

**UNIVERSITY
OF
LUSAKA**

SCHOOL OF POSTGRADUATE STUDIES

Master of Business Administration (Finance)

**AN ASSESSMENT OF THE EFFECT OF EMPLOYEE MOTIVATION ON
EMPLOYEE RETENTION AT UNIVERSITY OF LUSAKA**

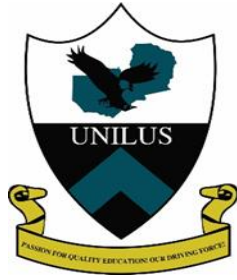
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I further confirm that this work has not been submitted elsewhere at this or another University.

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DEDICATION

This study is dedicated to my lovely mother Grace Muchindu to whom I am grateful for the unconditional support rendered to me throughout my entire program up until completion. Furthermore, it is dedicated to my fiancé for the support rendered to me and the encouragement while I was working on this paper. Special thanks also goes to my siblings and friends for understanding me and helping me work through my busy schedule in order to achieve this document.

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ACRONYMS AND ABBREVIATION

H.R.

Human Resource

SPSS

Statistical Package for Social Science

ABSTRACT

Background: Employee maintenance has received much attention over the years in most organizations greatly due to the fact that when an organization preserves its workforce, it reserves its standards of operations as well.

Main objective of the study: This study sought to assess the effect of motivation strategies at University of Lusaka on employee retention. The study specifically set aimed at investigating the effect salaries, working environment, bonuses and awards and training play on employee retention.

Methodology: The research was descriptive. Researcher collected primary data from 60 employees from the University of Lusaka in Lusaka district using questionnaires. The respondents were selected using probability sampling method as it is efficient, quick and cost effective. Pearson's Correlation and Regression analysis was used to analyze the data through the use of SPSS.

Results: The results established that motivation (**salaries, working environment, bonuses and awards, and employee training**) has a significant effect on **employee retention** in organizations.

Recommendation and conclusion: The author based on the findings recommend that the Company could provide more incentives to increase employee retention. The author also recommended that Organizational management should recognize employees' efforts in order to encourage them to improve; in addition, recognition can be accompanied by prizes and bonuses, such as best employee of the year or month, among other things.

This study contributes to the body of knowledge by establishing that (**salaries, working environment, bonuses and awards recognition, and employee training and development**) has a significant strong positive effect on **employee retention**

Keywords: Salaries, working environment, bonuses and awards, employee training, employee retention.

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CHAPTER ONE

1.0 Introduction

Employee management in a workforce requires integrated practices by employers in order to ensure productivity of the firm, satisfaction, motivation and retention of employees. Employers need to be well aware of the diverse needs and requirements of their workforce as their performance significantly depends on these needs and can therefore be highlighted as their motivating factors. This study is an assessment of the effect of employee motivation on retention at the University of Lusaka. This chapter comprised of the background of the study, operational definitions, statement of the problem, the research objectives as well as the research hypothesis. Furthermore, it also encompassed the scope of the study, significance of the study and lastly the organization of the report.

1.2 Back ground of the study

The University of Lusaka is a modern private university established under Act No.11 of 1999 repealed as the higher education Act No. 4 of 2013. The University commenced operations in 2007 and in 2008 the University introduced its bachelors' degree programs in partnership with the Copperbelt University and in 2009 began offering its own programs. The University vision is to be a benchmark University for professional and academic training coupled with value adding research in public and private sectors.

For organizations to thrive in today's economy, employee retention best practices are cardinal in order to keep the best employees from leaving the firm and also to keep them motivated and satisfied. Employee retention means the ability of an organization to keep its employees in the workforce in a specific period (Strydom, 2011).

When it comes to employment and its industry, people come and go for several different reasons and this pattern has been recognized by employers, employees as well as policy makers. According to the latest employee retention worldwide statistics, firms can no longer afford to lose employees and replace them with new ones. This is so as it is very costly to recruit suitable talent that may be lost and also, employees that have been with the organization for a longer periods have a sense of loyalty towards it and therefore

express it in their day to day conduct at work and towards their jobs. The organization in the eyes of the public is viewed as stable as it able to retain a workforce. However, this is not always the case as some organizations put no effort towards employee motivation and retention but employees motivate themselves as they need their jobs and salaries to sustain themselves and so the public may have a misconception and be misled. Furthermore, different organizations manage retention using different strategies. Scholars argue that in order to retain employees, organizations need to do better than offering reasonable salaries and benefits but should also help them be happy and engaged though others emphasize the significance of money as means of motivation . Researcher have explained some ways that employees can be motivated and listed them as increased engagement, opportunities for growth and also providing employee wellness packages classifying these as best practices. Organizations in Zambia are adopting best practices with a view to also enhance efficiency and effectiveness in the smooth running of the firm. As with the case of the University of Lusaka that currently offers incentives of health care, scholarships for members of staff as well as lunch subsidy which allows employees access to food at subsidized rates. These incentives as well as those that the university does not provide can be said to have an influence on the turnover rates recorded by the institution. Over the years the University has a recorded a medium employee turnover rate. Local researchers have written papers against this context in different employment industries or sectors and they have come up with conclusions of the attributes that stimulate motivation and retention in firms. These attributes being but not limited to remuneration and work environment. Adding on, firms face glitches when it comes to issues to deal with training and development and have little to no opportunities for growth. This therefore raises concerns and questions of could this also be a reason for demotivation, job dissatisfaction and finally leaving the firm? The challenge for today's firms is all inclusively administering best practices or motivation strategies that will retain employees. There is great need for these to be adopted and it is therefore against this background that the researcher assessed the effect of employee motivation strategies on employee retention at the University. This took into consideration strategies that are outside the current incentives that are offered for members of staff at the institution. In addition, assessing various strategies that employers engage to keep employees

satisfied, to find out if there is a connection between being motivated at work and staying there. Also to find out if strategies such as a good salary, work environment, training and development and bonuses have a connection with retention.

1.3 Statement of the research problem

Previous studies have investigated effects of employee motivation strategies on job satisfaction and on performance in organizations. For example Sajjad (2013) who conducted a study on motivational factors influencing satisfaction the findings were that motivation has meaningful effect on employees being satisfied with their jobs in the Pakistan financial sector. Findings from the study revealed that motivation keeps employees satisfied at their places of work and enhances good performance, which in turn improves the firm's productivity and profitability. Furthermore, after reviewing literature from scholars globally and regionally, their studies have found that motivation, satisfaction and retention have a relationship even though the degree and strength of the relationship had not been obtained. In addition, findings also reviewed that employers need to constantly re-evaluate what their employees need or what they seek to achieve both at work and away from work (self-actualization needs). However, looking at the setting of Zambian companies not much has been articulated on this subject and much less in this particular industry (Higher education). Few studies have looked into the transport, mining as well as the financial service industry. As such there is great need for more empirical studies that need to largely investigate if at all motivation influences employee behavior, and to what extent does it do so as reviewed literature suggests no motivation may affect employee performance. Therefore, this study sought to assess if there is an effect of motivation on employee retention at University of Lusaka a higher learning institution that has recorded medium rates of employee turnover over the last few years. It sought to establish if there is a relationship between the above-mentioned variables as well as to what extent this relationship exists thereof. It ideally revealed what would transpire at the university if the above-mentioned is not undertaken. This includes incidents of high turnover, low performing dissatisfied employees and low retention.

1.4 General research objective

The general objective of this study was to assess the effect of motivation strategies at University of Lusaka on employee retention.

1.4.1 Research Objectives

The objectives of this research are:

1. To investigate the effect of salaries on employee retention.
2. To assess the effect of working environment on employee retention.
3. To establish the effect of bonuses on employee retention.
4. To assess the effect of employee training on employee retention.

1.5 Research Hypothesis

- 1 H1: Salaries have an effect on employee retention.
H0: Salaries have no effect on employee retention.
- 2 H2: Working environment has an effect on employee retention.
H0: Working environment has no effect on employee retention.
- 3 H3: Bonuses and awards have an effect on employee retention.
H0: Bonuses and awards have no effect on employee retention.
- 4 H4: Training has an effect on employee retention.
H0: Training has no effect on employee retention.

1.6 Study Scope

This proposal only assessed the employee and retention strategies at the University of Lusaka and with that being indicated, only employees or members of staff from this University were included and investigated in this research. This was so in order to investigate the role played by salaries, working environment, bonuses and awards of recognition in the quest to motivate and retain employees. Furthermore, this was also to assess to what extent employee development contributes to motivation of employees in the workplace.

1.7 Significance of the study

The purpose of this study was to unravel the management strategies required to enhance the policy of employee retention. Employee retention is about managing employees in the work place, if an organization does a good job in managing its employees subsequently retention is achievable. Individuals feel the need to work for an organization that provides appreciation for work done, abundant and fair opportunities for all and friendly accommodative environment.

It is for these reasons that retention and motivation have become major goals of organizations making them continually explore how employees can be kept motivated and thereby retained. This study gives a view point on the issues highlighted above and approaches that need to be taken to ensure the objective of retention is achieved. In addition, the study provides knowledge on the retention of employees in organizations as well as provide the benefits associated with retention of a workforce. For both employees and employers, concerns surrounding retention and motivation, turnover rates as well as best practices in an organization are of great importance. Thereby making the results of great relevance in various aspects as they help employers to understand and establish effective ways of managing employees which allows them to specifically understand what drives, motivates and retains them. Concluding by giving valuable insight into the specific wants and needs of the employees, which allows the employer, policy makers, employees and other stakeholders to examine themselves and formulate better strategies and approaches when it comes to issues of retention.

1.8 The organization of the report

This study was organized in the following chapters.

Chapter one was dedicated to the background of the study as well as the statement of the problem. It further included the research objectives, research questions, significance and scope of the study as well as its limitations. Lastly, the chapter also included the definition of key terms and concepts.

Chapter two outlined the literature review on which the study was based. It encompassed the empirical and non-empirical review of the study as well as the relevant theories applied and lastly the gaps identified in literature which conclude the chapter.

