



**THE IMPACT OF REWARDS AND PERCEIVED ORGANISATIONAL  
SUPPORT ON EMPLOYEE RETENTION:  
A CASE STUDY OF FIRST ALUMINIUM OF NIGERIA PLC**

**BY**

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SUPPORT ON EMPLOYEE RETENTION:  
A CASE STUDY OF FIRST ALUMINIUM OF NIGERIA PLC.**

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degree of Masters of Business Administration in Management  
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University of Technology

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## **DECLARATION**

I, **Oluwasegun Akinkunle OJEDIRAN** hereby declare that the work (described) in this study is my original work and has not been submitted for any other degree program or examination at any other institution. I further declare that all the works cited have been indicated and acknowledged by means of references.

*Oluwasegun Akinkunle Ojediran*

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## **DEDICATION**

This research study is dedicated to God Almighty, the giver of life and fountain of all knowledge for the strength and courage during the cause of study.

## **ABSTRACT**

This study investigates the influence of both total rewards and perceived organisational support on employee retention. The study was carried out in Nigeria. The objectives of the study were: to identify the impact of rewards and perceived organisational support on employees' retention, to assess if age, gender, race, qualification, job level and years of service influence reward preferences, to assess the relationship between an employee's rewards preferences and perceived organisational support, to investigate the perceived level of organisational support amongst employees at First Aluminium of Nigeria Plc and establishes the preferential influence of rewards on employees retention. This study examined and determined the rewards that are currently being used by First Aluminium of Nigeria (FAN) and investigate the most important rewarding factors that are aimed at retaining employees in its subsidiary company of FAN in another part of Nigeria. This study also investigates the perceived level of organisational support amongst employees and identifies the relationship between employee's rewards preferences and perceived organisational support. This study was conducted at First Aluminium of Nigeria Plc using a quantitative research approach. The sample size of the study was 270 workers within the FAN Organisation. The study used questionnaire used questionnaire for the collection of data and Statistical Package for Social Sciences (SPSS) was used to analyse the data while tables and figures were used to present data. Arising from the empirical findings and comparison with the theoretical framework discussion on the differences and similarities is made. Therefore, recommendations and conclusion were made for future researchers.

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## ACRONYMS

ANOVA.....	Analysis of Variance
ER.....	Employee Retention
FAN.....	First Aluminium of Nigeria
FR.....	Financial Reward
HR.....	Human Resource
MR.....	Monetary Reward
NR.....	Non-financial Reward
OS.....	Organisational Support
OSP.....	Organisational Support Practices
PN.....	Physiological needs
POS.....	Perceived Organisational Support
RP.....	Retention Preference
RS.....	Reward System
TR.....	Total Reward

# **CHAPTER ONE: GENERAL INTRODUCTION**

## **1.1 INTRODUCTION**

This chapter presents the general introduction to this work. It includes the background to the study, its aim and objectives, the significance of the study, the research questions, and a statement of the problem. It then proceeds to the scope of the study, shows how the literature review is linked with the topic and the theory, structural, emotional and environmental factors which serve as determinants of employee retention (ER), with a brief insight into the use of reward as a valuable instrument to attract, motivate and retain employees. Also, it reveals the sensitivity and goodwill of an organisation when compared to financial rewards (FRs) which could be used to influence employees.

## **1.2 BACKGROUND TO THE STUDY**

Employees are arguably the most valuable of all resources required for the effective, efficient and continued existence of any organisation. Glissmeyer, Bishop, and Fass (2007: 1) identify the alarming extent to which researchers have been inconsistent in revealing the cause for employees' intention to quit. Retaining employees is necessary, and initiatives by management to keep employees from leaving organisations are of paramount importance. This can be achieved by rewarding employees for performing efficiently at work, promoting harmonious working relationships and ensuring a healthy work environment. Total Reward (TR) and perceived organisational support (POS) influence employees' intention to depart from a company in search of an alternative workplace.

The long-term survival of any organisation depends on the willingness and commitment of employees, motivated by the rewards they are offered and their relationship with the management team (Omolayo and Owolabi, 2007: 1). The correct rewards strategies should attract and retain skilled employees (Smit, Stanz and Bussin, 2015: 1). Thus, organisations need to introduce effective retention practices which include a TR package with organisational support (OS) programmes, and a commitment to influence and equally retain the best and most

skilled employees (Smit, Stanz and Bussin 2015: 1). Irshad, Zaman, and Kakakhel (2015: 265) state that the primary consideration for skilled ER is the reputation of the organisation. This shows that organisations need to build a positive image of themselves through good leadership, support programs, advertisements and communication with employees.

According to Nazia and Begum (2013: 362), ER is associated with a business effort by an organisation to maintain its staff by sustaining an encouraging working environment. Organisations such as First Aluminium of Nigeria (FAN) may achieve ER, but the extent of efforts and methods used by employers has not been fully identified. Moreover, it is a difficult task to formulate organisational policies and practices within a beneficial environment which will encourage the continuous engagement of employees (Bhattacharya, 2015: 297).

The roles TR and POS play in attracting and retaining the employees at FAN are not clear. Nema and Nougriaya (2015: 140) point out that ER is not influenced by a particular factor, but that there are many factors, such as monetary rewards (MR), non-monetary rewards (NR) and POS, which are responsible for retaining employees within an organisation. Although there is a wide range of approaches and practices used for ER at FAN, only some of these have an impact on retention of employees at the organisation. These factors consist of financial and non-FRs; e.g. performance management and recognition, stress from overwork and poor work-life balance. Despite the diverse methods used for rewards, all do not necessarily have a positive effect on ER.

Salary is considered by some researchers as the sole determinant in motivating appropriate work behaviour and retaining employees. This seems to have little effect on employees at FAN, as they tend to consider other factors besides salary as priorities. Poor POS is caused by unfavourable decisions taken by management and treated as a managerial problem which requires urgent attention in order to provide a basis for competitive advantage within the global



market and quality service to customers. Waseem (2010: 2) states that the job attitudes and behaviour of employees are highly influenced by different institutional policies and programmes which eventually lead to constructive organisational outcomes.

### **1.3 STATEMENT OF PROBLEM**

According to Terera and Ngirande (2014: 482), there is little research on reward systems and OS offered and how these impact ER. One of the major challenges faced by organisations today is ER, and this can be traced to the highly competitive nature of the business and the inability of management to forecast their employee's future needs, which economists regard as insatiable. High turnover is well documented in today's turbulent business environment (Terera and Ngirande, 2014: 481). ER has always been a concern for every organisation and is part of the cost they face during company operation (Linget *et al.*, 2014: 2).

Many nations and organisations are determined to find ways to keep their most skilled employees from disengaging due to poor OS or rewards rendered in exchange for their efforts. Smit *et al.* (2015: 1-2) observe that the kinds of reward practices employers offer the correct people at the correct time are critical to employee engagement and retention, and are also how companies bring about a more meaningful relationship with their employees. Vuong (2014: 2) proposes some substantial problems in hiring and training a new worker, which causes additional time to fill and fit into operational positions, along with work pressure and safety issues, which cause employees dissatisfaction and influence their intention to stay with or leave an organisation.

In addition, Parach (2014: 93) points out the fulfilment or violation of the contract between employers and employees as a significant psychological issue, and a factor which may lead to talented employees intending to stay with or leave an organisation. Also, Kinyili, Karanja, and Namusonge (2015: 215) are of the viewpoints and establish that maintaining and retaining talented employees is

more challenging today than attracting employees. These factors have highly aggravated employee turnover resulting from the inability of FAN to create a suitable retention strategy to control its employees' intentions to stay or leave. Apart from the inability of FAN to retain their employees, sometimes promises made and unkept by the organisation and union, and the economic environment for business in the country which is characterised by unpredictable economic and political conditions have also been the case at FAN.

#### **1.4 AIM AND OBJECTIVES OF THE STUDY**

The aim of this research is to investigate the impact of rewards and OS on ER to understand factors used to retain employees at FAN.

The objectives of this study are as follows:

1. To identify the impact of rewards and POS on ER.
2. To assess if age, gender, race, qualification, job level and years of service influence reward preferences.
3. To assess the relationship between an employee's rewards preferences and POS.
4. To investigate the perceived level of OS amongst employees at the Tower group of companies.
5. To establish the preferential influence of rewards on ER.

#### **1.5 SIGNIFICANCE OF THE STUDY**

This study is of importance because its findings and recommendations will help FAN and other manufacturing companies focus on clear and achievable objectives and goals for themselves and their employees.

This study is significant because its contributions will help FAN and other organisations identify the instruments used by organisations to attract and retain their valuable employees, and how POS and intrinsic and extrinsic rewards

influence the behavioural decision of an employee to stay with or leave an organisation.

The study will significantly assist FAN and other organisations with an understanding of the use of TR and POS and their great interest to HR practices and management in producing and administering a healthy organisation. The results of this investigation could also be useful by informing companies of how to attract and retain valuable employees within their organisations.

Apart from the above-mentioned, this study will also add to the existing body of literature in social sciences and management.

## **1.6 SCOPE OF THE STUDY**

This research focuses on the types of reward used to attract and retain employees at an organisation. This research is distinctive because it focuses particularly on a selected manufacturing company in Nigeria. This company includes both a head office and a subsidiary company. The main reason for the study being conducted in the selected area is its target population and easily availability for the gathering of data.

## **1.7 EXPLANATION OF KEY OF TERMS**

### **1.7.1 Total Reward (TR)**

TR is defined as financial/non-financial, intrinsic or extrinsic packages designed to stimulate employees toward achieving organisational goals (Bussin, 2012: 2; Nazir *et al.*, 2011: 3047-3050; Pratheepkanth, 2011: 86). Nazir *et al* (2011: 3047-3048) further state that rewards refer to any form of financial, non-financial or psychological payment offered by employers in exchange for their employees' manpower. The reward system is made up of financial and non-FRs, as well as other forms of benefits.

### **1.7.1.1 Intrinsic Reward**

Intrinsic motivation is experienced when a man is motivated to represent the challenge or test involved in their work as opposed to their view of outside weights or remunerates (Masvaure, Ruggunan, and Maharaj, 2014: 490).

### **1.7.1.2 Extrinsic Reward**

Extrinsic motivation is a tangible reward influenced by the conditions of work and its social environment, such as security or benefits (Tippet and Kluvers, 2009: 9).

### **1.7.2 Perceived Organisational Support (POS)**

This is the extent to which employees believe that their input and attitude towards work are valued and appreciated (Smit *et al* 2015: 4).

### **1.7.3 Retention**

Nazia and Begum (2013: 6) define ER as a business effort to retain current staff by sustaining a supportive working environment. According to Chaminade (2007: 52), retention is a deliberate practice by an organisation to create an environment which encourages the employee to stay for a longer time. Bhattacharya (2015: 297) describes retention as an effort by employers to create a favourable environment which encourages continuous engagement of their employees with the organisational policies and practices that address the needs of the employees.

## **1.8 STUDY LAYOUT**

### **1.8.1 Chapter One – Introduction**

This chapter defines the significance and scope of this research and gives a summary of the background for the study, statement of the problem, aim, and objectives, as well the definition of key terms and limitations of the study.

### **1.8.2 Chapter Two– Literature Review**

This chapter reviews the literature on the use of TR, the most the important instrument for retaining workers, the type of reward, and addresses the influence of POS on the employee. Furthermore, it examines the historical overview of

rewards, theories, and models for ER from some of the earliest researchers, as well as the conceptual framework, followed by a chapter conclusion.

### **1.8.3 Chapter Three– Research Methodology**

This chapter explains the research design, target population, and sampling and data collection method used for the study, including the measuring instrument, validity, and reliability, data analysis, and a chapter conclusion.

### **1.8.4 Chapter Four– Data Analysis, Findings and Report of the Results**

The key purpose of this chapter is to discover recent factors which influence ER. The analysis of the data gathered and the findings, through the help of the questionnaire administered during the study, as well as the statistical method used to analyse the data, are presented in this chapter.

### **1.8.5 Chapter Five– Recommendations, and Conclusion**

In the final chapter, conclusions and recommendations are made based on the findings and results obtained during the course of this study. Recommendations are made in the current work to assist future researchers in related fields of study.

## **1.9 SUMMARY AND CONCLUSION**

This chapter has provided insight into the background of the research. The aims and objectives, the significance of the study, statement of the problem, research questions and scope of the work have been examined. The subsequent chapter presents a review of the related literature.

