4)
Invitational atmosphere within the organization (peaceful work environment) (74)	24(32.4)	29(39.2)	12(16.2)	4(5.4)	5(6.8)
Positive relations with colleagues (74)	20(27.0)	36(48.6)	10(13.5)	5(6.8)	A healthy
Healthy balance between the professional and personal life (74)	14(18.9)	27(36.5)	25(33.9)	5(6.8)	3(4.1)
Good communication within the organisation (74)	18(24.3)	31(41.9)	12(16.2)	7(9.5)	6(8.1)
Good leadership and the leadership style (74)	18(24.3)	31(41.9)	15(20.3)	7(9.5)	3(4.1)

Table 5: Effects of Financial Factors (FF), Non-financial Factor,(NF) and Leadership Factor (LF) on Motivation and Retention (MR)

Model	Unstandardized Coefficient		Standardized	t	Sig.
	B	Standard Error	Beta		
Constant	2.456	0.236		10.417	0.000
Financial factors (FF)	0.063	0.086	0.086	0.738	0.463
Non-Financial factors (NF)	0.372	0.101	0.399	3.695	0.000
Leadership factors (LF)	0.600	0.092	0.607	6.526	0.000

The relationship between superior and subordinate affects the performance of the employee and can be a determining factor of an employee staying or leaving an organisation. In fact, there is the saying that “people leave people and not their jobs”. Coaching employees is valuable in helping them meet their goals, but it is also imperative for managers to simply show that they care.

Moses (2000) asserted that it is an intangible incentive that can make a big difference in employee motivation. Failure by supervisors and management to provide this can cause an employee to start looking for greener pastures (Sinha & Shukla, 2013). Anis, Khan & Humayoun, (2011) demonstrated that employee retention and job satisfaction of employees can be enhanced if employees have strong organisational commitment. That is, if employees are committed to their organisation, they are reluctant to exit from their current job and that increased commitment will also increase their efficiency. They have further shown that to increase organisational commitment, compensation, and supervisory support play critical roles. Sinha & Sinha, (2012) showed that Skill Recognition, Job Flexibility, and Superior-Subordinate relationships were among the first factors of retention management strategies in two heavy engineering companies in India.

Leadership and leadership style are one of the key nonfinancial factors that significantly affect morale, and subsequently retention of key employees. McNeese Smith (1995) mentioned in his study on Leadership behaviour of hospital directors that there is a significant positive relation between leadership style and productivity, work satisfaction, and organisational commitment of staff. Fang, Chang & Chen (2009) have found that leadership style can affect organisational commitment and work satisfaction positively and work satisfaction can affect organisational commitment and work performance positively. Syafii, Thoyib, & Nimran, (2015) reported that leadership style significantly influences corporate culture and employee motivation and that corporate culture itself has a significant effect on employee motivation. In their study on high school teachers in India, Naile & Selesho, (2014) observed a strong relationship between transformational leadership behaviours and commitment. They further concluded that while it can be argued that transformational leadership cannot raise job satisfaction, the commitment of teachers to their job can raise job satisfaction and ultimately improve performance. In a study to investigate the relationship between perceived organisational leadership styles; democratic, autocratic, and laissez-faire and work attitudes: or organisational commitment, turnover intentions and perception of job insecurity with the moderating role of the cultural factor of power distance, Dotse & Asumeng, (2014) demonstrated that perceived organisational leadership styles relate positively with employee work attitudes with the cultural factor of power distance moderating the relationship among employees of eight(8) selected organisations in the Accra-Tema metropolis of Ghana. They concluded that to enhance positive employee attitudes, the prevailing cultural factor of power distance in the society within which the organisation is established might be considered in the exercise of leadership style. Boateng, Ndebugre & Boateng, (2015) reported that selected employees from the Rural Banking sector in Ghana are motivated by leadership that gives precise directives and offers employees the needed support and room to operate. They also found that leadership has an effect on employee commitment.

4.4 Level of importance between factors

To assess the level of importance of the relationship between motivation and retention and factors (as measured by Financial Factors (FF), Non-financial Factors (NF), and Leadership Factors (LF)) of respondents, a multi-linear regression analysis was performed on the variables and the results in tables 5 & 6 were obtained.

The Bs, as labelled on the output in the Unstandardized Coefficients box, is the additive constant (2.456) and the coefficients (0.236 & 0.000) of the regression equation used to predict the dependent variable from the independent variable. The beta values indicate that financial factors (FF) constitute 8.6% of the drivers of motivation and retention, while non-financial factors (NF) and leadership factors (LF) constitute 39.9% and 60.7% respectively of the drivers of motivation and retention among the respondents. This indicates that leadership factors have the greatest effect on senior officers and senior staff motivation and retention. Furthermore, out of the individual non-financial and leadership factors, the ability to reach potential in the organisation constitutes 65% of the drivers of motivation, and retention and recognition of efforts constitute 45% (Table 6).

When asked to indicate other factors that contribute to motivation and retention and to make the organisation a better place to work; provision of resources for work was the most submission, followed by staff involvement in decision making, fair treatment, and then periodic rewards. The findings in this section agree with the general observation during the study that although money matters, financial motivational factors are not the main drivers of motivation and retention among the senior officers and senior staff of CPMR. This is in agreement with the assertion by Kaye and Jordan-Evans (2000) that money and perks matter, but employees are interested in challenging and meaningful work, good bosses, and opportunities for learning and development.

Table 6: The level of importance of the non-financial and leadership factors

Model	Unstandardized Coefficient		Standardized	t	Sig.
	B	Standard Error	Beta		
Constant					
I have the needed tools and resources to do my work	0.201	0.043	0.380	4.642	0.000
I feel I will be able to reach my potential in this organisation	0.341	0.044	0.653	7.824	0.000
I feel my efforts are valued and recognised	0.276	0.071	0.451	3.867	0.000
I am happy with how employee suggestions and grievances are treated	0.160	0.054	0.293	2.967	0.004

5 Conclusion

There are distinct motivational and retention factors that affect employee motivation at work. The study sought to examine the motivation and retention factors among senior officers and senior staff and concluded that non-financial factors are the main drivers of motivation and retention in the organisation.

6 Limitations of the Study

It would have been appropriate if the study was comparative and thus compares the findings with other analogous institutions. However, because of time constraints and logistics, the study looked at only the key staff of the Centre. The sample size is also limited, as the study targeted only 50% of the total employees and findings cannot be generalised. The research findings are limited to factors and conditions existing at CPMR, at the time of the study. Thus, the conclusion of this research study would be limited and constrained to unique factors associated with this institution. Consequently, the conclusion may not be the same as other institutions. Finally, mixed research methods (quantitative and qualitative) would have unearthed additional information.

6. References

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