Chapter three presented the methodology and techniques that were used to carry out this study. This included the approach in which the study was conducted and its design. It further included ethical issues or considerations during the conduct of the research. It basically included the various methods used in arriving at the logical conclusion of the study and its results.

Chapter four encompassed the data collected and its presentation in different forms which included descriptive and non-descriptive data. It highlighted this through data discussion and interpretation based on the methodology selected in the study.

Chapter five discussed the interpretation of the findings and analysis in respect of the objectives and research hypothesis as well as the problem identified in chapter one of the study through underlying of dependent variable and independent variable.

Chapter six gave a summary, conclusion and recommendations on the research findings

1.9 Operational definitions

Employee Retention

Employee retention can be defined as the organizational goal of preserving employees and reducing the rate at which employees leave the organization (Johnson, 2017).

Employee

According to Cole (2002), an employee is a person who is paid to work for an employer. The employee is hired by the employer to conduct specific duties.

Strategies

According to Cole (1995), Strategies are defined as well thought plans and methods of actions to achieve desired goals. Strategies involve the intellectual allocation of resources through an exceptional system of activities in order to ensure the set goals are achieved.

Motivation

Motivation can be defined as a driving force for actions, willingness and goals. These needs, wants or desires may be acquired through influence of culture, society, life style or may be generally inborn (Armstrong, 2006).

Motivation strategies

Motivation strategies are defined as tactics, techniques or approaches put in place to encourage and inspire the participation and engagement of people. These may vary from place to place depending on particular cultures as well as environments (Griffin et al, 2017).

Salaries

Salaries are a fixed consistent disbursement usually paid on a monthly basis by an employer to an employee in return for work performed (Armstrong, 2007).

Work environment

A work environment refers to the features and components that encompass the setting in which employees work and impact personnel or it is any place in which people perform work. In addition, it often consists of a set of diverse elements in relation to corporate conditions as well as job specific conditions (Noe et al, 2006).

Bonuses

Bonuses are a type of reward given to a deserving or qualified employee in addition to their salary. Most times bonuses are in form of money, but a bonus can take other forms as long as it adds value to the recipient (Devaro, 2020).

Employee training and development

Employee training and development refers to any activity that aids employees to obtain new skills and knowledge or to improve on already existing ones (Rama et al, 2012).

1.10 Chapter summary

This chapter addressed the introduction, the back ground of the study as well as the statement of the problem highlighting critical issues that prompted the research. It further went on to outline the research objectives and research hypothesis, the study scope and the significance of the study. The organization of the report followed and to conclude the chapter a set of operational definitions followed thereafter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlighted the importance of retention and understanding motivation and retention. It also comprises of a theoretical framework which was guided by three main theories relevant to the research. These included Maslow's hierarchy of needs theory, Herzberg's two factor theory and the expectancy theory. Furthermore, the chapter reviewed past literature and gave an in depth look into previous studies conducted regarding the effects of motivation on a global, regional and local perspective. The studies conducted were based on different motivational aspects extending from rewards, remuneration, monetary motivational incentives, non-monetary incentives as well as different forms of motivation. A critic of the reviewed literature was presented in order to ascertain and pinpoint the gaps inherent in the past studies which the study aims at tackling. The chapter concluded with a conceptual framework as well as the identified gaps in the study.

2.2. Understanding employee retention and satisfaction (motivation)

Employee retention involves strategic actions to keep employees motivated and focused so they choose to remain employed in the organization and be fully productive for the benefit of the organization. A complete and wide-ranging employee retention program can play a vital role in both attracting new employees and retaining already existing ones, as well as reduce employee turnover and the costs associated with it. This in turn contributes to a firm's productivity and its overall performance as it is more cost efficient to retain quality employees than to recruit and train new ones (Fiedler et al, 1974).

According to Schein (1980), Job Satisfaction is a key component of employee retention and researchers have identified several factors that contribute to job satisfaction. These include; respectful treatment of all employees at all levels, meaningful employee relations, compensation and pay, trust between employees and senior management that enables employee involvement, job security and lastly opportunities to use their skills and abilities

at work. The importance of addressing these factors is evident in the result as when employees are satisfied in their places of work, they are motivated, have morale and the quality of work produced is pleasant. Furthermore, there gets to be increased productivity and performance as well as low turnover rates which leads to the firm's profitability, effectiveness and overall success.

Importance of employee retention and satisfaction

Retention and satisfaction are important in organizational circles as they greatly contribute to a firm's overall success and its profitability. Retention is important for the following reasons;

No turnover costs as well as profitability; when an organization manages and retains its work force it gets rid of turnover costs, turnover is costly and unwanted turnover affects the company's performance. However not all turnover is harmful, for example a new replacement hire may turn out to be more productive or more skilled than his or her antecedent. Also, organizational profitability is almost certain due to cost saving from reduced or zero turn over costs (Lawler, 1971).

Reputable standing and overall productivity: The firm's reputation in the public eye is respected and shareholders as well as the general public have confidence in the firm and its operations. In addition, the firm's productivity improves because satisfied employees work to the best of their ability and the quality of work produced is not compromised. This in turn leads to the overall success of the organization (Lawrence et al, 1967).

2.3 Theoretical Framework

This study was be guided by the incorporation of three theories that are of relevance to the subject matter. These theories included Herzberg two factor theory, Maslow's hierarchy of needs theory as well as the expectancy theory respectively. The decision to incorporate these particular theories was arrived at due to the fact that they have immense connection with motivation and employee retention.

Motivation theories endeavor to explain why people behave in the ways they do. Employees' motivation are affected by different aspects which include; Personality, attitudes and beliefs, life experiences, abilities and values. All these combined form a

person's personality, which is simply the unique pattern of thoughts, qualities and behaviors which make each person unique. It is therefore through this uniqueness that different people are motivated by different things.

The other aspects include the behavior of management, the responses to employee's behavior and the way the organization works.

Theorists have attempted to explain what people need, both at their work places and away as well as how these needs can be met.

2.3.1 Maslow's hierarchy of needs theory of motivation

Abraham Maslow's Theory of Human was first published in 1943, and today it is still one of the best and most used theory of motivation. This theory proposes that individuals are motivated by needs that are in form of a hierarchy which is simply a ranked series that looks like a triangle. The theory suggests that the needs at the bottom of the hierarchy need to be met and satisfied before those that are higher up can be satisfied.

Maslow's lower or basic needs include; Physiological needs which involve staying alive (the need for food, shelter and water) as well as procreation (the need for sex and having children). These needs are usually experienced through physical drives such as hunger and thirst.

In addition, the lower needs includes safety or security needs which basically relate to physical safety and psychological security for example taking a steady job and the peace of mind that comes with it. The last basic needs are social and affiliation needs which simply relate to interface with others, friendships, affection, love and a sense of belonging.

Maslow's higher needs include; Esteem needs which relate to people's desire for independence, freedom, for recognition of their achievements and the fact that they are unique individuals. These ego needs can be met through honor, recognition and actions that improve positions in society.

In addition the higher needs also include self-actualization needs which relate to individuals desire to achieve their full potential.

The higher needs in Maslow's hierarchy are predominantly important when it comes to motivating people in a workplace. It is anticipated to help employers to assist employees to recognize self-actualization point, which assumes that such employees will be motivated to give their best contribution to the company and hence increase its profitability

2.3.2 Frederick Herzberg Motivational Hygiene Theory

This motivation-hygiene theory or two factor theory of human motivation suggests that certain factors in the environment for example an acceptable pay, respectable status, good supervision, working conditions and organizational policies do not lead to motivated employees, even though these factors are dealt with generously by employers. However, such factors are often a source of lack of motivation on the employees' part and they are referred to as hygiene or maintenance factors. Furthermore, in comparison to these are motivational factors which include such factors as recognition, achievement and interesting work, personal growth opportunities. Motivators have a positive effect on motivation. Whilst of interest as an influence to motivation studies, this theory is of greater use to the concept of job satisfaction.

2.3.3 Expectancy Theory

The expectancy theory of motivation by Vroom (1964) accentuates that an individual will behave or act in a certain way because they are motivated to choose a specific behavior over others due to what they expect the results of that selected behavior to be. Furthermore, this choice is based on two-staged sequence of expectations which is efforts lead to performance and performance leads to a specific outcome/reward. Fundamentally, the motivation of the behavioral selection is decided or controlled by the advantage and attractiveness of the result. Motivation also comes from the employee's perceived chances of getting various outcomes as a result of accomplishing his or her performance goal. Vroom focused on the factors that stimulate an individual's efforts into something as this was the basis for motivation. He identified three factors each based on the individual's insight of the situation. These are;

Expectancy, this refers to the extent to which an individual believes that a particular action will yield a particular result.

Instrumentality, this refers to the degree to which an individual thinks that effectiveness in performance will lead to anticipated outcomes.

Valence, this refers to the strength of the belief that the attractive rewards are actually accessible. It is the depth of the want of an employee for either extrinsic motivation (money, promotions, free time and benefits) or intrinsic motivation (satisfaction).

According to Vroom, the above factors combine and create a force which encourages or inspires an individual to put in effort in their tasks in order to accomplish a level of performance and later obtain rewards.

Therefore, it is important for management to discover what employees appreciate, what type of resources, training or supervision employees need. Lastly, management must ensure that promises of rewards are fulfilled and the employees are aware of that.

The aforementioned theories were used to guide this research study as the study focused on the effect of employee motivation on employee retention. The different theories possess different assumptions and therefore relate differently with the study.