## CHAPTER TWO – LITERATURE REVIEW

### 2.1 INTRODUCTION

This chapter looks at the major works written on the topic of ER, the connection of ideas and knowledge, and the conceptual framework and responds to or builds on the theoretical and empirical literature reviewed. The literature reviewed emphasises that the quality nature of human resource practices always plays a crucial role in the retention of employees. Both intrinsic and extrinsic rewards are practices which need to be put in place to stimulate ER (Muze, 2014: 13).

As a result of a severe shortage of skilled employees experienced in different sectors and organisations across developing countries, attracting and retaining skilled employees has become a major challenge for human capital management (Terera and Ngirande, 2014: 1). Many organisations depend on the proficiency of their employees to compete satisfactorily and gain a competitive advantage in the global market (Samuel and Chipunza, 2009: 410). Unfortunately, retaining highly skilled employees is becoming increasingly difficult, as employees are attracted to other organisations with more enticing incentive packages.

The labour market has become highly competitive and both public and private institutions, regardless of their size and ranking, are faced with the challenge of retaining valued employees (Sheridan, 1992: 1037; Ramlall, 2004: 52; Samuel and Chipunza, 2009: 410; Chiboiwa, Samuel and Chipunza, 2010: 2103; Terera and Ngirande, 2014: 481). According to Gering and Conner (2002: 40) retaining good workers is essential for any organisation, essentially in managing turnover, as many organisations incur high costs due to voluntary employee turnover. Several studies have revealed that novel reward systems are synonymous with attracting and retaining profitable highly skilled employees (Ramlall, 2004: 52-53; Samuel and Chipunza, 2009: 411; Chiboiwa *et al.*, 2010: 2104-2105).

### **2.1.1 The Use of Reward**

According to Bussin and Van Rooy (2014: 3), the reward is an important instrument for attracting, motivating and retaining employees. A reward system is a significant method used by employers in stimulating the willingness of employees to be more dedicated and committed to organisations, and also to increase their levels of productivity in order to achieve the organisation's set goals. A reward system can be a set of financial/non-financial, and intrinsic or extrinsic packages designed to stimulate employees toward achieving organisational goals (Nazir *et al.*, 2011: 3047; Pratheepkanth, 2011: 86). Nazir *et al.* (2011: 3047) further state that rewards refer to any form of financial, non-financial or psychological payments offered by employers in exchange for employee manpower. Moreover, Armstrong (2002: 3-5) states that a reward system is a compensation package for employees based on their value and commitment to an organisation. The reward system is made up of financial and non-FRs as well as other forms of benefits. According to Thompson and Ryan (2013: 455), FR such as increased salary, bonuses, incentive pay, and benefits are elements of TR which organisations use in attracting and retaining their employees.

### **2.1.2 Financial and Non-Financial Rewards**

FR is an extrinsic motivator usually used by employers. It is a measure taken by the employer to stimulate their employees (Muze 2014: 14). Trippet and Kluvers (2009: 7) also identify extrinsic rewards as incentives provided in terms of monetary bonuses which include healthcare factors externally supplied by the employee. Scott (2012: 1) describes the term monetary reward as bonuses and cash incentives provided to motivate employee performance and productivity. These rewards are in form of employee stock options, profit-sharing plans, and annual bonuses. Ami, Boaten, and Yamoah (2015: 16), in their study, describe FR as the most important component of a reward system, and other specified benefits, as an optional element of reward. Likewise, there are intrinsic motivators used in stimulating and challenging employees towards achieving the goals of an

organisation. FR is thus an all-encompassing form of reward used to motivate employees (Muze 2014: 14).

Nazir *et al.* (2011: 3047) study found that non-FRs are more potent method of showing appreciation for employee behaviour than FR because FRs are more predictable. Intrinsic rewards are described as personal responses to employee commitment which result in internal satisfaction and pride in one's accomplishments (Trippet and Kluvers 2009: 7). NRs are incentives which are set aside and emplaced to help employees to learn, develop and achieve new ideas and growth. Non-financial components of a reward system may include recognition; praise; achievement; responsibility; promotion and personal growth; and advancement or capacity development opportunities (Armstrong, 2002: 4; Terera and Ngirande, 2014: 487; Victor and Hoole, 2017: 2). Other forms of the non-FR system include job security; training and development; OS culture; healthy work environment; and organisational justice (Nema and Nougriaya, 2015: 140).

A combination of financial and non-financial compensation and other benefits make up the TR system. However, different organisations adopt different employee rewards system strategies which contribute to ER and job satisfaction (Costello 2010: 1). There are contradictory opinions on the classification of reward categories, and there are many rewards models and frameworks used (Keuch *et al.*, 2006: 38). Categories of reward components are essential in motivating and retaining employees; however, salary is considered the major determinant for achieving this. Yet, remuneration alone may not always be sufficient to sustain motivation or retain skilled employees. Therefore, financial and non-FRs are needed by organisations to retain their valued employees and compete in the global market (Nienaber, Bussin and Henn, 2011: 2).

Several authors have argued that non-FR in the form of achievement, recognition, and advancement can stimulate employees more than their salary, job security,



benefits or working environment, which are categorised as FRs (Nazir *et al.*, 2011: 3050). On the other hand, Zhou and Volkwein (2014: 146-147) reveal FR as a mechanism for improving employee performances, while non-FR boosts the psychological behaviour of employees. Hence, TR is a financial and non-financial tool used in attracting, motivating and improving the competence of employees toward achieving organisational goals (Bussin and Van Rooy, 2014: 1-2; Silbert, 2005: 2). Psychological research has shown that gratitude is actually one of the keys to being happy.

Silbert (2005: 2) further describes reward as an appreciative measure given to an employee for their performance and contribution towards the success of an organisation. Nienaber, Bussin, and Henn (2009: 2) argue that reward is a motivator which attracts employee action and determines their leave, stays and future with the organisation. Furthermore, Doherty (2013: 20) defines reward as a motivational mechanism which influences employee behaviour while adding value to the development and growth of an organisation. Irshad (2012: 88) also describes reward as a benefit to compensate an employee's contributions and output for an organisation, as well as a mechanism to further stimulate employee behaviour for the development of an organisation. The reward can also be described as a form of exchange for an employee's manpower which can contribute to ER and job satisfaction (Costello, 2010: 1; Victor and Hoole, 2017: 3).

Nazir *et al.* (2011: 3047) identify reward as a significant element which determines an employee's job commitment and satisfaction. Pratheepkanth (2011: 85) reveals that contradictory opinions exist on the classification of reward categories, and there are many rewards models and frameworks (Keuch *et al.*, 2006: 38). Categories of reward components are essential in motivating and retaining employees; however, salary is considered the major determinant in the motivation and retention of employees. Remuneration alone, though, may not be sufficient

to sustain motivation or retain skilled employees. FRs may motivate employee job satisfaction, but may not be sufficient to retain skilled workers.

In addition, Muze (2014: 11) identifies a need to specify and categorise reward based on individual output and commitment to an organisation. Moreover, Nazir *et al.* (2011: 3047) specifically state that financial pay is an important factor of reward to retain an employee, although they emphasise that financial pay as an element of reward may create injustice within an organisational environment. Therefore, MRs and NRs are required by organisations to compete in the global market (Nienaber, *et al.*, 2011: 2). The most potent non-monetary factors which contribute to retention include development and growth opportunities, performance management and promotion (Terera and Ngirande, 2014: 487).

Job security, a culture of OS, a favourable work environment and organisational justice are also important non-FR components (Nema and Nougriaya, 2015: 140). In recent times, organisations have focused more on pay, promotion, and opportunities for employee growth as the main motivating factors for achieving set organisational goals (Muze, 2014: 11). In addition, many organisations are beginning to adopt shared decision-making structures between employers and employees as a major instrument for rewards (Muze, 2014: 11). Research conducted by Smit *et al.* (2015: 1) show that a combination of the right reward strategies will probably result in valuable factors which will attract and retain skilled employees. Terera and Ngirande (2014: 486-487) point out that the terms “reward” and “compensation” can be used interchangeably. Compensation is thus referred to as a major factor which determines ER.

Lockwood and Walton (2008: 4) also reveal that a good compensation package, competitive market-related pay and other benefits are the most effective ways in which an organisation can retain employees and be successful in their retention strategy. Organisational structure concerning the TR introduced determines employee behaviour and reactions to employee performance within an

organisation. Muze (2014: 16) states that organisations need to be proactive when it comes to rewarding their employees. Employers should have a well-defined reward structure rather than wait for their employees to tender requests for reward and recognition for their performance with monetary benefits and compensation incentives. Trippet and Kluvers (2009: 7) discover money as a major stimulator, and also state that intrinsic rewards are important to employees.

### **2.1.3 Perceived Organisational Support (POS)**

POS is an employee's conviction that an organisation cares, and values their input for organisational achievement (Krishnan and Mary, 2012: 2). POS refers to the manner in which the extent to which an employer values employee contribution toward achieving organisational goals, as well how much concern they have for employer well-being, are perceived (Dawley, Houghton, and Bucklew, 2010: 239). Several studies have found that POS impacts greatly on employee performance and well-being (Maertz *et al.*, 2007: 1061; DeConinck and Johnson, 2009: 334-335; Dawley, *et al.*, 2010: 239; Krishnan and Mary, 2012: 1017).

According to Krishnan and Mary (2012: 1017-1018), employees seek both socio-emotional resources, such as care, respect, and appreciation, as well as tangible benefits, such as wages and medical benefits, from their employers. In other words, employees take all of these factors into consideration when evaluating their POS. Furthermore, high levels of value and worth are found to be key components of POS, as they result in an increased sense of approval, self/work-esteem and affiliation (Krishnan and Mary, 2012: 1017-1018). Employees are highly sensitive to the level of value an organisation places in them, and it could, therefore, be argued that the level of value placed in an employee will determine their level of commitment and contribution to an organisation.

Employees are likely to be dutiful to an organisation where they are appreciated, valued and cared for, and where adequate attention is paid to their wellbeing (Dawley, *et al.*, 2010: 239). Godfrey (2010: 5) states that employees will be

committed and stay in an organisation which appreciates them, cares about their welfare and values their efforts. According to Rhoades and Eisenberger (2002: 698), POS theory is seen as the development of a POS which encourages and views employees as agents acting in terms of an organisation's intent, rather than solely in terms of their personal motives. This orientation is abetted by the organisation's legal, moral, and financial liability for the actions of its agents by organisational policies, norms, and background which provide stability and stipulate role behaviours. On the basis of the organisation's personification, employees often view their treatment as an indication and measure that the organisation favours or disfavors them (DeConinck and Johnson, 2009: 335).

Some studies describe employee POS in terms of what an organisation gives in return for the value imparted by their employees' services (Mariqueet, *et al.*, 2012: 70; Tumwesigiye, 2010: 943; Nayir, 2012: 101). Employee POS is a reflection of the way in which employers' measure employee attitudes and contribution to the output of an organisation (Kanten and Ulker, 2012: 1017).

Silbert (2005: 1) suggests that organisations need to be more sensitive to the importance of investing in their employees and put more effort into developing their human resources in order to contend effectively in the labour market (Silbert, 2005: 1). Nadiri and Tanova (2010: 9) find that whenever employees feel their input to an organisation is not highly valued and their wellbeing is not prioritised their dedication to work reduces and they may feel insecure, which can lead to high staff turnover. Jugurnath, Bhewa, and Ramen (2016: 1) state that a workforce which is well appreciated by an organisation is always willing to contribute to the success of organisational goals. They are also apt to perform more efficiently than disengaged workers who only do the bare minimum.

Organisational support practices are a more significant factor, when compared to a high salary, in attracting and influencing the retention of employees (Irshad, Zaman, and Kakakhel, 2015: 260). A study carried out by Silbert (2005: 1) reveals

that employee behaviour and output are reciprocal to their employer's attitude towards them. Every employer is responsible for human capital management, value and retention of their limited pool of talented employees (Nema and Nougriaya, 2015: 140). Muze (2014: 12) establishes a high turnover rate as the result of a lack of ER, the high cost of recruitment, selection, and training which are all factors traceable to management performance.

#### **2.1.4 Benefits**

According to Sinha and Sinha (2012: 149), benefits and pay are important factors and serve as motivators in retaining employees. Such benefits could be in form of training, career development programmes, healthy superior-subordinate relationships, and so forth.

##### **2.1.4.1 Training**

Training can be defined as a key retention factor for employees of any age (Sinha and Sinha 2012: 149). Previous studies have found that training is fundamental to the individual (behavioural) and professional (technical) employee development (United States Department of Labour, 2009: 1). "Adequate access to training and development programs for all employees is significant in facilitating organisational growth, particularly with performance and technological improvements" (Authority, 2009: 2). According to Prenda and Stahl (2001: 30), the resulting profits (organisational benefits and cost saving) from organising training and development programmes outweigh the initial cost spent. Eisen (2005: 17) states that training programmes available to all employees correlate with a 70 percent increase in ER rates.

Eisen (2005: 17-18) further argues that training programmes which engage workers with career challenges, advancement opportunities, work incentives, competitive wages/benefits, and supportive work environments are effective retention strategies for employees of any age group. Moreover, organisational and personal growths, as well as ER, are enhanced by adequate and timely

access to training programmes (Sinha and Sinha, 2012: 149). Previous studies reveal the existence of a relationship between training opportunities (competencies, efficiencies and intelligence) and the development of best practices, mentoring skills and technological competence amongst employees (Berryman and Vaughan, 1989: 2-3; McIntosh, 2001: 1). The benefits of training programs (tangible or intangible) are significantly related to high levels of consistency, competency, productivity, adaptability, independence, and loyalty amongst employees (Agrela *et al.*, 2008: 4; Boomer Authority, 2009: 3; Yazinski, 2009: 2). Training is likely to result in retention as employees perceive themselves to be the major benefactors. Maccoby (1984: 29-32) finds that training as a form of benefit for both employee and employers enhances employee satisfaction with their pay, and also motivates work productivity.

#### **2.1.4.2 Career Development**

Career development is another significant form of benefit. Although career planning through employee development programmes is a way of investing in employees, it equally assists in managing different aspects of employees' lives and also clarifies promotion plans (Sinha and Sinha, 2012: 149). Moreover, since employers are unable to promise job security in recent times, they can, however, assist employees in achieving and improving the skills required to be of high demand in the labour market (Das and Baruah, 2013: 11; Akhtaraet *al.*, 2015: 153). According to Eyster *et al.* (2008: 2), providing job flexibility and other career and life advancement opportunities are highly critical incentives for employees. Recent strategies used in promoting job flexibility include flexible career options (i.e. training, mentoring, workstation accommodations, job mobility and reduced work hours) and life options (i.e. counselling services, health, and wellness programmes) (Authority, 2009: 4; Eyster *et al.*, 2008: 2). Contrarily, O'Herron and Simonsen (1995: 103) state that these benefits can lead to some employees exiting an organisation since they have achieved skills which are in high demand in the labour market.

#### **2.1.4.3 Superior-Subordinate Relationship**

Employee development programmes are enhanced by a supportive organisational structure (Sinha and Sinha, 2012: 149-150). For any benefit programme to be effective and efficient, the support of the senior management team is imperative, since these people serve as role models for their subordinates (Zenger, Ulrich, and Smallwood, 2000: 23-25). Employee development programmes create new roles for senior managers and staff members, as mentorship and monitoring are added to their responsibilities (Sinha and Sinha, 2012: 149-150). They become coaches to their subordinates and assist in managing their subordinates' career growth, as well as motivating development efforts. O'Herron and Simonsen (1995: 103-104) suggest that senior managers may also require "Managing Career Development" so as to equip them with the skills required to motivate and support their subordinates through the career development process. The coaching of employees is highly necessary for assisting them to meet an organisation's set goals, and also as a way of expressing concern for their development (Sharzadi *et al.*, 2014: 159-161). It could thus safely be concluded that benefits are intangible incentives which impact greatly on employee motivation and retention.

#### **2.1.4.4 Compensation**

Adekoya (2013: 15-16) describes compensation as a component of the TR system which organisations utilise for attracting, retaining and motivating employees. Compensation can be in form of financial or non-financial tangibles which complement employees' mental and physical skills. Das and Baruah (2013: 10) emphasise that compensation as a factor for retention does not have much influence on non-management turnover, but rather serves as an essential key to minimise turnover and increase employees' organisational commitment. Ghansah (2011: 25) considers compensation as a very important segment of the ER literature. The author further observes that it is a competitive instrument for attracting and retaining talented and committed workers who are highly valued within an organisation. However, Ghansah (2011: 25) observes that

compensation as an approach to motivate competition within an organisation may not be enough to predict the retention of talented employees alone.

Doherty (2013: 21) argues that despite the obvious importance of compensation, it is only one of the elements required to build a healthy work environment. Irshad (2012: 87-88) describes compensation as one of the major factors in retaining employees. The author emphasises that competitive compensation packages can serve as a stimulus to determine employees' commitment and turnover. However, some authors have stated that good and competitive pay will satisfy employees, but may not motivate them to higher output. This shows that a lucrative pay rate is at times insufficient in itself to motivate workers to maximise their output. Many organisations have adopted lucrative pay packages, such as performance-based pay, bonuses, special pay, gain share pay, stock options retention pay, and so forth. However, Sinha and Sinha (2012: 150) state that developing a compensation structure which supports employees' growth and development is often a difficult task for organisations.

However, several strategies, such as increment in salary and emphasising a healthy team environment based on individual performance and achievement can result in inconsistencies which stir up unhealthy competition and cynicism amongst employees (Feldman, 2000: 1290-1291). A good example is when the pay of a set of employees is not increased, yet other executive members of the organisation are luxuriously compensated (Feldman, 2000: 1290-1291). An organisation's compensation structure must be formulated in a way that it extends to all employees, irrespective of their level within the organisation. O'Herron and Simonsen (1995: 105) suggest a system where pay increases can be perceived as creative moves which are suitable for employee growth and development.

#### **2.1.4.5 Stress from Overwork and Work-Life Balance**

Das and Baruah (2012: 11) agree that work-life balance should never be overlooked, as it is an essential factor which influences ER. Mehta, Kurbetti, and



Dharkhar (2014: 156) find that work during weekends cause stress and exhaustion in employees. Mehta *et al.* (2014: 156) also establish work-life balance as a strategy for reducing a high turnover rate and identify the major causes of work-life imbalance, such as stress, exhaustion, and work overload. Kossivi, Xi and Kalgora (2016: 263) describe a close and positive relationship between work-life balance and ER. They observe that flexible work schedules and emotional support through work-life balance give employees time to attend to both their professional lives and family responsibilities. Ghansah (2011: 46) identifies work-life balance programmes as a distinct factor which makes employees more committed and allows them to achieve a potentially less stressful balance between duties at the workplace, family and other extraprofessional obligations.

#### **2.1.4.6 Growth and Advancement Opportunity**

Das and Baruah (2012: 10) are specific in their study that growth and advancement opportunity stand as the best techniques and most lucrative incentives for employee's effective commitment to maintaining a competitive edge in the global context. This implies that employee satisfaction will result in their commitment to an organisation. Kossivi *et al.* (2016: 262) emphasise the role of critical growth and advancement opportunities for ER and engagement within an organisation. Several studies have identified growth and advancement opportunities, advancement plans, internal promotion and accurate career previews as significant contributing factors to ER (Arnold, 2005: 134; Herman, 2005: 3). Furthermore, training opportunities, development, and career planning are key factors in developing an effective retention plan (Irshad, 2012: 89; Ghansah, 2011: 20).

Irshad (2012: 89-90) goes further to explain that the impact of this factor extends beyond retaining skilled employees and also affects skills management which adds value to employees who benefit from the training and development process, and this will likely result in better achieving organisational goals. This is therefore essential, as it correlates with job satisfaction. Performance management and

recognition systems are equally important as it is accepted that the continuity of an organisation is enhanced by employee attitudes, values and expectations. Since human resources is the backbone of organisations, employers are now recognising and desiring ER as an urgent human resource practice which needs strategic planning and attention. Employees stay active and remain loyal to an employer which values, trusts and stimulates their performance input.

### **2.1.5 Retention**

According to the *Concise Dictionary of Management Terms*, compiled by Musa Kamawi (2011: 32), retention is identified as an initiative taken by management to keep employees from leaving, such as rewarding them for performing their jobs effectively, ensuring harmonious working relations between employees and managers and maintaining a safe and healthy work environment.

Meanwhile, Chaminade (2007: 52) states that retention as a deliberate practice by an organisation creates an environment which encourages employees to remain for a longer time. Fox (2012: 8) points out that ER has the ability and influence on an organisation to maintain its employee base. Retention is the effort by employers to create a favourable environment which encourages continuous engagement of their employees with organisational policies and practices that address employee needs (Bhattacharya, 2015: 297). Furthermore, retention is a strategy used by an organisation to avoid the exit of valued employees, as this can negatively impact on productivity and profitability (Samuel and Chipunza, 2009: 411). Mehta, Kurbetta, and Dhankhar (2014: 154) state that ER is an instrument utilised by organisations in influencing a workforce to meet organisational goals. Muze (2014: 10) expresses retention as a way of keeping disciplined employees who contribute their unbiased quota in the development and attaining of organisational goals and objectives.

In recent times, retention has become a crucial issue which must be faced by organisations in order to attract valued employees and curb the general issue of

high employee turnover (Irshad, Zaman, and Kakakhel, 2015: 258). Fox (2012: 10-12) also emphasises the challenges associated with motivating and retaining talented employees. Hausknecht, Rodda, and Howard (2009: 5) describe ER as a major concern for many organisations and point out the consequences of organisations' inability to retain valued and talented employees, which includes being left with a few averagely skilled and unskilled workers, and consequently impacts negatively on achieving organisational goals. Previous studies have established that a high level of turnover results between 50 and 500 percent of an employees' annual salary (Doherty, 2013: 21; Kavitha, Geetha and Arunachalam, 2011: 766-768). In addition, Ghansah (2011: 18) also identifies that the cost in turnover can trigger a loss of up to 200 percent of the salary of a talented employee who leaves an organisation.

Sinha and Sinha (2012: 147) reveal that retention is achieved not only by an increment in salary, benefits package and compensation but also in factors which influence the needs and desires of employees. However, some authors have discovered the determinants of employee commitment and a desire to stay with an organisation to be based on different factors (Terera and Ngirande, 2014: 482-483; Kossivi, Xu and Kalgora, 2016: 262). Previous studies have revealed numerous factors which essentially impact on retention of employees, and these include: developmental opportunities and quality supervision; job and colleague stress; compensation and appreciation for work done; provision of challenging work; promotion and development opportunities; attractive atmosphere within an organisation; relationships with colleagues; work-life balance; and communication (Walia and Daroch, 2017: 577; Samuel and Chipunza, 2009: 413-414).

According to Aquino *et al.* (1997:8), human resource strategies which create ER and a satisfactory work environment include effective communication; work environment; skills and advancement opportunities; good compensation; benefit plans; and the recognition of workers, which are all considered to be motivators (Ghansah, 2011: 19-20). Sinha and Sinha (2012: 146) emphasise that retention

requires more than one factor to keep employees, and list other contributing factors, such as organisational culture; communication; strategy; pay; benefits; flexible work schedule; and career development system. Luthans (2000: 33) states that employee recognition and assistance are amongst the tools organisations use to boost morale and retain employees. Strategies, such as verbal praise, award ceremonies, and public announcements, and programmes like healthcare and physical and mental counselling services are adopted in developing an effective retention package. Fox (2012: 17) conceptualises ER based on the culture of an organisation and reveals that employees should be valued and appreciated in the same manner as guests would be treated. He further stresses that employers should be knowledgeable about methods to attract and retain employees. According to Fox (2012: 17-18), this is more valuable than compensation and benefits but relies on an organisation's goodwill, treatment of employees by management, the quality of operations and the satisfaction of customers. Doherty (2013: 21) suggests six crucial ways of retaining employees, which include: communication; recruitment; pay; benefits; training; job satisfaction; and the need for management to technically implement a solid retention programme.

Furthermore, Victor Vroom's Expectancy Theory and Herzberg's Two Factor Theory (Herzberg 1969) explain the relationship between structural, emotional and environmental factors which determine the retention or disengagement of employees in an organisation (Zhou and Volkwein, 2004: 3-5; Daly and Dee, 2006: 60-61). Herzberg's Two Factor Theory (Herzberg 1969) describes the internal values which stimulate an employee's external behaviours (Bassett-Jones and Lloyd, 2005: 931-932). These authors state that organisations often create TR packages to retain employees, but underestimate the importance of individual reward systems. However, individualisation can occur through segmenting the workforce and setting structural reward models in place according to individuals' preferences in the different segments (Nienaber, Bussin and Henn, 2011: 16). Based on the observations made by previous studies it could be argued that both

general and individual reward packages are required to retain valued employees and also in achieving organisational goals.