Maslow's theory limitation is that it did not consider environmental factors which have revealed to affect employee retention and motivation in the long run. As such, the need arises to consider another theory to complement environmental factors. Herzberg however states that hygiene factors cause short term satisfaction while motivational factors cause long term satisfaction amongst employees. This is in line with some of the study findings as a number of employees in different organizations opt to be retained through motivational factors such as growth, achievement, recognition, advancements and responsibility. In addition, it also supports the other group of employees who opt to be motivated by retained through hygiene factors such as salary and benefits as that was the basis for their satisfaction. Herzberg's theory communicates ideally to both situations. However, the limitation is that this theory in relation to motivation and retention are that it ignores external factors which play a big role in real life situations. An example can be if a competitor is offering higher salary for the same type of job but has ignored external factors and only considered all the factors in Herzberg theory, the employee is likely to still not be motivated and satisfied. Lastly, Vroom's expectancy theory underlines

motivation as coming from the employee's perceived chances of getting various outcomes as a result of accomplishing his or her performance goal. In addition, focus was concentrated much on factors that stimulate efforts as efforts lead to performance and performance leads to outcome or reward.

2.4 Empirical review

Numerous papers have been written on motivation and retention, most have considered other variables of motivation and how they contribute to retention and job satisfaction as well as their effect on the overall performance of the organization. This part of the paper reviewed various literatures on factors influencing staff motivation and retention in organizations on a global perspective, regional perspective and on a local perspective. Various studies were reviewed and discussed in this part to point out the research gap on issues related to staff retention in organizations.

FROM GLOBAL PERSPECTIVE

2.4.1 Employee motivation and retention

A study by Devibala, Anbuoli & Jothimurugan (2014) in India acknowledged and confirmed that keeping and sustaining employees in a workplace requires well thought strategies and deliberate steps by employers that address various needs of employees. This is in order to create and promote a sound environment that motivates employees to remain retained. Evidently, the biggest encounter that companies face today is not only managing their human resources but also retaining them, which is seemingly based on a number of factors. These factors were referred to in researches done by Irshad & Afridi (2007) and it was discovered that factors such as salary, flexible working hours, recognition and rewards for good performing employees, opportunities for growth and development, working environment and job security are critical for retention and reducing the rate of turnover. Similarly, a survey conducted and compared with trade journal articles on employee retention issues and problems in the hospitality industry analyzed that good quality management, pay, and respect for work were the three most important aspects of employee retention (Fox, 2012). Retention strategies in any organization are required and should be emphasized just as much as other company strategies and policies are emphasized.

Furthermore, Sajjad et.al (2013) found that motivation has meaningful effect on employees leaving their jobs in Pakistan financial sector. Hence this implies and emphasizes the point brought up that motivation in-turn enhance the employee retention.

Furthermore, Porter, Riesemny & Fields (2016) during their study in the America rightly observed in their study that organization must make use of a wide range of human resource management factors to influence employee commitment and retention. Porter (2016) identified seven factors that can enhance employee retention these include, reimbursement and appreciation of the performed work, provision of challenging work, chances to be promoted and to learn, Invitational environment within the organization, positive relations with colleagues, a healthy balance between the professional and personal life, and lastly good communications. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement as well as inspiring them to do their work efficiently and effectively it is therefore the duty of the human resource management team to provide the above and more in order to provide the feeling of safety and comfort in a place of work.

Mendes et al (2017) research examined the employee's view on the salary and compensation systems in hospitals in Brazil. They connected views on remuneration with profession, gender, age as well as experience, as implied by the Upper Echelons Theory of management. In addition, their research also noted, concerning the characteristics, the following variables: constraint; punishment; reward, power, motivation, behavior and learning. Their results then showed that salaries and compensation are viewed as tools of control and conduct. However, the study observed that the views of employees working in the health area and administrative area were different. It was found that gender does not influence conduct and that there were no significant differences between supremacy of staff members and between more experienced, less experienced staff members regarding the outcome remuneration with conduct. In general, results highlight the significance of remuneration as a tool of control and management.

Edirisooriya (2014) in his study examined the impact of extrinsic rewards and intrinsic rewards on employee performance, a case study of ElectriCo which is a public sector organization in Sri Lanka. The researcher generated a questionnaire which was used as

a tool to collect primary data. Furthermore, the collected data was analysed using descriptive statistics and inferential statistics. The sample of 100 employees which was selected as the representative sample from a population of the total 1075 employees in the company. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance.

Hameed and Arslan (2014) examined the impact of remuneration on employee retention aided by pragmatic evidence from the banking sector of Pakistan. The researcher designed the questionnaire to implore response from the respondents on issues pertaining to remuneration like indirect remuneration, wages, salaries and employees retention. The study included roughly 45 banks from which data was to be collected and 200 Questionnaires were distributed among the full time working employees of banks that were selected randomly.

Correlation analysis and Regression analysis using SPSS 17.0 version was incorporated in the analysis of data collected. The findings therefore, suggested that remuneration has positive impact on an employees' performance as it keeps them motivated to perform their duties well and to be retained by the organization. It was proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other while regression analysis showed that all the independent variables have insignificant and positive impact on employee retention.

FROM REGIONAL PERSPECTIVE

2.4.2 Employee motivation and retention

Netswera (2005), in his case study of Employee retention factors for South African government Universities disclosed that efforts to retain employees are not all inclusive but are instead more focused on employees with meaningful skills or those in units that are considered more valuable which should not be the case as every employee is important in the organization as they largely contribute to it operating efficiently and effectively therefore efforts must be made to engage holistic approaches that cater for each and every employee and that guarantee their well-being during the time in the organization. Poor working conditions and low and unattractive salaries have mostly led

to skills relocation as employees hope for greener pastures this in turn has negative impact on the job market.

Furthermore, Afenyo (2012) in his study of motivation effects on retention in a private sector in Ghana, found that motivation has significant and constructive results on retention of employees and went on to recommended future researchers to include demographic features and job satisfaction to the effect of motivation and retention in the private sector and further advised future researchers to include demographic components and job satisfaction.

Jacob (2007), in his study makes it known that a lack of recognition of exceptional performance can lead to demotivation and employees leaving the firm. Some individuals are motivated just by knowing that they add value to the company and they are appreciated and not much by money. It is therefore, important to acknowledge employee's hard work in order to motivate them to do far better. Recognition can be complemented by awards and bonuses such as that of best employee of the year or month awards.

Abubakar (2014) studied the connotation between staff career development and staff retention. Data was collected using a structured questionnaire from 98 members of staff at Deloitte Kenya and was analyzed using Pearson's correlation. The result from the finding disclose a positive relationship between both career development and employee retention which was described by the following not dependent variables; career planning, training and development, coaching and mentoring, career counseling, succession planning, and talent management. In addition, the results showed that the variables show values above 5 percent. This means that there is a relationship between career development practices and staff retention.

Also, most of people would like to be respected, appraised and inspired in their places of work. Employers can achieve this by the recognition and rewards they offer to their employees. Thus, in her research Ofosuhene, (2013) studied how staff rewards, organizational rules and regulations and work contentment influence staff maintenance. Data was collected by means of survey from 142 members of staff of Vodafone Ghana Limited through personal contacts. It was thereafter revealed that management's suitable

strategic plan and sufficient reward systems lead to fairness and also contributes to the staff retention rate. In addition, findings also indicated that the work satisfaction and proper human resources policies have favorable connection to staff retention.

Johns (2008) proposes in his study that contentment, bonuses, rewards and inducements have a positive correlation. It is generally understood that employers use money as means to entice and retain employees as it is often clear that money can have immense effects on employee retention. Therefore, providing people with this basic need motivates them, keeps them satisfied and retained by the organization. This is so because some if not most individuals think of money as helpful to nourishing non - economic needs such as influence, control, reputation and association with desired groups such that is often viewed as a symbol of personal success and accomplishment.

Idemobi (2011) studied the extent to which remuneration management can be used as a tool for improving organizational performance and retaining employees in a typical public sector organization like the Anambra State of Nigeria Civil Service by using questionnaire. The target population was the 20 employees per public sector in the country. In addition, the study used descriptive research method and simple random sampling as well as purposive sampling techniques to select employees from the public sectors. The study then found that remuneration management in an organization can help improve organizational performance and retain employees among public sectors in Nigeria. Furthermore, the outcome of hypothesis revealed that the reform programs of the Anambra State Government have not had a significant effect on financial remuneration policies and practices of the civil service thus has tremendously affected employee performance.

Ngui (2014) study was based on the effect of human resource management strategies on retention of employees and performance of commercial banks in Kenya. The study used SPSS and MS Excel for the data analysis. The study findings reviewed that reward and remuneration have major influence on the function of banks in Kenya as well as the retention of their workforce. The study concluded that rewards and remuneration system have an important effect on retention and the performance of banks employees in Kenya.

FROM A LOCAL PERSPECTIVE

2.4.3 Employee motivation and retention

Banda (2020) in his study on effect of employee motivation on performance and retention which was conducted on the employees at Lumwana Mining Company found that motivation factors play a key role in overall organizational performance as well as retention of employees. Hence it is very important for organizations to pay close attention to matters pertaining to motivation in firms. The study which was based on a mining company which is tantamount with long working hours and 24 hour shifts that employees have to work around called for detail and robust methods on how to keep employees motivated. The study findings showed that strategies such as good welfare policies, remuneration through bonuses and competitive salaries as well as education sponsorship programs meant for career and employee development effect retention and are great motivating factors and as such cannot be ignored. In addition, reference was also made to working hours and recommendation made so as to come up with more flexible working hours or shifts as respondents felt their hours were quite stiff.

Zulu (2018) did a study on the analysis of the impact of motivating factors influencing employee satisfaction and retention at Zambia National Commercial Bank (ZANACO). When asked about the effect of salaries on the employee satisfaction and retention, 52.50%, thus 21 out of the total number of the employees interviewed were highly affected by their salaries, 12.50% thus 5 employees agreed, 12.5% thus 5 employees were not sure or they were skeptical, 10.0% thus 4 employees disagreed, and 12.5% thus 5 of the employees interviewed strongly disagreed to the effect of salaries. This showed that the salary positively affects the employee satisfaction and retention since employees feel a good salary motivates them to do a good job thus being able to be retained by the employer. Furthermore, the salary brings to them a feeling of security and allows for them to feel accomplished and obtain high enjoyable status ranking. The researcher further stated that a salary is seen as a strong determinant of employee satisfaction as employees attach the value they bring to the company by the financial incentives that they

receive. Thus, making it seen as a symbol of accomplishment. In addition, he proposed that an individual is more willing to put in extra effort and hours towards his work he/she feels that the financial rewards for his work are a fair exchange. Lastly, the research showed that an employee pleased with his pay is usually more prolific and motivated even though pay is not the only aspect.