## **2.2 THEORETICAL LITERATURE REVIEW: THEORIES AND MODELS FOR EMPLOYEE RETENTION**

### **2.2.1 Herzberg's Theory (Motivator-Hygiene)**

Herzberg (1959: 416-417), who is recognised as one of the earliest researchers of job redesign and motivation, describes employees' perceptions of satisfaction as being intrinsic elements of their jobs. These elements are referred to as "motivators", which consist of variables such as recognition, responsibility, achievement, advancement, and growth. Furthermore, he acknowledges the existence of dissatisfying perceptions, which he calls "hygiene" factors. Hygiene factors are extrinsic non-job-related factors and may include "company policies, salary, co-worker relations, and supervisory styles" (Ramlall, 2004: 56-57). Herzberg went further to argue that if the causes of dissatisfaction are eliminated, hygiene factors will not lead to dissatisfaction (Steers and Sanchez-Runde, 2002: 4). In addition, although the elimination of such factors will result in a peaceful working environment, they will not necessarily result in employee motivation (Robbins, 1993: 2). Likewise, Ramlall (2004: 57) supports the assumption made by Fredrick Herzberg that employee must be motivated by those elements which lead to job satisfaction. These elements are enriched by advancement and growth opportunities, responsibility, achievement, and recognition rather than compensation, good working conditions and similar elements (Ramlall, 2004: 57). However, Herzberg states that factors which are responsible for job satisfaction are diverse from those which result in job dissatisfaction. Abdul Rahim and Wan Daud (2012: 70) describe Herzberg's theory as a modification of Maslow's theory and identify it as the most suitable to be used since it identifies both intrinsic and extrinsic factors which contribute to job satisfaction and dissatisfaction respectively. According to Herzberg (1959: 1-2), job satisfaction is achieved through the use of motivators. Motivation can be enhanced by implementing fundamental changes to the work environment and the employees' job

description, which Herzberg refers to as “job enrichment” (Iguisi 2009: 143). Ramlall (2004: 56-57) states that jobs should be restructured often in order to accommodate “increased challenge, responsibility, and opportunities for advancement, personal growth, and recognition”.

Herzberg (1959: 3) finds that giving employees additional responsibilities, particularly tasks previously performed by their supervisors or senior colleagues, is a potent motivator – he refers to this as “vertical loading”. Moreover, Herzberg states that employers’ roles extend beyond merely motivating through the use of compensation, good working conditions, and so forth, but that motivation must be enriched by providing employees with opportunities for achievement and recognition, stimulation, responsibility and advancement (Herzberg 1968: 58). Awuah (2011: 35) supports the assumption made in Herzberg’s theory that employees tend to be satisfied when there are potential opportunities for frequent recognition, and by being given responsibility and advancement at work by supervisors. The table below illustrates the principles of increasing employee responsibilities.

**Table 2.1: Principles Used to Provide Additional Responsibility (Herzberg 1968)**

Principle	Motivators Involved
a) Removing some controls while retaining accountability	Responsibility and personal achievement
b) Increasing the accountability of individuals for their own work	Responsibility and recognition
c) Giving a person a complete natural unit of work (module, division, area, and so on)	Responsibility, achievement, and recognition
d) Granting additional authority to an employee in their activities; job freedom	Responsibility, achievement, and recognition
e) Making periodic reports directly available to the worker rather than to a supervisor	Internal recognition
f) Introducing new and more difficult tasks not previously handled	Growth and learning
g) Assigning individuals specific or specialised tasks, enabling them to become experts	Responsibility, growth, and advancement

### 2.2.2 Maslow's Theory of Needs

Over the past decade, Maslow's theory has become a famous theory of motivation for the discovery of the hierarchy of needs. Maslow (1943, 1954) establishes his theory on the hierarchy of needs as a psychological-motivational theory which comprises five models of human needs, and predicts their preference in ascending order: a) physiological needs; b) safety needs; c) social needs; d) esteem needs; and e) self-actualisation needs.

**a. *Physiological needs:*** Abdul Rahim (2012: 69) defines physiological needs as essential needs which are biological in nature and the basic necessities of life, such as air, food, and shelter. Physiological needs allow the body to work

in accordance with the environment so as to accomplish the tasks of basic survival (Poston, 2009: 348-349). According to Poston (2009: 348-349), physiological needs are triggered by individual cravings and oftentimes people strive to satisfy these cravings at all costs. Furthermore, the human body also reacts negatively if such needs are not adequately met.

**b. Safety needs:** can be described as all attributes which are considered as providing security in all forms in a job, inclusive of fringe benefits (Rahim, 2012: 69). These needs may include security; warmth; love; finances, and so forth. These needs, as with physiological needs, persist throughout life and require consistent satisfaction to achieve a life balance (Poston, 2009: 350). The desire to constantly meet these needs is synonymous with maintaining stability in the employee's life, particularly the feeling of security in the workplace. Although these needs are more psychological in nature they should not be underestimated. The needs for security, whether financial, physical, emotional and so forth, are significant to human existence. According to Gawel (1997: 3), safety needs vary for different employees depending on individual preferences and priorities, as well as individual socio-economic and socio-demographic statuses. Safety needs are often expressed as socio-economic needs, particularly in adults (Poston, 2009: 350). According to Benson and Dundis (2003: 317), the loss of a job can result in fear and anxiety which could negatively impact an individual's mental health and social life, thereby resulting in regression.

**c. Social needs:** Poston (2009: 350) describes social need as a sense of belonging and the desire to build relationships with others. This may include the desire for love, acceptance, and companionship with significant others. This is experienced at every stage of human existence, from childhood to adulthood, and is often influenced by several factors (Poston, 2009: 350; Benson and Dundis, 2003: 318). Some of these factors are socio-economic status, educational level, family structure, as well as organisational structures.



**d. *Esteem needs:*** Rahim (2012: 69) observes esteem needs as being goodwill, relationships and the desire to be accepted by other employees and groups. Esteem needs can be either high or low. The higher form of self-esteem which Maslow addresses is that of self-respect. According to Poston (2009: 351), a higher form of self-esteem is achieved and maintained by the level of an individual's accomplishments, and if steadily maintained, becomes a permanent part of an individual's existence. People with high self-esteem respect themselves more, are better satisfied with themselves and are more confident in their strengths and skills (Dundis, 2003: 318). They tend to be more confident about their abilities, their competencies and the mastery of tasks. On the other hand, individuals with low self-esteem have a "low opinion of themselves and their self-image", and such people experience inferiority complexes (Poston, 2009: 351-352). People with low self-esteem are more critical of themselves and engage in negative self-talk which constitutes a major barrier to achieving personal growth and development.

**e. *Self-actualisation needs:*** Maslow defines self-actualisation as the only component of being falling within the hierarchy model. "Being" in this context refers to independence. "Self-actualisation is the inner dialogue that everyone establishes at some point in their lives" (Poston, 2009: 352). However, to achieve self-actualisation some of the other needs must have been accomplished or satisfied. An individual is able to channel their will to focus on life and their passions once all other basic needs in the model have been actualised (Rahim, 2012: 69). Poston (2009: 352) further argues that self-actualisation is measured by the degree to which an individual can clearly define their perception of life and the circumstances which surround their life at any point in time.

### **2.2.3 Robbin's Theory**

A motivational theory which is used to understand the results of performance is "Expectancy Theory". Robbins (1998) refers to expectancy theory as dealing with subjective probabilities, such as expectancy and instrumentality. Robbins (1998)

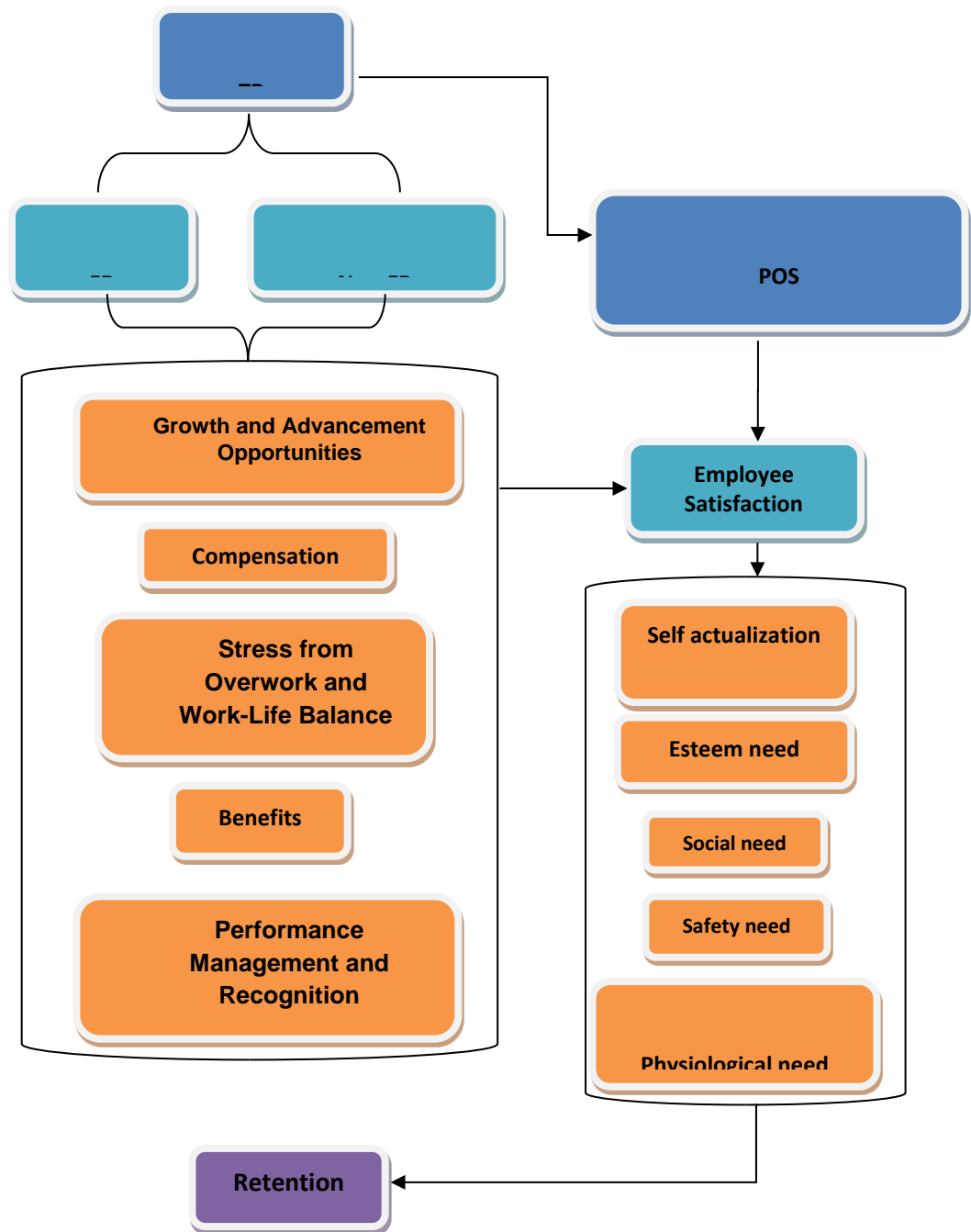
states that an employee's motivation is made up of two variables: concept of an effort-reward probability; and the concept of reward value.

Over the years, various arguments have emerged concerning the cause of employees' and organisations' low or ineffective inputs, and why employees are dependent on motivations for achieving efficiency. Motivation is therefore seen as an important element used in addressing low output, poor performance and work discontent (Maduka and Okafor, 2014: 137-138). Motivation theories are classified into two groups, which are content theories and process theories (Iguisi, 2009: 142). The content theory explains that factors which can change an individual's behaviour are what stimulate them.

The process of motivation began due to a need to energise employees so as to sustain their actions and attitudes within the workplace (Maduka and Okafor, 2014: 137). Motivation is the internal or external energy which provides a willingness to perform and act in an expected way. The internal and external means are the driving forces which arise within individuals, and which are applied by the organisation, respectively. It is not, however, a magical force which can bring about a miracle, but a structured strategy which assists in achieving organisational objectives (Rizwan *et al.*, 2010: 213). Motivation, therefore, determines the degree to which an employee is devoted to their work, although the organisation has limited power on employees' motivation or on fulfilling individual emotional drives (Sharzadi *et al.*, 2014: 159-160). Motivation is a way of creating a stimulus which makes a person give more of their ability and controls their behaviour (Manion, 2005: 282). Motivation represents that emotional process which causes stimulation, direction, and diligence of intentional activities which are purposeful. It is the method which arouses, energises, directs and sustains behaviour and performance (Luthans, 2000: 34, Dobre, 2013: 54). It is seen as a powerful tool for controlling and effecting behavioural change (Pratheepkanth, 2011: 85). The uniqueness of this strategy is not only for the growth of the organisation, but also for individual employees, where both are

beneficiaries (Osabiya 2015: 63). Motivation is the factor which brings about the accomplishment of set goals and prospects. It can be argued that motivation is the reason individuals behave in certain ways. Motivation thus represents one of the essential tools used to manage productivity due to unsatisfied needs, which creates a state of tension or disequilibrium, causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying their needs (Robbins, 1998).

## Conceptual framework



**Figure 2.1: Conceptual Framework Adapted from Maslow's Theory of Needs (1943)**

(Source: Researcher's own construct 2018)

This research framework was developed from past theoretical reviews by researchers who examined the level of TR and POS on ER. This examined the link between all identified variables: both independent and dependent variables in the literature review. The main constructs include ER as the dependent variable and TR and POS as independent variables. Therefore, this research framework was set up based on the theoretical gaps observed in the theories examined. This study intends to access, examine, identify and establish the preferential influence of reward and OS on ER.

### **2.3 CONCLUSION**

This chapter has reviewed the significant scholarly literature on the impacts of TR and POS on ER. It has presented the conceptual framework and key results from correlated studies. The chapter has recognised the significance of ER. Having reviewed relevant works on instruments used to retain employees, an approach which highlighted the distinctive features of TR and POS was considered relevant for this study.

The following chapter discusses the research methodology employed for this study.

## CHAPTER THREE – RESEARCH METHODOLOGY

### 3.1 RESEARCH APPROACH

In this study, a quantitative approach was used to obtain the best results for this research, as it appeared to be more suitable in exploring the impact of TR and POS on ER. This chapter also identifies the area of the study, the population of the study, sampling techniques, instrument used for collecting the relevant data, the method for the administration of the questionnaire, as well as the method of data analysis used.

According to Creswell (2012: 13), as cited in Smit, Stanz and Bussin (2015: 4), “retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support” require quantitative research which looks at the figures and statistical analysis of data gathered from questionnaires, as opposed to examining processes and meanings, as in qualitative research. This involves numerical data which relies on statistical analysis. Maree (2014) identifies quantitative research as a design which deals with the facts and feedback from participants. Smit, Stanz, and Bussin (2014: 4) acknowledged that a quantitative research approach is a non-experimental design method which is mostly used as an approach to explore and determine the validity of the research topic. Pillay, Buitindach, and Kanengoni (2014: 6) are of the same opinion and observe quantitative research design as being a numerical data methodology using counting, measuring events and statistical analysis of data rather than abstract ideas.

Quantitative research, therefore, evaluates objective data and tests the relationships between variables, which data are measurable and can be analysed using a statistical system. This study used a questionnaire-based quantitative research approach to explore the impact of rewards and OS on ER. The quantitative research approach was used to explore the aims and objectives of this study. Data was collected using a self-administered questionnaire adapted

from the study performed by Smit (2013: 4-5). The questionnaire comprises two constructs, namely: TR components and POS, and is designed clearly and in parts (Part 1, Part 2 and Part 3) which give respondents an understanding of what the questions entail. Authorisation to carry out the survey was sought with a letter of request to the targeted company which granted permission to collect information from its staff.

### 3.2 RESEARCH POPULATION

The staff of First Aluminium of Nigeria (FAN) PLC, situated in Lagos state Nigeria, and a subsidiary company in Port-Harcourt, made up the research population for this study. Specific target populations for the study were selected from all workers and management at each hierarchical level of the head office and branch office of the company.



**Figure 3.1: Map of Nigeria, with states, and the location of the companies**  
(Source: Online Map of the World (updated on 21<sup>st</sup> November 2014))

### 3.3 SAMPLING METHOD

Sekaran and Bougie (2009: 264) define sampling as the process of selecting a sufficient number of the right elements from within the targeted population. This

study was conducted at the head office and a branch of FAN PLC using a quantitative research method. Krejcie and Morgan (1970: 8) state that an acceptable sample size should be representative of each population range researched. In this study, 270 employees at FAN were used; therefore, an accepted sample size was 160 workers. The selection of the participants was from within the head and branch offices of the company. The participants, who are workers in the field, were selected through snowball sampling. This sampling method ensured that the branch and departments were included in the study's focus. Table 2 gives the figures for the numbers of employees selected for the study from the company's head offices and Port Harcourt branch offices.

**Table 3.2: Strength of Workers**

AREA	FIRST ALUMINIUM OF NIGERIA	NO. OF WORKERS
Ikeja, Lagos State	Head office	132
Port Harcourt, Rivers State	Branch	138

**Table 3.3: Quantitative questionnaire plan**

AREA	FIRST ALUMINIUM OF NIGERIA PLC	NO. OF WORKERS	TARGETED RESPONDENTS
Ikeja, Lagos	Head office	132	79
Port Harcourt, Rivers	Branch	138	81

### **3.4 DATA COLLECTION**

Sekaran and Bougie (2009: 235) state that a data collection is an approach to gathering and measuring information on the study's variables of interest in an established systematic fashion to arrive at a complete and accurate picture of an



area of interest. This is meant for collecting relevant information for building up a body of valid and reliable knowledge about the study area and topic. The process is usually preliminary to statistical analysis of the data. There are two main sources for collecting data; these are primary and secondary data, which are useful for extracting both first- and second-hand information. Primary data refers to information obtained directly by the researcher from individuals, focus groups and panels of respondents on a specific issue.

This research focused on obtaining primary data with an administered questionnaire. The questionnaire was prepared in English, the official language of Nigeria and the organisation in question. This language was chosen to assist respondents with a sufficient level of literacy and acquaintance with the language used. Therefore, this study collected data using a quantitative method. A letter of request and permission were sent to the head offices of FAN PLC explaining the purpose of the study, and inviting them to participate while assuring them of confidentiality. In addition, a letter of informed consent was signed by each respondent who participated in the research process.

The data from the survey conducted for this study was collected using a self-administered quantitative questionnaire adapted from the study conducted by Smit, Stanz, and Bussin (2015: 5). The self-administered questionnaire method is accepted as being convenient, effective and inexpensive (Chia *et al.*, 2014: 15). The questionnaire was made up of two constructed variables from the conceptual model presented in the second chapter of this dissertation, namely TR components, and POS, and consisted of three parts. **Part 1:** Demographic questions, which required respondents to answer them by ticking or filling in their personal data accordingly. **Part 2:** This part assessed the current rewards which are being used to retain employees and their preferences for them. It comprises five independent variables which are: compensation; benefits; work-life balance; performance management and recognition; and development and career opportunities. Each of these variables had relevant sub-questions to be answered

by respondents. **Part 3:** This part measured employee insight into the organisation's attitude towards the respondents. It comprised statements which signified likely opinions or views which respondents might have about their pride in functioning for their organisation, the input to their lives, and general satisfaction regarding their organisation's attitude toward them.

Apart from the demographic variables, all other items for the other variables were collected using the following five-point Likert-Scale in order to record the level of agreement of the workers with the items in the questions: strongly disagree, disagree, weakly agree, agree and strongly agree.

### **3.5 DATA ANALYSIS**

Data analysis arranges and interprets the collected data from data collection tools (such as the questionnaire) into useful information (Chia *et al.*, 2014: 46). The Statistical Package for Social Sciences (SPSS) is a data management and analysis program designed to conduct statistical data analysis, descriptive statistics such as plots, frequencies, charts, and lists, as well as sophisticated inferential and multivariate statistical procedures (Sekaran and Bougie, 2009: 22). In the analysis of data collected during the course of the study, the SPSS software package was used to provide descriptive and inferential statistics. After the collection of the completed questionnaires, the responses were coded and entered into an SPSS spreadsheet as the basis for statistical calculations to be performed.

### **3.6 VALIDITY AND RELIABILITY**

Sekaran and Bougie (2009: 304) describe validity as the degree to which the research results precisely represent the collected data and are comprehensive or transferrable to other contexts or settings. According to Drost (2011: 105), validity is concerned with the meaningfulness of research components. In order to increase confidence in the research data, methodological triangulation was employed in data collection. Reliability is the extent to which the instruments

deployed can measure similar results in reaching a consistent conclusion by other researchers (Saunders, Lewis and Thornhill, 2009: 23). The Cronbach Alpha test is a measure of the reliability of a questionnaire; it splits the questions in an instrument in every possible way and computes correlations for them all (Saunders *et al.*, 2009: 23).

### **3.7 TRUSTWORTHINESS**

1. The researcher ensures that the study has tested what was meant to be tested.
2. Transferability: the primary responsibility and degree to which the result of a research can be generalised.
3. Dependability: any future researcher can use the information in this study and derive similar results.
4. Conformability: the research was objective in order for the study findings to be the result of the ideas and experiences of the targeted respondents (Rasiki, 2007: 3).
5. Finally, the results were independently verified without any complications (Shenton, 2004: 63).

### **3.8 CONCLUSION**

This chapter addressed the procedure used to gather and analyse the required data to discern solutions and address the research objectives. The research design and research methods were discussed. Sampling, target population and data collection methods were described. The sample size and respondents were determined to be sufficient to achieve an acceptable sample size. Data were collected through a constructed questionnaire. The next chapter presents and analyses the data from this research.

## CHAPTER FOUR – RESEARCH RESULTS AND FINDINGS

### 4.1 INTRODUCTION

This chapter presents the findings of the study after conducting the different research procedures described in the previous chapter. This includes findings on the instrument's reliability and validity, as well as descriptive and inferential statistical results. The final outcome of this chapter is the presentation of the empirically validated model proposed by this study on the impact of TR and POS on ER.

### 4.2 DATA RELIABILITY AND VALIDITY

This section presents the Cronbach's Alpha ( $\alpha$ ) coefficients which were obtained for the testing of the reliability of the questionnaire instrument used in this study, as well as the Pearson Correlation coefficient results obtained from testing its validity.

#### 4.2.1 Instrument Reliability

Table 4 shows the Cronbach's alpha ( $\alpha$ ) coefficients of the Likert-scale research variables for this study. The values for all these Cronbach's alpha ( $\alpha$ ) coefficients are greater than 0.7. This clearly indicates that the questionnaire used in this study was reliable.

**Table 4.4: Cronbach's alpha coefficients**

Variable	No of items	Cronbach alpha
Compensation	8	0.774
Growth and Advancement Opportunities	9	0.889
Stress from Overwork and Work-Life Balance	8	0.836
Benefits	5	0.872
Performance Management and Recognition	11	0.931
POS	6	0.882

#### 4.2.2 Instrument Validity

The values for the Pearson correlation coefficients between each variable in this study are presented in Table 5. All these correlations are significant, and this shows that all the items for each of the variables of this study are valid.

**Table 4.5: Pearson correlation coefficients**

		COMPENSA- TION	GROW_ADV _OP	STRESS	PERFOR- MANCE	BENEFIT S
<b>COMPENSATION</b>	Pearson Correlation	1	.673**	.622**	.565**	.698**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	165	165	165	165	165
<b>GROW_ADV_OP</b>	Pearson Correlation	.673**	1	.755**	.653**	.710**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	165	165	165	165	165
<b>STRESS</b>	Pearson Correlation	.622**	.755**	1	.611**	.633**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	165	165	165	165	165
<b>PERFORMANCE</b>	Pearson Correlation	.565**	.653**	.611**	1	.623**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	165	165	165	165	165
<b>BENEFITS</b>	Pearson Correlation	.698**	.710**	.633**	.623**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	165	165	165	165	165

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

### 4.3 DEMOGRAPHIC AND DESCRIPTIVE STATISTICS

This section presents the means and frequency of descriptive statistics for the research variables in the study. This gives an overall description of the demographics of the participants for this study.

#### Demographic Descriptive Statistics

Table 6 to Table 14 show the distribution of participants in this study according to their gender, their age, their marital status, their academic qualification, their industry, their position held, their number of years with the company, and the length of time they intend working for the company.