The final study findings revealed that salary has a positive relationship between the factors of motivation and employee satisfaction and retention. This result supported the adopted theory of Abraham Maslow Hierarchy of needs and is categorized in the hierarchy as a physical or physiological need.

A similar study was done by Tambo (2018) on impact of motivation on productivity and retention in medical Insurance in Zambia in a case of selected medical insurance companies in Zambia. The purpose of the study was to explore and explain the impact of motivation on productivity and to explain how motivational factors improve the performance and the productivity of workers as well as improve retention in the medical insurance industry based on the set objectives.

The researcher administered questionnaires with close ended questions which were distributed amongst 50 respondents who were said to be as honest as could be as the questionnaires provided for anonymity.

When respondents were asked about training and development, 30 out of 50 which is 60% of the respondents, disagreed that employees are given the opportunity for training and development, 0% and 12% strongly agree and agree respectively, which is only 12% agreeing and is a smaller percentage. This simply meant that aspect of training and development was not being administered as can be seen by the responses of the 60% of employees in the organization and was therefore negatively affecting performance which ultimately resulted in poor productivity because of no motivation and finally a reduction in employee retention. Training has a positive effect on employees' performance at work as they acquire new skills as well as add on to their already existing ones in readiness to take up new challenges and responsibilities. Furthermore, the researcher added that conducting reminder programs is important as these programs review the current skills and competencies of the employees, where they are lacking and what areas need

advancements and it has been shown that once employees undergo reminder training, productivity improves. The researcher also cited work by Sharma (2014), who commended that training increases the competence of work and greatly promotes the success of the organization. Importance of training cannot be overlooked in any organizational setting as training is a motivational factor which provides for the enhancement of the knowledge of the employee towards work. Therefore, managers should put it into consideration to provide opportunities to all members of staff to undergo training and development.

Furthermore, when respondents were asked about incentives, 30 out of 50 which is 60% of the respondents, disagreed that employees receive any form of incentives when they work additional hours, 4% and 16% strongly agree and agree respectively making the total of respondents who agreed 20%. The total percentage of employees that disagreed was more which meant that this aspect of rewards had a negative impact on performance ultimately affects productivity of the employees as well as increase employee turnover, lower retention and negatively affecting the value of the organization. The researcher went on to explain that the introduction of incentive plans for employees such as employee wellness which include regular medical checkups as well as social clubs membership. The researcher also highlighted other motivational incentives to be those such as stock options which involve employees buying company stock at a prices below market value. Thereby encouraging them to operate more as associates, binding personal reward to the company's financial success.

In addition, when respondents were asked about bonuses 30 out of 50, which is 60% of the respondents, disagreed that employees are given Bonuses and that Salary is reviewed upwards which meant that this attribute of rewards affected productivity in a negative manner. In addition, the respondents disagreed that employees are given Bonuses and that Salaries are reviewed upwards, which eventually reduced performance of the workers as well as increased employee turnover. Salaries were a significant motivator for employees as they are key performance drivers for and therefore need to be well managed as they raise employee motivation, satisfaction, productivity and finally retention.

Lastly, when respondents were asked about their work environment 32 out of 50, which is 64% of the respondents, disagreed that their company's work environment is a great place to work, and employees are willing to go further in their work, 8% and 16% strongly agree and agree respectively making the total percentage of respondents that agreed only 24%. This meant that employees' perception towards the company that they work in influences the will to do more when conducting their duties and of which in this case the attribute of Organizational climate was negatively affecting productivity. Employees perceived that their company is not a great place to work and that there are poor outlooks, standards, systems that characterize the employees of the organization which resulted in employees not being comfortable at their place of work leading to poor performance and eventually reduced productivity of the workers.

The researcher concluded that there is poor employee motivation in the Medical Insurance industry in Zambia. Study findings revealed employees are not happy with their job titles, they are also not able to finish tasks on time and do mostly routine work, there are minimal training and development opportunities given to employees both to acquire new skills and perfect existing ones. Furthermore, employees are also not given time off to attend off job training, employees are poorly rewarded and they are not given incentives for any extra work or hours, neither are they given bonuses nor have their Salaries increased.

The researcher then recommended that management should focus on motivational factors that support individual and team performance e.g. Structure of work, Training, Leadership style, reward system or remuneration and work environment. In addition, management should recognize and reward work done by the employees' in different ways or through monetary rewards which includes salary increase, bonus, incentives, promotion etc. Furthermore, the organization should engage training expertise and employee development programs to train employees in order to improve employee's skills so that they may be satisfied as well as add more value to the organization. Also, the firm should engage innovative strategies to improve productivity and become competitive, that is, to upgrade or acquire new technologies.

2.5 Critique of Literature.

Most researches discussed motivation as being extrinsic and did not really single out intrinsic motivation, emphasis was greatly on external factors that employees feel motivated by such as remuneration and rewards and not personal growth and development. Furthermore, other researchers did not study the impact of remuneration through pay from an executive point of view which is very important as management are in a better position to know what exactly employees want and what motivates them to stay (on the extrinsic aspect and also on the intrinsic aspects after more interactions with employees as well as observations).

Researchers such as Mendes et al (2017) after conducting a study in the health industry in Brazil articulated how salaries were viewed as tools for control, conduct and management.

A study by Banda (2020) on effects of motivation on performance was found and reviewed. Study findings of this research were somehow limiting to this particular study as the research was conducted on a mining company and therefore possessed diverse factors of motivation or performance variables such as working hours and free time as employees at some mines have intense working hours and no free time and these may not apply to other organizations or non-mining organization.

Newstera (2005) in his study on retention in higher learning institutions in South Africa owned and run the government found that efforts to motivate and retain employees were only being focused on a number of skilled employees. However, which should not be the case as every employee should be able to be motivated at their place of work and therefore retention should be for everyone and not only employees that management feels are skilled. This should be so as every employee plays an important role in the smooth functioning of the organization. In addition, it was found that poor working conditions as well as low salaries led employees to leave in search of greener pastures.

Furthermore, a study conducted by Ofosuhene, (2013) at Vodafone in Ghana revealed that a strategic plan and sufficient reward system led and contributed to staff retention rate.

2.6 Conceptual framework

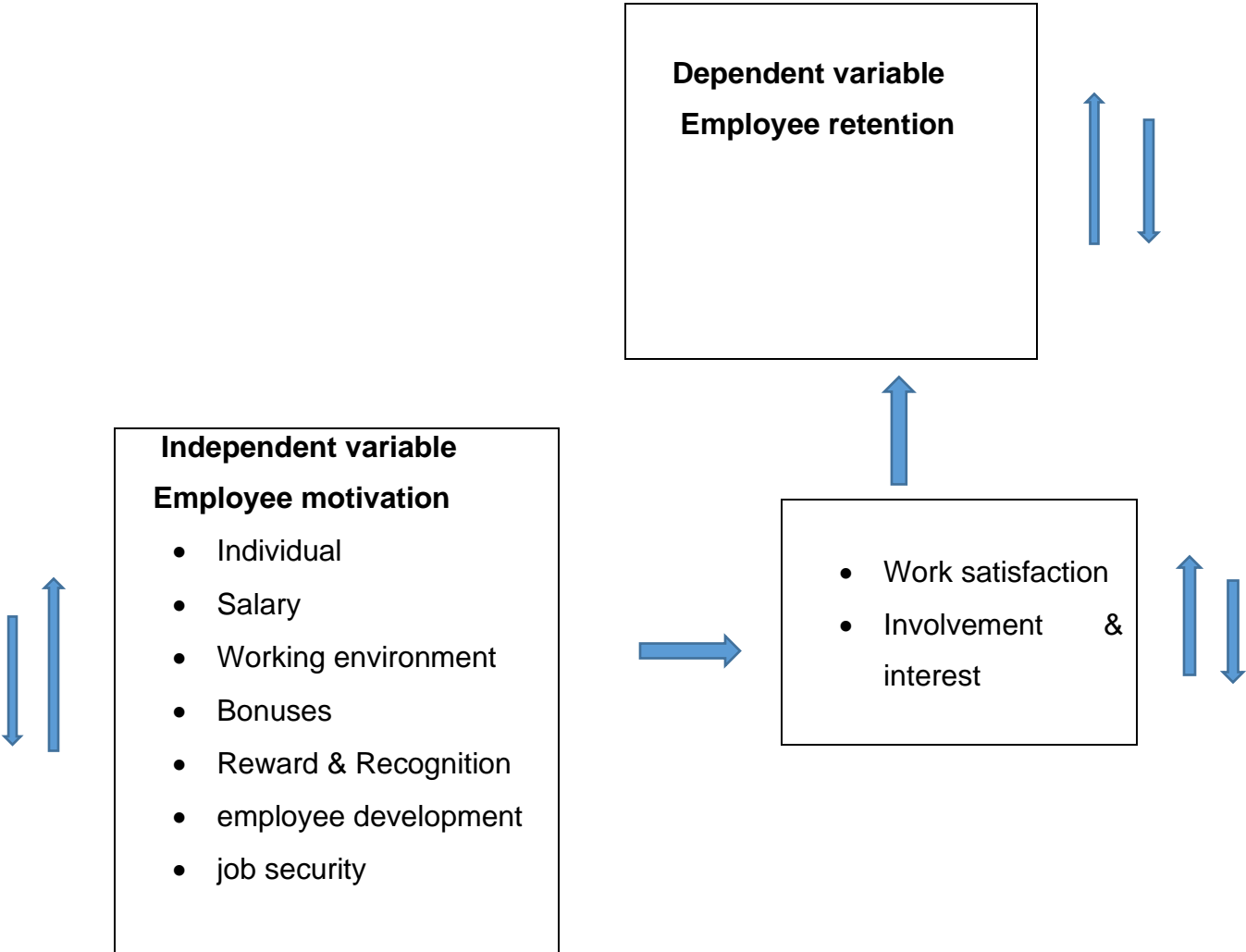
A conceptual framework is a representation of an expected relationship between variables. It explains the relationship between the dependent and independent variables in a study. In addition, the conceptual framework is usually developed based on a literature review of existing studies and theories the topic.