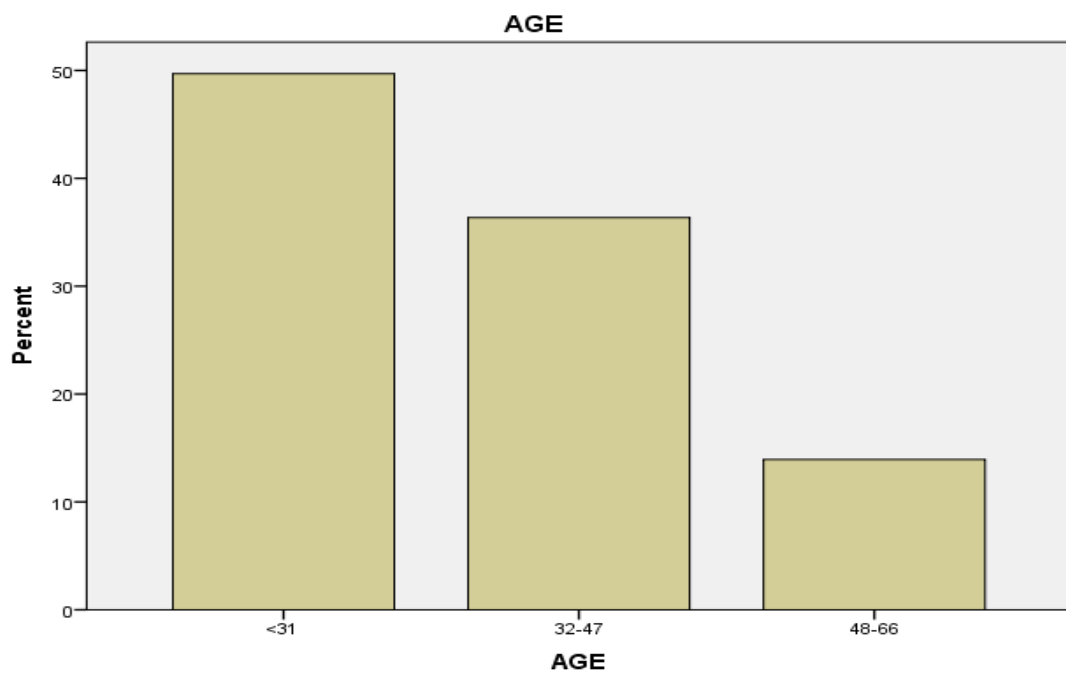
**Table 4.6: Summary of distribution of participants**

#### Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
AGE	165	1	3	1.64	.715
GENDER	165	1	2	1.31	.464
MARITAL STATUS	165	1	2	1.59	.493
ACADEMIC QUALIFICATI ON	165	1	4	2.44	1.026
INDUSTRY	165	1	6	3.01	1.071
POSITION	165	0	6	2.48	1.759
YEARS	165	1	4	2.45	1.085
LENGTH	165	1	4	3.10	1.025
Valid N (listwise)	165				

**Table 4.7: Age distribution of participants**

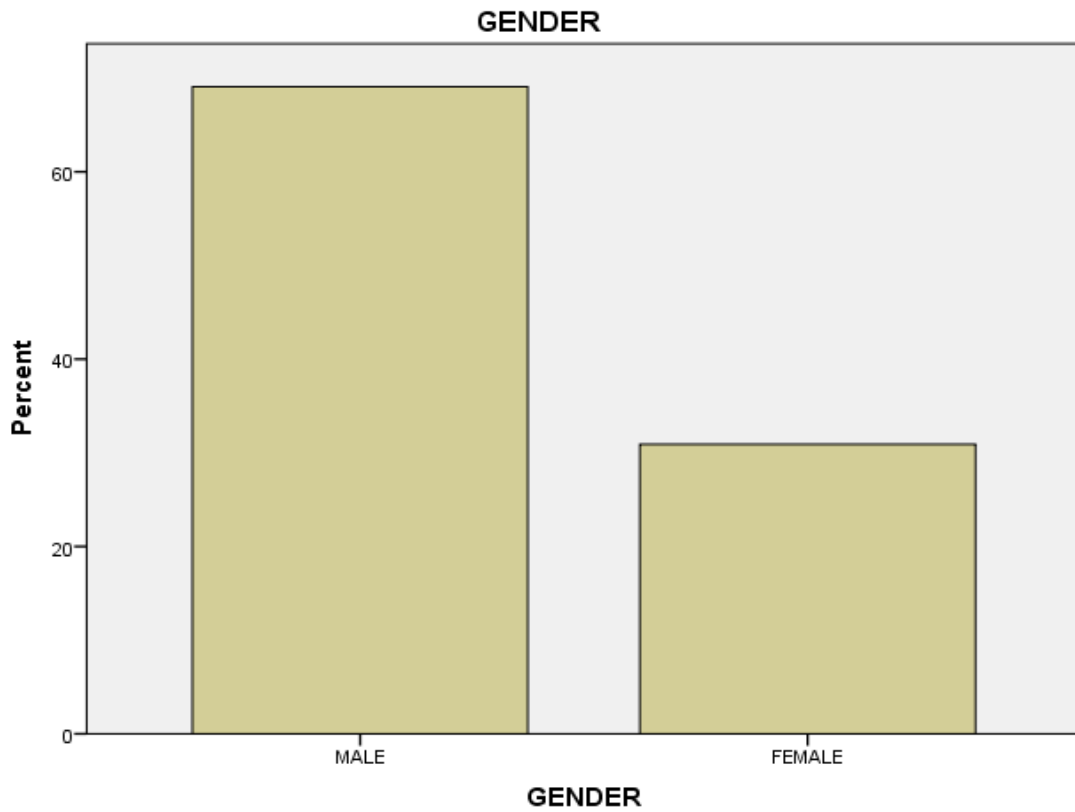
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<31	82	49.7	49.7	49.7
	32-47	60	36.4	36.4	86.1
	48-66	23	13.9	13.9	100.0
	Total	165	100.0	100.0	



**Figure 4.1: Bar chart representing the age distribution of participants**

**Table 4.8: Gender distribution of participants**

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	114	69.1	69.1	69.1
	FEMALE	51	30.9	30.9	100.0
	Total	165	100.0	100.0	

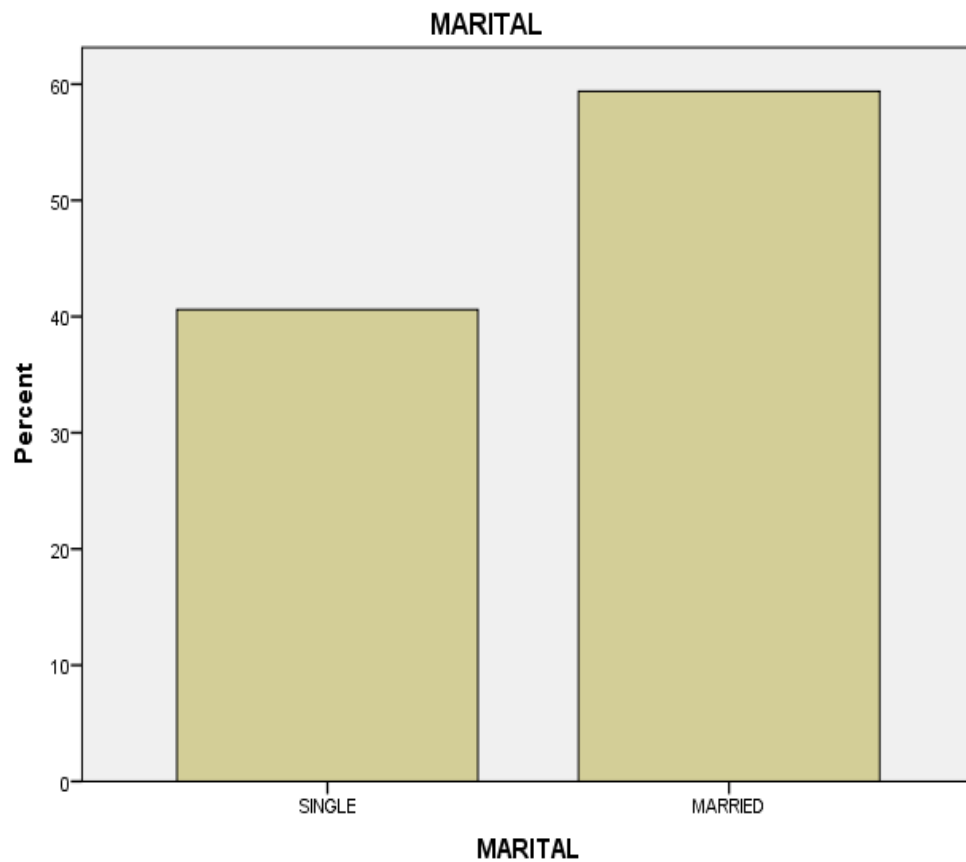


**Figure 4.2: Bar chart representing the gender distribution of participants**



**Table 4.9: Marital status distribution of participants**

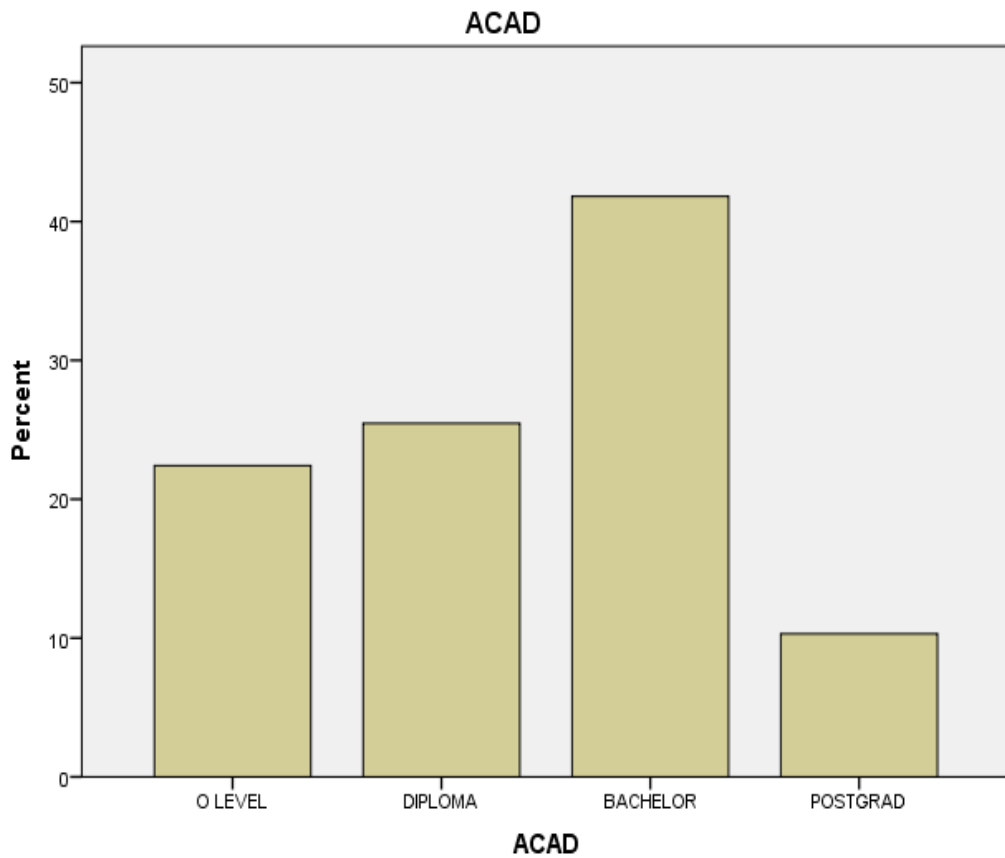
MARITAL STATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	67	40.6	40.6	40.6
	MARRIED	98	59.4	59.4	100.0
	Total	165	100.0	100.0	



**Figure 4.3: Bar chart representing the marital status distribution of participants**

**Table 4.10: Academic qualification distribution of participants**

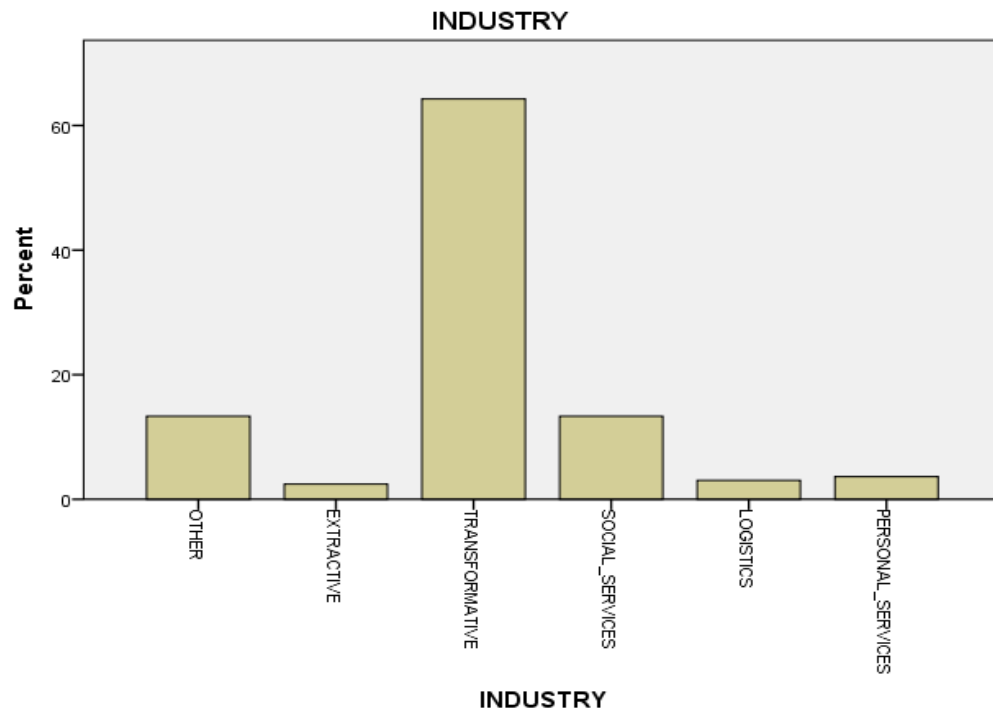
ACADEMIC QUALIFICATIONS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O LEVEL	37	22.4	22.4	22.4
	DIPLOMA	42	25.5	25.5	47.9
	BACHELOR	69	41.8	41.8	89.7
	POSTGRAD	17	10.3	10.3	100.0
	Total	165	100.0	100.0	



**Figure 4.4: Bar chart representing academic qualification distribution of participants**

**Table 4.11: Industrial distribution of participants**

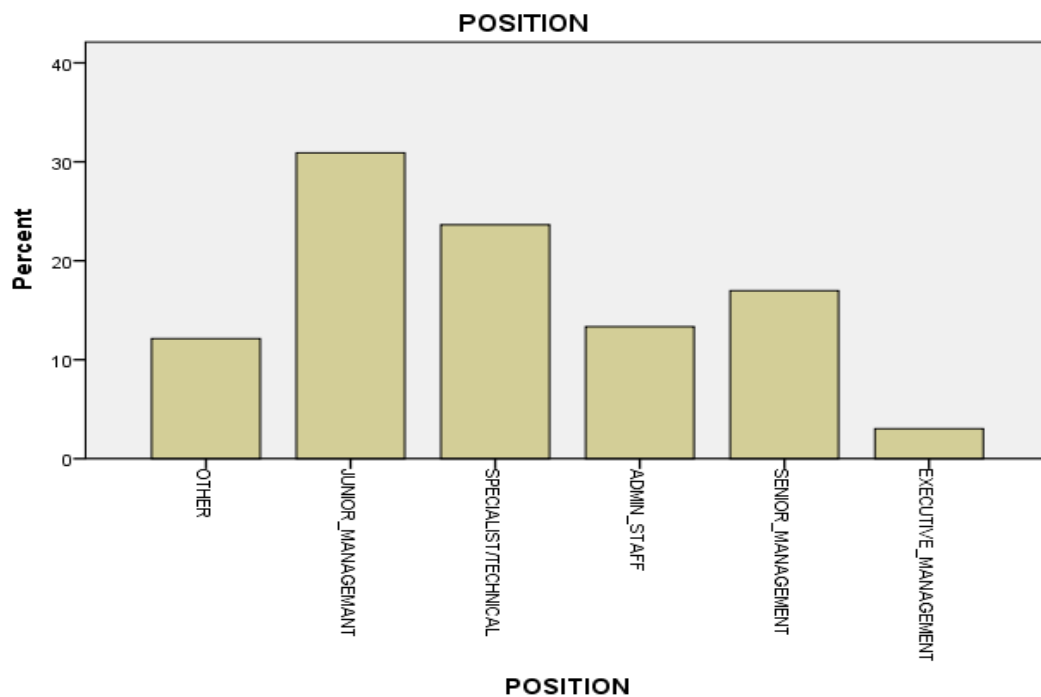
INDUSTRY THAT YOU WORK IN					
		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	OTHER	22	13.3	13.3	13.3
	EXTRACTIVE	4	2.4	2.4	15.8
	TRANSFORMATIVE	106	64.2	64.2	80.0
	SOCIAL_SERVICES	22	13.3	13.3	93.3
	LOGISTICS	5	3.0	3.0	96.4
	PERSONAL_SERVI CES	6	3.6	3.6	100.0
	Total	165	100.0	100.0	



**Figure 4.5: Bar chart representing the industrial distribution of participants**

**Table 4.12: Position distribution of participants**

POSITION HELD					
		Frequenc	Percentage	Valid	Cumulative
		y		Percent	Percent
Valid	OTHER	20	12.1	12.1	12.1
	JUNIOR_MANAGEMANT	51	30.9	30.9	43.0
	SPECIALIST/TECHNICAL	39	23.6	23.6	66.7
	ADMINISTRATIVE_STAFF	22	13.3	13.3	80.0
	SENIOR_MANAGEMENT	28	17.0	17.0	97.0
	EXECUTIVE_ MANAGEMENT	5	3.0	3.0	100.0
	Total	165	100.0	100.0	

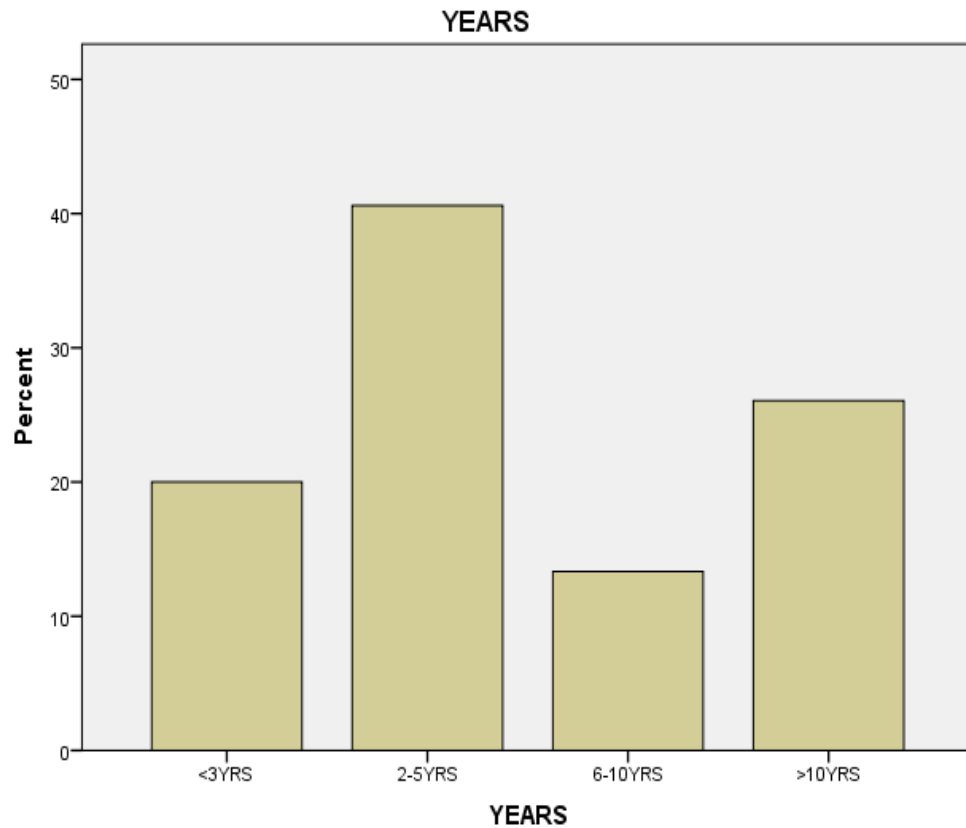


**Figure 4.6: Bar chart representing the position distribution of participants**

**Table 4.13: Time distribution of participants**

**YEARS WITH THE COMPANY**

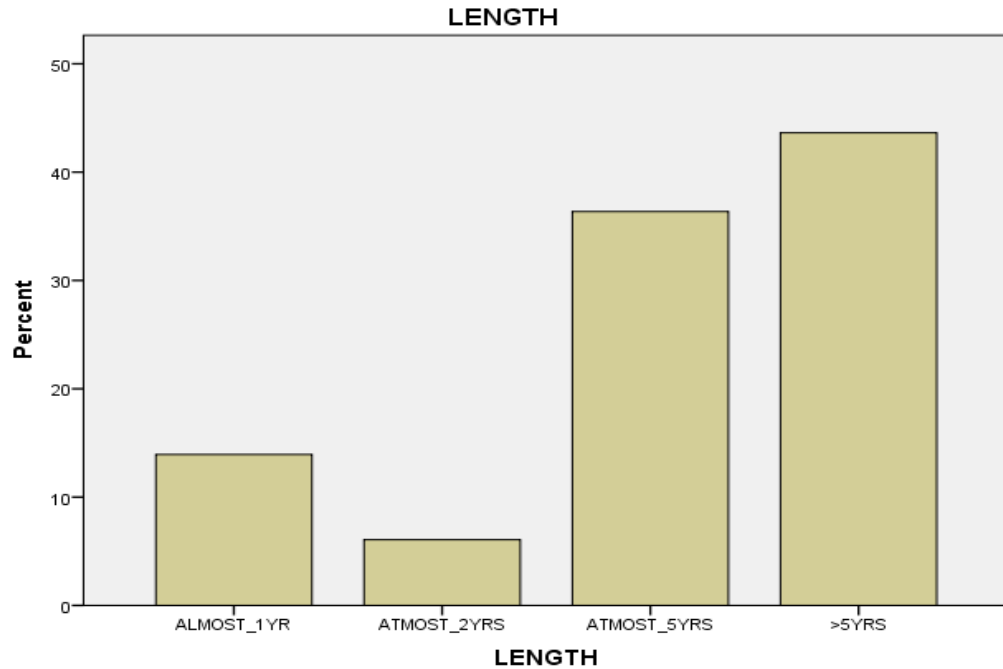
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	<3YRS	33	20.0	20.0	20.0
	2-5YRS	67	40.6	40.6	60.6
	6-10YRS	22	13.3	13.3	73.9
	>10YRS	43	26.1	26.1	100.0
	Total	165	100.0	100.0	



**Figure 4.7: Bar chart representing the time distribution of participants**

**Table 4.14: Future period of employment distribution of participants**  
**LENGTH OF TIME YOU INTEND TO CONTINUE WORKING FOR**  
**THIS ORGANISATION**

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	ATMOST_1YR	23	13.9	13.9	13.9
	ATMOST_2YRS	10	6.1	6.1	20.0
	ATMOST_5YRS	60	36.4	36.4	56.4
	>5YRS	72	43.6	43.6	100.0
	Total	165	100.0	100.0	



**Figure 4.8: Bar chart representing the future period of employment distribution of participants**

There were relatively more male participants (69%) compared to the female participants (31%). Most of the participants are less than 31 years old (50%) with the majority of them being married (59%). Most of the respondents work in the transformative industry (64%) either in junior management positions (31%) or as

specialist / technical staff (24%), and most of them have bachelors' degrees (41.8%). Majority of the respondents have less than five years working experience (61%), and intend to continue working for the organization for at most 5 or more years (80%).

#### 4.4 INFERENCE STATISTICS (CORRELATIONS)

This section presents the results of the ANOVA and Pearson correlation tests which were conducted for this study.

##### 4.4.1 ANOVA Test Results

ANOVA tests (with significant levels less than 0.05) were conducted between each demographic item against the dependent variable for this study (ER). These results are presented next in this section.

##### 4.4.1.1 ANOVA Test Results between Age and Retention

Table 15 shows that there was a significant correlation between the ages of employees and retention. In other words, ER is influenced by age.