In this study the dependent variable was employee retention, it was considered the dependent variable because retention of employees depended on the outcome of the independent variable which in this case was motivation.

Employee motivation had been selected as the independent variable in order to show the effect it has on employee retention.

The graphical representation of the conceptual framework shown below illustrates that motivation, satisfaction and retention can either increase or decrease. It displays that when motivation variables increase, work satisfaction increases and so does the rate of employee retention. When motivation reduces, work satisfaction reduces as well as retention rates.

Figure 2.6: Conceptual Framework



Source: (Author, 2021)

2.7 Research gaps

The gaps identified in the previous studies are that most researches looked at motivation extrinsically and that most researches are conducted in the health and hospitality industry and not in learning institutions. Further studies on the subject of effects of employee motivation on employee retention in Zambia were not found as can be noticed above in the empirical literature review on a local perspective. Researches have not adequately touched the subject of employee motivation in higher learning institutions as employees in these institutions are motivated differently and therefore there cannot be generalizability and only minimal comparisons can be made with other sectors and industries. There is not one single study performed in all of the above studies on the assessment of the effect of employee motivation on employee retention at University of Lusaka Zambia. This paper will assess the effect of motivation on employee retention at University of Lusaka on the basis of the objectives.

2.8 Chapter summary

This chapter comprised of an introduction, it further went on to discuss the importance of employee retention and satisfaction in a workplace. In addition, a theoretical framework followed which was guided by three theories which included Maslow's hierarchy of needs theory, Fredrick Herzberg's theory as well as the expectancy theory. The chapter also comprised of an empirical literature review that reviewed literature on a global, regional and local perspective and further critiqued the literature. Furthermore, it consisted of a conceptual frame work and lastly went on to identify the gaps in literature.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter discussed how the research was conducted and included the research approach, research design, the study population, sample size and sampling technique, the methods of data collection, data analysis as well as ethical considerations.

3.1 Research Approach

This study engaged a mixed method approach incorporating both qualitative and quantitative research and methods. The justification for this was a mixed method provides for better understanding of a research problem. This approach also intended to provide abstracts of data that supports an overview about the phenomenon being studied. Hence, for sampling techniques, data collection, data analysis and lastly data interpretation, a mixed approach was engaged. More justifications for using the approach were that it allows for detailed-oriented data to be collected, it offers predictive qualities, it provides insights that are specific to an industry, generates content and makes it possible to understand attitudes (Blumberg et al, 2014).

3.2 Research Design

The research design refers to the complete strategy that is chosen to integrate the different components of the study in a rational and reasonable way. Thereby ensuring addressing the research problem in an effective way. The research design constitutes the plan for collection, measurement and analysis of data (Saunders et al, 2016).

A descriptive research design therefore was adopted in this study, in order to assess the effect of motivation on employee retention. The justification for using this design was because it helps to precisely and thoroughly describe a population, situation or phenomenon. In addition, it can answer “what, when, where and how” questions, but not “why” questions. A descriptive research design can use a wide range of quantitative and qualitative methods to investigate one or more variables. Unlike in experimental research, the researcher does not control or manipulate any of the variables, but only observes and measures (Gubriam et al, 2001)

3.3 Research Population

The target population of the study was made up of the members of staff that are currently working for the University of Lusaka which comprised of lecturers as well as employees working in finance and administration. The total number of members of staff working at the institution currently is 150 (University of Lusaka Human Resource Statistics, 2022).

3.4 Sample size

The generation of the sample size was aided through the use of the Slovin’s formula which allows a researcher to sample the population with a desired degree of accuracy. The formula gives the researcher an idea of how large the sample size needs to be to ensure a reasonable accuracy of results. The researcher came up with a sample size of 60 at 90% confidence level and 0.1% margin of error. The sample size was then divided and grouped into the departments at the university and questionnaires distributed to employees in these groups.

Sample size calculated using Slovin’s formula based on 150 employees at the University of Lusaka is shown below;

$$n = N / (1 + Ne^2)$$

N = represents the estimated population, n = presents the sample size, e = represents the estimated error term which is derived by subtracting the chosen confidence interval from 1, i.e (1- confidence interval 90%).

N = 150, n =? confidence interval of 90% or 0.90, error item 1-0.9= 0.1

$$n = 150 / (1 + 150 \times 0.1 \times 0.1)$$

$$n = 150 / (1 + 1.5)$$

$$n = 150 / (2.5)$$

$$n = \underline{60}$$

The number of respondents were 60 out of a total number of 150 employees.

3.5 Sampling technique

According to Saunders (2009), Sampling is procedure of selecting a small of elements from a larger defined target group of elements. This small element is selected in order to draw conclusive findings about a study that represent the larger target groups as well. In simpler terms, the information gathered from the small group will allow for judgment to be made about larger groups. Furthermore, there are two types of sampling and these include; probability sampling and non-probability sampling. Probability sampling involves random selection while non-probability sampling involves deliberate selection of the sample based on what the research seeks to achieve.

The researcher engaged in probability sampling through the use of simple random sampling as it produces a representative sample that will have the same characteristics and composition of the entire population. Probability sampling is also referred to as chance sampling or random sampling. In order to represent the rest of the population, a small number of employees at the institution was used with the aim of drawing conclusive findings that speak for the rest of them. The justification for using simple random sampling in this research was because it is quick, efficient, accurate, simple, it is cost effective and it also has higher likelihood that the sample that is representing the whole population accurately speaks for them (Saunders, 2009).

3.6 Methods of data collection

Data collection incorporated primary and secondary data. The justification for using the two methods of data collection was so that enough information is gathered in order to fully explore a subject. In addition, secondary data acts as a back up to primary data, and when used correctly the researcher can be able to test for validity of the research simply through an analysis of the secondary data.

According to Churchill (2005), secondary data is second hand information hence the name secondary. It is data that has been gathered previously by another person for another reason but has some form of significance to researcher's current study. Secondary data is found in resources such as written materials which include company's websites, research journals and books as well as reports. Secondary data was the back up to the primary data for this study as it help to draw conclusive findings that are relevant to the research.

Primary data is raw information as it is gathered from the source where the data originally originates and it is collected through surveys, interviews and experiments. This data was collected through the use of questionnaires which were directly administered to the respondents (Blumberg et al, 2014).

3.7 Data Analysis

According to Bell et al (2018) Data analysis techniques are distributed in two main categories these are the statistical and descriptive data analysis. The descriptive technique involves thematic analysis where the obtained qualitative and comprehensive data is analyzed by formulation of distinct research themes while the statistical analyzes quantitative and numerical data.

The researcher used quantitative data analysis which was done through the use of statistical package for social science (SPSS) which is software package used by various researchers for complicated statistical analysis. The justification for this was because SPSS analyzes data using descriptive statistics such as frequencies that generate the required statistics relevant to the research and arranges the data in logical order and presents it in tables. Lastly, Pearson's correlation and regression was used to determine the relationship between variables (Blumberg, 2014).

3.8 Ethical considerations

Ethical considerations are an important aspect of any research as participants in a research should not be harmed in any way whatsoever. Therefore, moral rules and appropriate codes of conduct were followed throughout the conduct of the research and respect and dignity of research participants was prioritized by the researcher. Also full consent was obtained from the University and the participants through a letter of request prior to data collection and protection of the privacy of participants was ensured.

3.9 Chapter summary

This chapter addressed how the research was conducted, it consisted of the introduction, sample size, sampling technique, methods of data collection, data analysis and lastly the ethical considerations.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

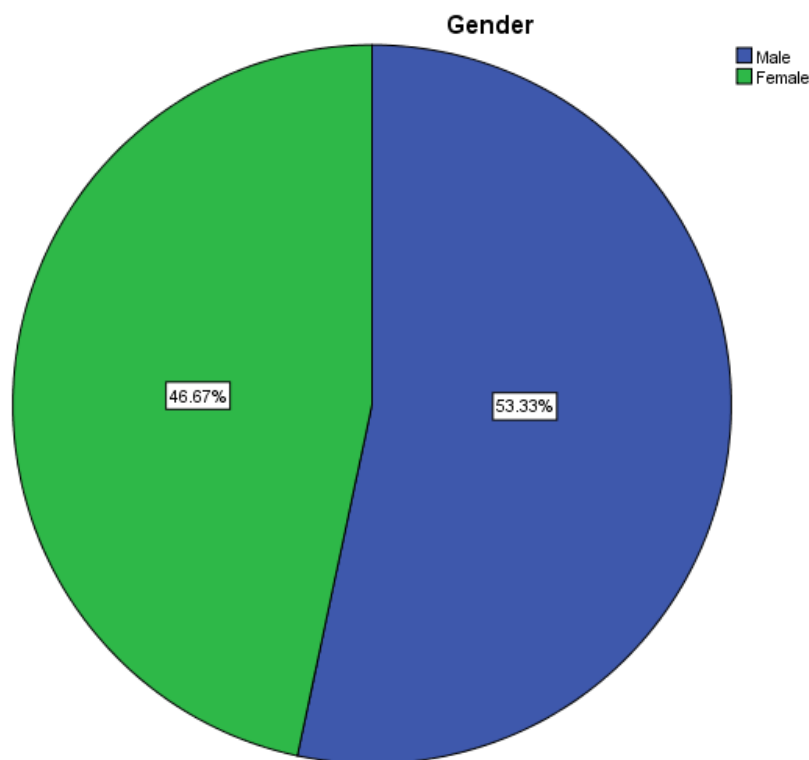
The chapter consists of the presentation of findings obtained from the questionnaire issued to respondents and the findings presented in this chapter in line with the research objectives.

4.1 Demographics data of respondents

The study had a response rate of 100% from the 30 respondents involved in the study. The demographic characteristics of the respondents are presented below.

Figure 4.1.1: Gender

Figure 4.1.1 shows that that (53.3%) of the respondents that participated in the study were males and (46.67%) of the respondents that participated in the study were females



Source: field survey (2021)

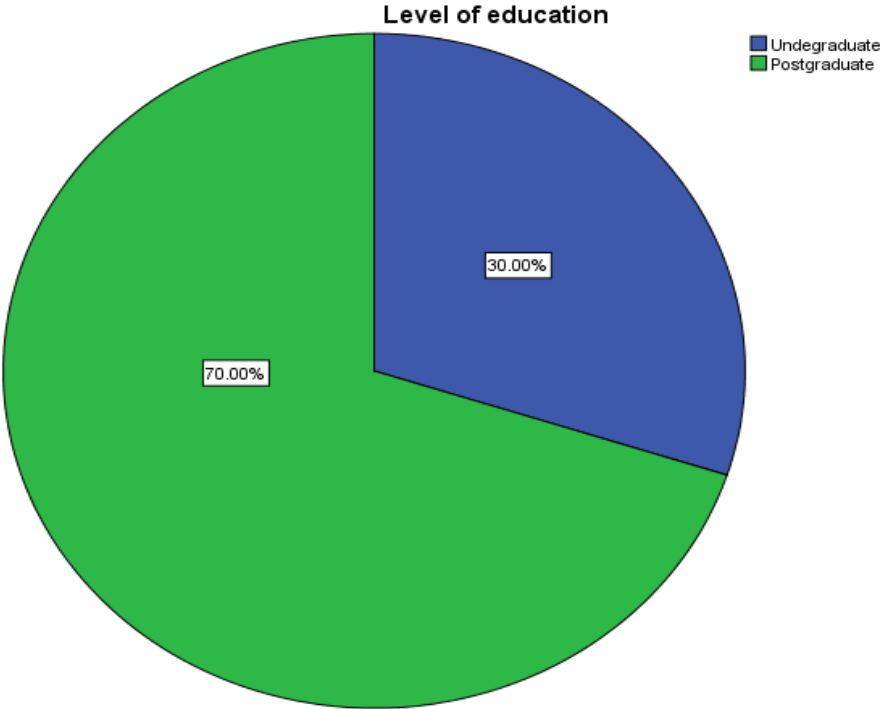
Figure 4.1.2.: Age

Figure 4.1.2 shows that (66.7%) of the respondents in the study are in the age group of 46-59 years and the last of respondents representing (33.3%) are in the age bracket of 32-42 years of age.



Source: field survey (2021)

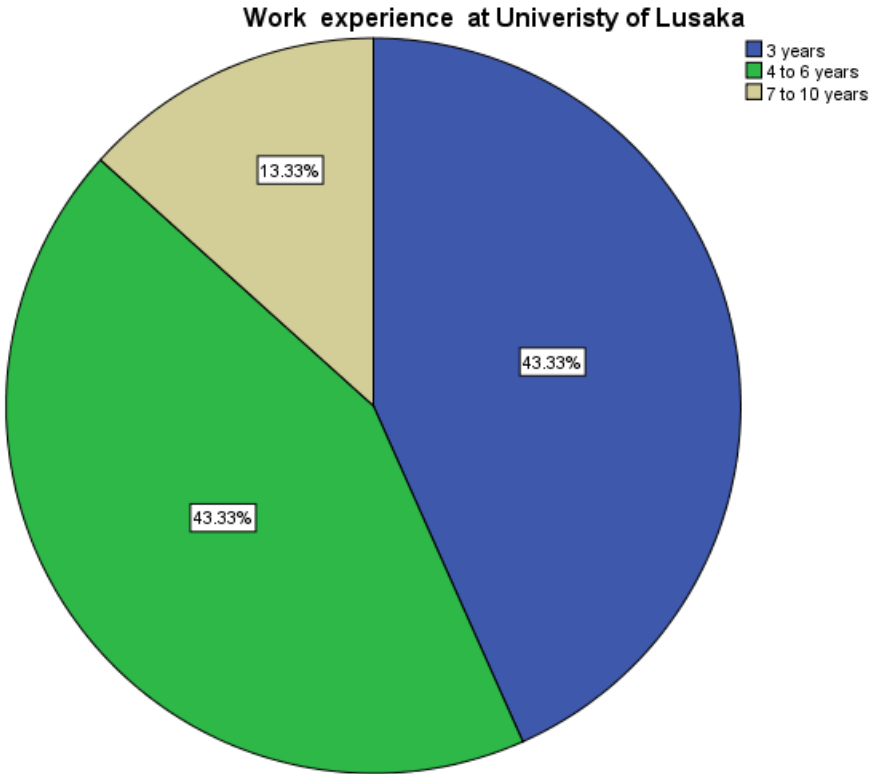
Figure 4.1.3: Level of education



Source: field survey (2021)

Figure 4.1.4: Work experience at University of Lusaka

Figure 4.1.4 highlights that (13.3%) of the respondents have been working at University of Lusaka for a period of 7-10 years, (43.3%) of the respondents have been working at University of Lusaka for a period of between 4-6 years and of (43.3%)the respondents have been working at University of Lusaka for a period of between 3 years



Source: field survey (2021)

4.2 Quantitative analysis of the study

4.2.1 Hypothesis 1

- i. **H₁**: Salaries have an effect on employee retention.
- ii. **H₀**: Salaries have no effect on employee retention.

Table 4.2.1: Hypothesis 1 correlation

Correlations

		Employee retention	Salaries
Employee retention	Pearson Correlation	1	.508**
	Sig. (2-tailed)		.004
	N	30	30
Salaries	Pearson Correlation	.508**	1
	Sig. (2-tailed)	.004	
	N	30	30

Source: field survey (2021)

4.2.2 Hypothesis 2

- i. **H₂**: Working environment has an effect on employee retention
- ii. **H₀**: Working environment has no effect on employee retention

Table 4.2.2: Hypothesis 2 correlation

Correlations

		Employee retention	Working environment
Employee retention	Pearson Correlation	1	.003
	Sig. (2-tailed)		.987
	N	30	30
Working environment	Pearson Correlation	.003	1
	Sig. (2-tailed)	.987	
	N	30	30

Source: field survey (2021)

4.2.3 Hypothesis 3

- i. **H₃**: Bonuses and awards have an effect on employee retention
- ii. **H₀**: Bonuses and awards have no effect on employee retention

Table 4.2.3: Hypothesis 3 Correlation

Correlations

		Employee Retention	Bonuses and awards
Employee retention	Pearson Correlation	1	.526**
	Sig. (2-tailed)		.003
	N	30	30
Bonuses and awards recognition	Pearson Correlation	.526**	1
	Sig. (2-tailed)	.003	
	N	30	30

Source: field survey (2021)

4.2.4 Hypothesis 4

- i. **H₄**: Employee training has an effect on employee retention
- ii. **H₀**: Employee training has no effect on employee retention

Table 4.2.4: Hypothesis 4 Correlation

Correlations

		Employee retention	Employee training
Employee retention	Pearson Correlation	1	.569**
	Sig. (2-tailed)		.001
	N	30	30
Employee training and development	Pearson Correlation	.569**	1
	Sig. (2-tailed)	.001	
	N	30	30

Source: field survey (2021)

4.3 Simple linear regression analysis of the independent and dependent variable

In this study simple linear regression analysis was used to ascertain how strong the relationship was between (**salaries, working environment, bonuses and awards, and employee training**) and (**employee retention**).

Table 4.3.1: Simple linear regression table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.459	.372	3.47483

a. Predictors: (Constant), Employee training, Working environment, Salaries, Bonuses and awards.

The simple linear regression model had R value of 0.677(67.7%) and which indicates that there is significant relationship between the independent variables of the study (**salaries, working environment, bonuses and awards recognition , and employee training and development**) and the study's dependent variable (**employee retention**).

The simple linear regression model has an R square (R² value of 0.459(45.9%) and which means that (**salaries, working environment, bonuses and awards, and employee training**) has a significant effect on the (**employee retention**).

Table 4.3.2: ANOVA table of study variables

ANOVA Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	256.006	4	64.001	5.301	.003 ^b
	Residual	301.861	25	12.074		
	Total	557.867	29			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Employee training, Working environment, Salaries, Bonuses and awards

Source (Author: 2022)

The results of the ANOVA table also indicates there is a strong relationship between (the independent variables of the study (**salaries, working environment, bonuses and awards recognition, and employee training and development**) and the study's dependent variable (**employee retention**). The ANOVA value (F value is =5.301) and this means that the ANOVA table and the simple linear regression model is significant because the p value = (0.003).

The results from the ANOVA has provided substantial statistical evidence to reject the null hypotheses and conclude that (**salaries, working environment, bonuses and awards recognition, and employee training and development**) has a significant effect on (**employee retention**).

4.4 Chapter summary

This chapter presented the data that was obtained from the research findings based on the objectives of the research and the next chapter will outline a summary of the research findings and the conclusion and provide recommendations.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

The chapter presented a summary of major findings of the study based on each objective of the study.

5.1 To investigate the effect of salaries on employee retention.

The correlation between salaries and employee retention has a correlation coefficient value of 0.508 and this means that correlation is statistically significant because the Sig (2-tailed) is less than 0.05. The correlation means that the relationship between salaries and employee retention is strong because the correlation coefficient value is greater than 0.5 and is closer to 1. The correlation also shows that the relationship is positive, this means that if salaries increases then employee retention will also increase.

The **H₀**(null hypothesis) gets rejected if the p value is less than 0.05. Since p value is less than 0.05 this result means that the null hypothesis can be rejected, which stated (**H₀** :Salaries have no effect on employee retention) and accept the **hypothesis 1** which states (**H₁** : Salaries have an effect on employee retention).

The finding from the correlation means that salaries is a predictor of employee retention

The result from the correlation also means that there is a significant relationship between salaries and employee retention .The findings from the correlation has ascertained that salaries have an effect on employee retention.

The study found that if the salaries of employees' increases then employee retention at the University of Lusaka will also increase. The study also found that salaries is a predictor of employee retention in organizations. The study concluded that salaries influence employee retention. Respondents were asked if they believe that if their efforts will result in higher income will they be motivated to work and if they are motivated if they believe their pay will rise as their performances increases 65% strongly agreed, 35% agreed and none of them were neutral or disagreed. In addition, respondents were asked if the level of satisfaction they get from their salaries determines their motivation to work, 50%

strongly agreed, 25% agreed, 25% were neutral and none of them strongly disagreed and disagreed.

The findings of study collaborate with a study that was done by Irshad & Afridi (2007) that discovered that factors such as salary, flexible working hours, recognition and rewards for good performing employees, opportunities for growth and development, working environment and job security are critical for retention and reducing the rate of turnover.

In addition, findings from a study conducted by Hameed and Arslam (2014) were in line with this study as they suggested through a correlation analysis that remuneration had a positive impact on performance and finally retention.

The study is also in agreement with the findings of Fox (2012) which established that good quality management, pay, and respect for work were the three most important aspects of employee retention. The implication of the current study are that the university could consider offering more attractive salary scales other than the ones currently existing. Most respondents aligned with the perspective of money as a motivating factor and a contributor to them staying in the firm. The study has shown that salaries are a huge motivator if employees are to be retained by organizations. The study has also showed that human resource managers and management of organizations should review salaries offered periodically to their employees as a mechanism to retain employees.

5.2 To assess the effect of working environment on employee retention.

The correlation between working environment and employee retention has a correlation coefficient value of 0.987 and this means that correlation is statistically significant because the Sig (2-tailed) is less than 0.05. The correlation means that the relationship between salaries and employee retention is strong because the correlation coefficient value is greater than 0.5 and is closer to 1. The correlation also shows that the relationship is positive, this means that if working environment increases in comfort then employee retention will also increase.

The H_0 (null **hypothesis**) gets rejected if the p value is less than 0.05. Since p value is less than 0.05 this result means that the null hypothesis can be rejected, which stated (H_0 : Working environment has no effect on employee retention) and accept the **hypothesis 2** which states (H_2 : working environment has an effect on employee retention).

The finding from the correlation means that working environment is a predictor of employee retention. The result from the correlation also means that there is a significant relationship between working environment and employee retention. The findings from the correlation has concluded that working environment has an effect on employee retention.

The study found that if working environments increases in comfort then employee retention at the university will also increase. The study also found that working environment is a predictor of employee retention in organizations and this can be seen in the findings by how employees responded to matters surrounding work environment. When respondents were asked if they can work for long periods of time without being fatigued since the workplace furniture is comfortable and if their offices are functional and comfortable 34% strongly agreed, 21% agreed, 18% were neutral, 12% disagreed and 15% strongly disagreed. In addition, respondents were asked if their workplace has a lot of noise distraction, none of them strongly agreed and agreed, 25% were neutral, 28% disagreed and the remaining 47% strongly disagreed. Furthermore, respondents were asked if they like the amount of space offered for displaying and storing important information 18% agreed, 25% were neutral, 30% disagreed and 27% strongly disagreed. Respondents were asked if their jobs have direct influence on their health none of them strongly agreed, 21% agreed, 48% were neutral, 14% disagreed and 17% strongly disagreed.

The study concluded that working environment influences employee retention. The findings of study collaborate with a study that was done by Irshad & Afridi (2007) that discovered that factors such as, favorable working environment and job security are critical for retention and reducing the rate of turnover.

The study is also in agreement with the findings of Netswera (2005), which established poor working conditions and low and unattractive salaries have mostly led to skills relocation as employees hope for greener pastures this in turn has negative impact on the job market. The implication of the current study are that, institutions of higher learning and any organization should provide an attractive working environment because it will retain employees. The study has shown that working environments are a huge motivator if employees are to be retained by organizations. The study has also showed that human resource managers and management at the institution should look into providing an appealing working environment, more comfortable furniture, more storage and continue to avoid noise pollution and distraction in order to make the environment more conducive to conduct work.

5.3 To establish the effect of bonuses and awards on employee retention.

The correlation bonuses and awards recognition and employee retention has a correlation coefficient value of 0.526 and this means that correlation is statistically significant because the Sig (2-tailed) is less than 0.05. The correlation means that the relationship between bonuses and awards recognition and employee retention is strong institutional ownership since the correlation coefficient value is greater than 0.5 and is closer to 1. The correlation also shows that the relationship is positive, this means that if bonuses and awards recognition increases then employee retention will also increase.

The **H₀(null hypothesis)** gets rejected if the p value is less than 0.05. Since p value is less than 0.05 this result means that the null hypothesis can be rejected, which stated (**H₀** : Bonuses and awards recognition have no effect on employee retention) and accept the **hypothesis 3** which states (**H₃** : Bonuses and awards recognition have an effect on employee retention).

The finding from the correlation means that bonuses and awards recognition is a predictor of employee retention. The result from the correlation also means that there is

a significant relationship between bonuses and awards recognition and employee retention .The findings from the correlation has established that bonuses and awards recognition have an effect on employee retention.

The study found that if bonuses and awards of employees increases then employee retention in organizations will also increase. The study also found that bonuses and awards is a predictor of employee retention in organizations. When respondents were asked if they believe that they will not be rewarded for their efforts then they will not be motivated, 32% strongly agreed, 30% agreed, 28% were neutral, 6% disagreed and 4% strongly disagreed. In addition, when asked if the organization strives to enhance working conditions in order to reward and recognize its personnel 28% strongly agreed, 36% agreed, 29% were neutral, 7% disagreed and 0% strongly disagreed.

The study concluded that bonuses and awards have an effect on employee retention.

The findings of study collaborate with a study that was done by Jacob (2007) that discovered that that a lack of recognition of good work in organizations can lead to high employee turnover.

The study is also in agreement with the findings of Ofosuhene, (2013) which highlighted that management's suitable strategic plan and sufficient reward systems lead to fairness and also contributes to the staff retention rate. In addition, findings also indicated that the work satisfaction and proper human resources policies have favorable connection to staff retention.

The study is also in agreement with the findings of Banda (2020) which highlighted those strategies such as good welfare policies, remuneration through bonuses and competitive salaries as well as education sponsorship programs meant for career and employee development effect retention and are great motivating factors and as such cannot be ignored.

The implication of the current study are that, the University and other firms should provide attractive bonuses as they will contribute to retain employees. The study has shown that bonuses and awards are a huge motivator if employees are to be retained. Respondents agreed that they would be enticed by some form of rewards in appreciation of their hard work. The study has also showed that human resource managers at the institution should review bonuses and awards offered periodically to their employees and strive to enhance working conditions to reward and recognize personnel as a mechanism to keep them motivated employees. As a means of doing this, the firm can plan trips, recreational outings for deserving employees and end of year award giving ceremonies in order to show appreciation for employees' hard work.

5.4 To assess the effect of employee training on employee retention.

The correlation between employee training and development and employee retention has a correlation coefficient value of 0.569 and this means that correlation is statistically significant because the Sig (2-tailed) is less than 0.05. The correlation means that the relationship between employee training and development and employee retention has a strong relationship since the correlation coefficient value is greater than 0.5 and is closer to 1. The correlation also shows that the relationship is positive, this means that if employee training and development increases then employee retention will also increase.

The **H₀**(null hypothesis) gets rejected if the p value is less than 0.05. Since p value is less than 0.05 this result means that the null hypothesis can be rejected ,which stated (**H₀** : Employee training and development has no effect on employee retention) and accept the **hypothesis 4** which states (**H₄** : Employee training and development has an effect on employee retention).

The finding from the correlation means that employee training and development is a predictor of employee retention.

The result from the correlation also means that there is a significant relationship between employee training and development and employee retention .The findings from the correlation has revealed that employee training and development have an effect on employee retention.

The study found that if opportunities for employee training and development increases employee retention in organizations will also increase. The study also found that employee training is a major predictor of employee retention at the university. When respondents were asked if employee education resources are available and 46% strongly agreed, 54% agreed, 0% of the respondents were neutral, disagreed and strongly disagreed. In addition, respondents were asked if appropriate training tactics were available 23% strongly agreed, 39% agreed, 19% were neutral, 11% disagreed, 8% strongly disagreed.

The study concluded that employee training and development influences employee retention. The findings of study collaborate with a study that was done by Abubakar (2014) that found a positive relationship between both career development and employee retention which was described by the following not dependent variables; career planning, training and development, coaching and mentoring, career counseling, succession planning, and talent management.

Abubakar (2014) also showed that the variables show values above 5 percent. This means that there is a relationship between career development practices and staff retention.

In addition, the findings are also in line with that of Tambo (2018) in the study of the impact of motivation on productivity and retention in medical insurance in Zambia. In this study, it was alluded that training and development not being adequately administered in the organization negatively affected performance and ultimately retention.

Furthermore, the study is also in agreement with Sharma (2014) who commended that training increases competence of employees in a workplace, boots their morale and results in great productivity as individuals are happy to learn new things that contribute to their growth both career and personal growth.

The implication of the current study is that the University of Lusaka should consider offering appropriate employee training tactics other than the scholarships they currently have for their employees. Employees feel that would contribute to them being satisfied, motivated and retained by the institution because not many institutions provide such incentives for their employees. This would also therefore help them stand out and be recognized as reputable and in good standing. The study has shown that employee training is a motivator for employees to be retained by organizations. The study has also showed that human resource managers and management of organizations should offer employee training and development packages as a strategy to retain employees.

5.6 chapter summary

This chapter comprised of an introduction and went further to discuss the findings of the data collected in details according to each of the research objective.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

The current chapter provided a summary, conclusion and recommendations based on the research findings and the literature review of the study.

Based on the research objectives

The purpose of the study was to assess the effect of motivation strategies at University of Lusaka on employee retention.

Specifically, the study seeks to;

1. To investigate the effect salaries play on employee retention.
2. To assess the effect of working environment on employee retention.
3. To establish the effect of bonuses and awards on employee retention.
4. To assess the effect of employee training on employee retention

6.1 Summary

The study showed that salaries, working environment, bonuses and awards of recognition and training and development have an effect on employee retention at University of Lusaka.

The current study concludes by establishing that motivation strategies at University of Lusaka have an effect on employee retention. The following information was gathered;

There is a strong relationship between salary as a motivator and employee retention. In addition the relationship between the two variables is positive, this means that if salaries increases then employee retention will also increase.

There is also a strong relationship between work environment and employee retention. The relationship is positive meaning that if working environment increases in comfort, security and is conducive to work in then employee retention will also increase

There is a significantly strong correlation between bonuses and awards and employee retention. The correlation showed that the relationship is positive, this means that if bonuses and awards recognition improve then employee retention will improve as well.

A meaningful relationship between training and development and employee retention is perceived suggesting a strong positive link between the two variables. This means that when more opportunities for training and development are present then retention of employees will be present as well in the organization.

The researcher conducted a simple regression analysis to ascertain how strong the relationship was between the independent variables and the dependent variable. The regression analysis gave an **R** value of 0.677(67.7%) which indicates a significant relationship between the variables of the study.

The findings of the study has been supported by other authors namely Irshad & Afridi (2007), Fox (2012), Netswera (2005), Jacob (2007), Ofosuhene, (2013), Banda (2020), Abubakar (2014), Tambo (2018), John (2008) and Zulu (2018) whose findings collaborate with the current study.

6.2 Conclusion

The conclusions are as follows.

To investigate the effect salaries play on employee retention.

Salaries are a strong forecast for employee retention and they do have an effect on employee retention in an organization. Employees are mostly motivated through financial aspects as they view their salaries as an exchange for the value that they give to the company.

To assess the effect of working environment on employee retention

Work environment is a predictor for employee retention and that it has a significant effect on the retention of employees. Employees strongly desire a functional and comfortable work space as their work places are where they spend majority of their time. In addition, they want a work place that is safe and sound, free from bias as well as distraction.

To establish the effect of bonuses and awards on employee retention

Bonuses and awards of recognition have a meaningful relationship with employee retention as bonuses do have an effect on employee retention. Employees are riven to work if rewards are appropriate or desirable to them as their motivation is drawn from the thought of a reward.

To assess the effect of employee training on employee retention

There is a significant relationship between training and employee retention suggesting that training has an impact on employee retention as most employees aspire for growth in the careers and livelihoods. Hence training would be a good opportunity to accelerate growth and other accomplishments one would like to achieve, thereby keeping them motivated and satisfied.

6.3 Limitations of the study

The problem the researcher faced during the conduct of the research was skepticism by respondents to give out answers to the questions that were asked in the questionnaire. This doubt arose as a result of fear of being misunderstood, implicated and identity being disclosed. However, the researcher assured the respondents of confidentiality and also prepared the questions or content of the questionnaire in such a way that it is tailored to the study only and objectives and not in a way to acquire restricted company information but only for research purposes.

6.4 Recommendations

Based on the findings of the study the following are recommendations that were articulated:

1. The University of Lusaka should recognize employees' efforts in order to encourage them to improve. In addition, the firm should strive to enhance conditions to reward personnel. Recognition can be accompanied by prizes and bonuses, such as best employee of the year or month, among other things.

2. Managers and employers should use motivational techniques and tactics that provide value to employees and suitably recompense them for their work, as the level of satisfaction and value obtained from incentives impacts how motivated people will be to work and conduct their responsibilities.
3. The University should consider providing fringe benefits for its employees in addition to their normal wages or salaries amongst the other incentives it has in place.
4. The University of Lusaka should perform research to find additional motivators that will benefit personnel. As a result, identifying components of incentive that will keep staff at the University of Lusaka will be easy.
5. The University should consider more training and development programs other than the employee scholarships that they have and must ensure that these programs are easily accessible to the employees.
6. Competitive salaries must be offered to keep their employees motivated and retained. As higher remuneration motivates people to work harder. This is evident from the findings based on information received from the respondents. When respondents were asked if the level of satisfaction, they get from their salaries determines their motivation to work, 65% of them strongly agreed while 35% of them agreed, there were no neutral respondents and none in disagreement.
7. The University should offer more comfortable furniture, offer more space for storing important documents in the offices and continue to operate with less noise distraction.

6.5 Recommendation for future studies

The study focused on University of Lusaka which is in the higher education sector. It could be recommended that more research in this particular sector is conducted as they are no other studies and having more studies would draw more conclusive results. In addition, future studies should consider bigger universities in order to have a larger sample size which will draw more conclusive and certain results as a wider sample yields a wider perspective of responses.

The study was conducted only in Lusaka district future studies should consider other towns even rural towns. Future studies should also consider adopting a longitudinal study research approach because it will help to capture a wide range of views from respondent.

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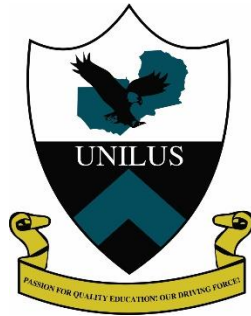
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APPENDIX (I)
GHANTT CHART/ TIME FRAME

ACTIVITY	JULY 2021	AUGUST 2021	OCTOBER 2021	NOVEMBER 2021	FEBRUARY 2022
Development of research proposal	XXX				
Presentation of proposal		XXX			
Data Collection		XXX			
Data analysis			XXX	XXX	
Assembling data				XXX	
Report writing				XXX	XXX
Presentation of Thesis to the University					XXX

APPENDIX (2)
QUESTIONNAIRE



**UNIVERSITY
OF
LUSAKA**

School of Postgraduate Studies

Dear respondent, I am a final year postgraduate student and pursuing a **Master of Business Administration (Finance)**

The main aim of this study is to **“Assess the effect of employee motivation on retention of employees at University of Lusaka”**

I, kindly request approval for your participation in the above mentioned study. The information obtained from this study will be of beneficial use to the public policy maker.

Procedure of study is that, upon you accepting to participate in this study, Information will be obtained by use of a questionnaire. The questionnaire will not include contact details like name of the participants and telephone number(s), because they will not be required. This study will absolutely have no risks involved, hence no harm may be caused on the participants of this study. All the obtained information in this study will be strictly confidential.

SECTION A: DEMOGRAPHIC PROFILE

INSTRUCTIONS: The study is purely for academic purposes and responses will be treated with the outmost confidentiality. Please Tick (✓) the appropriate option where responses are given in the spaces provided.

1. Gender: male () female ()

2. Age:

18-31 years old []

32-45 years old []

46-59 years old []

60 years old and above []

3. Work experience

Less than a year to 2 years (), 3 years () 4 to 6 years () 7 to 10 years () over 10 years ()

4. Level of education of respondents

None []

Primary []

Secondary []

Undergraduate []

Postgraduate []

Professional qualification []

Certificate []

SECTION B: SALARIES

Answer by the questions by ticking one of the options given:

Strong Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)

No.	Statement	SA	A	N	D	SD
1	1. If I believe that my efforts will result in a higher income, I am motivated to work.					
2	2. I am motivated to work if I believe my pay will rise as my performance increases.					
3	3. I am motivated to work if I believe the compensation offered in exchange for improved performance will be sufficient to meet my needs.					
4	4. The level of satisfaction I get from my salary determines my motivation to work.					
5	5. Higher remuneration motivates employees to work harder.					

SECTION C: WORKING ENVIRONMENT

Answer by the questions by ticking one of the options given:

Strong Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)

No.	Statement	SA	A	N	D	SD
1	1. I can work for long periods of time without being fatigued since the workplace furniture is comfortable.					
2	2. My office is functional and comfortable.					
3	3. I am fortunate to work in a quiet setting.					
4	4. My workplace has a lot of noise distractions.					
5	5. In my workspace, adequate lighting is provided.					
6	6. I like the amount of space offered for storing and displaying important information.					
7	7. I may use my office for a variety of functions, including casual and last-minute meetings.					
8	8. My job has a direct influence on my health.					

SECTION D: BONUSES AND AWARDS OF RECOGNITION

Answer by the questions by ticking one of the options given:

Strong Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)

No.	Statement	SA	A	N	D	SD
1.	I am driven to work if I believe the rewards will appropriately compensate for my efforts.					
2	If I believe I will not be rewarded for my efforts, I will not be motivated to work.					
3	I am not motivated to work if I believe my labor and performance will be distributed unequally.					
4	There are monetary rewards offered by management.					
5	This organization strives to enhance working conditions in order to reward and recognize its personnel.					
6	Task completion is the emphasis of the company's reward and recognition program.					
7	Information on employee rewards and penalties is delivered in a clear and transparent manner					

SECTION E: EMPLOYEE TRAINING

Answer by the questions by ticking one of the options given:

Strong Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)

No.	Statement	SA	A	N	D	SD
1	Employees are encouraged to participate in educational and training opportunities.					
2	Employee education and training resources are available.					
3	Specific work-skills training is provided to all employees.					
4	The majority of the staff at this company have received training.					
5	Appropriate training tactics were implemented by this organization.					
6	This organization recognizes employees who need to be trained.					

SECTION F: EMPLOYEE RETENTION

Answer by the questions by ticking one of the options given:

Strong Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)

No.	Statement	SA	A	N	D	SD
1	I am actively/passively looking for another job outside of the organization.					
2	I would consider leaving for an organization that had excellent management.					
3	I would seriously consider leaving for even a slightly better position elsewhere.					
4	I would seriously consider leaving my job for a position where I could earn more.					