**Table 4.15: ANOVA test results between age and retention**

ANOVA					
AGE					
	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	27.667	15	1.976	5.271	.000
Within Groups	56.236	150	.375		
Total	83.903	165			

#### 4.4.1.2 ANOVA Test Results between Gender and Retention

Table 16 shows that there is a significant correlation between the gender of an employee and ER. In other words, the ER is influenced by gender.

**Table 4.16: ANOVA test results between gender and retention**

#### ANOVA

##### GENDER

	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	5.715	15	.408	2.074	.016
Within Groups	29.521	150	.197		
Total	35.236	165			

#### 4.4.1.3 ANOVA Test Results between Marital Status and Retention

Table 17 shows that there is a significant correlation between the marital status of employees and ER. In other words, ER is influenced by marital status.

**Table 4.17: ANOVA test results between marital status and retention**

#### ANOVA

##### MARITAL STATUS

	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	14.933	15	1.067	6.435	.000
Within Groups	24.861	150	.166		
Total	39.794	165			



#### 4.4.1.4 ANOVA Test Results between Academic Qualification and Retention

Table 18 shows that there is a significant correlation between the academic qualification of an employee and ER. In other words, ER is influenced by levels of academic qualification.

**Table 4.18: ANOVA test results between academic qualification and retention**

**ANOVA**

ACADEMIC QUALIFICATION

	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	65.280	15	4.663	6.518	.000
Within Groups	107.301	150	.715		
Total	172.582	165			

#### 4.4.1.5 ANOVA Test Results between Industry and Retention

Table 19 shows that there is a significant correlation between the types of industry an employee works in ER. In other words, ER is influenced by industry participation.

**Table 4.19: ANOVA test results between industry and retention**

**ANOVA**

INDUSTRY

	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	118.970	15	8.498	18.472	.000
Within Groups	69.006	150	.460		
Total	187.976	165			

#### 4.4.1.6 ANOVA Test Results between Position and Retention

Table 20 shows that there is a significant correlation between positions held by employees and ER. In other words, ER is influenced by position within an organisation.

**Table 4.20: ANOVA Test Results between Position and Retention**

ANOVA					
POSITION					
	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	166.905	15	11.922	5.255	.000
Within Groups	340.270	150	2.268		
Total	507.176	165			

#### 4.4.1.7 ANOVA Test Results between Years with Company and Retention

Table 21 shows that there is no correlation between the numbers of years an employee has been working in the industry and ER. In other words, the ER is not influenced by the number of years an employee has worked for an organisation.

**Table 4.21: ANOVA test results between years with company and retention**

ANOVA					
YEARS					
	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	24.631	15	1.759	1.568	.094
Within Groups	168.278	150	1.122		
Total	192.909	165			

#### 4.4.1.8 ANOVA Test Results between Length of Time with Company and Retention

Table 22 shows that there is a significant correlation between the length of time an employee intends to continue working within an industry and ER. In other words, ER is influenced by the length of time an employee intends to continue working for an organisation.

**Table 4.22: ANOVA test results between the length of time with company and retention**

ANOVA					
LENGTH					
	Sum of Squares	Difference	Mean Square	F	Significance
Between Groups	58.707	14	4.193	5.530	.000
Within Groups	113.741	150	.758		
Total	172.448	164			

#### 4.4.2 Pearson Correlation Test Results

Table 23 shows the Pearson correlation results for each research variable against the other Likert-scale research variables in this study, with a significant level of 0.05 (\*) and a significant level of 0.01 (\*\*). These results indicated that performance management and recognition, and stress from overwork and work-life balance are the two main TR factors which influence ER within an organisation.

**Table 4.23: Pearson correlation results**

		Correlations					
		COMPE NSATIO N	GROW_ADV _OP	STRESS	PERF ORMA NCE	BENEFITS	RETENTI ON
COMPENS ATION	Pearson Correlation	1	.673**	.622**	.565**	.698**	-.057
	Sig. (2-tailed)		.000	.000	.000	.000	.464
	N	165	165	165	165	165	165
GROW_AD V_OP	Pearson Correlation	.673**	1	.755**	.653**	.710**	.074
	Sig. (2-tailed)	.000		.000	.000	.000	.344
	N	165	165	165	165	165	165
STRESS	Pearson Correlation	.622**	.755**	1	.611**	.633**	.161*
	Sig. (2-tailed)	.000	.000		.000	.000	.038
	N	165	165	165	165	165	165
PERFORM ANCE	Pearson Correlation	.565**	.653**	.611**	1	.623**	.333**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	165	165	165	165	165	165
BENEFITS	Pearson Correlation	.698**	.710**	.633**	.623**	1	-.102
	Sig. (2-tailed)	.000	.000	.000	.000		.190
	N	165	165	165	165	165	165
RETENTIO N	Pearson Correlation	-.057	.074	.161*	.333**	-.102	1
	Sig. (2-tailed)	.464	.344	.038	.000	.190	
	N	165	165	165	165	165	165

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

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

#### 4.4.3 Regression Analysis

The results from the regression test conducted for this study are presented in Table 24. These results indicate that performance management and recognition, stress from overwork and work-life balance, and job benefits are the three main predictors of employee retention within an organisation.

**Table 4.24: Regression analysis**

Model		Unstandardized Coefficients		Standardised Coefficients	t	Significance
		B	Std. Error	Beta		
1	(Constant)	11.660	1.772		6.579	.000
	COMPENSATION	-.175	.089	-.198	-1.968	.051
	GROW_ADV_OP	-.030	.087	-.040	-.339	.735
	STRESS	.198	.090	.234	2.197	.029
	PERFORMANCE	.353	.053	.621	6.631	.000
	BENEFITS	-.540	.123	-.471	-4.396	.000

a. Dependent Variable: RETENTION

Table 25 shows that there is no significant correlation between the age of an employee and any other independent variable in this study.

**Table 4.25: ANOVA test results for age and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	66.061	2	33.031	.610	.545
	Within Groups	8771.175	162	54.143		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	353.071	2	176.536	2.274	.106
	Within Groups	12573.995	162	77.617		
	Total	12927.067	164			
STRESS	Between Groups	305.860	2	152.930	2.647	.074
	Within Groups	9361.134	162	57.785		
	Total	9666.994	164			
PERFORMANCE	Between Groups	275.189	2	137.595	1.056	.350
	Within Groups	21103.877	162	130.271		
	Total	21379.067	164			
BENEFITS	Between Groups	7.162	2	3.581	.110	.895
	Within Groups	5251.383	162	32.416		
	Total	5258.545	164			

Table 26 shows that there is a significant correlation between the gender of an employee and performance management and recognition. There is also a significant correlation between the gender of an employee and stress from overwork and work-life balance.

**Table 4.26: ANOVA test results for gender and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	127.535	1	127.535	2.387	.124
	Within Groups	8709.701	163	53.434		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	150.408	1	150.408	1.919	.168
	Within Groups	12776.658	163	78.384		
	Total	12927.067	164			
STRESS	Between Groups	379.846	1	379.846	6.667	.011
	Within Groups	9287.148	163	56.976		
	Total	9666.994	164			
PERFORMANCE	Between Groups	1358.637	1	1358.637	11.062	.001
	Within Groups	20020.429	163	122.825		
	Total	21379.067	164			
BENEFITS	Between Groups	31.419	1	31.419	.980	.324
	Within Groups	5227.127	163	32.068		
	Total	5258.545	164			

Table 27 shows that there is a significant correlation between the marital status of an employee and performance management and recognition.

**Table 4.27: ANOVA test results for marital status and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	172.662	1	172.662	3.248	.073
	Within Groups	8664.574	163	53.157		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	178.441	1	178.441	2.281	.133
	Within Groups	12748.626	163	78.212		
	Total	12927.067	164			
STRESS	Between Groups	182.675	1	182.675	3.140	.078
	Within Groups	9484.319	163	58.186		
	Total	9666.994	164			
PERFORMANCE	Between Groups	499.126	1	499.126	3.896	.050
	Within Groups	20879.940	163	128.098		
	Total	21379.067	164			
BENEFITS	Between Groups	76.520	1	76.520	2.407	.123
	Within Groups	5182.025	163	31.792		
	Total	5258.545	164			



Table 28 shows that there is a significant correlation between the academic qualifications of employees and performance management and recognition; between the academic qualifications of employees and growth and advancement opportunities; and between the academic qualifications of employees and the benefits they receive.

**Table 4.28: ANOVA test results for academic qualification and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	214.083	3	71.361	1.332	.266
	Within Groups	8623.153	161	53.560		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	1178.020	3	392.673	5.381	.001
	Within Groups	11749.046	161	72.975		
	Total	12927.067	164			
STRESS	Between Groups	223.580	3	74.527	1.271	.286
	Within Groups	9443.414	161	58.655		
	Total	9666.994	164			
PERFORMANCE	Between Groups	1584.037	3	528.012	4.295	.006
	Within Groups	19795.030	161	122.950		
	Total	21379.067	164			
BENEFITS	Between Groups	360.017	3	120.006	3.944	.010
	Within Groups	4898.528	161	30.426		
	Total	5258.545	164			

Table 29 shows that there is a significant correlation between the type of industry of an employee and all other independent variables for this study. This indicates that the type of industry an employee works in indirectly influences ER.

**Table 4.29: ANOVA test results for industry and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	2926.904	5	585.381	15.748	.000
	Within Groups	5910.332	159	37.172		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	4901.780	5	980.356	19.423	.000
	Within Groups	8025.287	159	50.474		
	Total	12927.067	164			
STRESS	Between Groups	3223.545	5	644.709	15.909	.000
	Within Groups	6443.449	159	40.525		
	Total	9666.994	164			
PERFORMANCE	Between Groups	7953.015	5	1590.603	18.837	.000
	Within Groups	13426.051	159	84.441		
	Total	21379.067	164			
BENEFITS	Between Groups	1528.361	5	305.672	13.029	.000
	Within Groups	3730.184	159	23.460		
	Total	5258.545	164			

Table 30 shows that there is a significant correlation between the position of an employee and all other independent variables for this study. Also indicated is that the position of an employee within the industry indirectly influences ER.

**Table 4.30: ANOVA test results for position and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	2106.073	5	421.215	9.950	.000
	Within Groups	6731.164	159	42.334		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	1665.565	5	333.113	4.703	.000
	Within Groups	11261.502	159	70.827		
	Total	12927.067	164			
STRESS	Between Groups	864.597	5	172.919	3.123	.010
	Within Groups	8802.397	159	55.361		
	Total	9666.994	164			
PERFORMANCE	Between Groups	3821.314	5	764.263	6.921	.000
	Within Groups	17557.753	159	110.426		
	Total	21379.067	164			
BENEFITS	Between Groups	1542.233	5	308.447	13.197	.000
	Within Groups	3716.312	159	23.373		
	Total	5258.545	164			

Table 31 shows that there is no significant correlation between the numbers of years an employee has been working for a company and all other independent variables in this study.

**Table 4.31: ANOVA test results for years with the company and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	105.223	3	35.074	.647	.586
	Within Groups	8732.014	161	54.236		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	455.860	3	151.953	1.962	.122
	Within Groups	12471.207	161	77.461		
	Total	12927.067	164			
STRESS	Between Groups	320.148	3	106.716	1.838	.142
	Within Groups	9346.846	161	58.055		
	Total	9666.994	164			
PERFORMANCE	Between Groups	79.505	3	26.502	.200	.896
	Within Groups	21299.562	161	132.295		
	Total	21379.067	164			
BENEFITS	Between Groups	129.194	3	43.065	1.352	.260
	Within Groups	5129.352	161	31.859		
	Total	5258.545	164			

Table 32 shows that there is a significant correlation between the number of years an employee intends to continue working in an organisation and compensation; between the number of years an employee intends to continue working in an organisation and compensation and stress; and between the number of years an employee intends to continue working for an organisation and performance management and recognition.

**Table 4.32: ANOVA test results for intended length marital status and all independent variables**

		Sum of Squares	Difference	Mean Square	F	Significance
COMPENSATION	Between Groups	620.725	3	206.908	4.054	.008
	Within Groups	8216.512	161	51.034		
	Total	8837.236	164			
GROW_ADV_OP	Between Groups	334.497	3	111.499	1.426	.237
	Within Groups	12592.569	161	78.215		
	Total	12927.067	164			
STRESS	Between Groups	767.210	3	255.737	4.626	.004
	Within Groups	8899.784	161	55.278		
	Total	9666.994	164			
PERFORMANCE	Between Groups	2334.786	3	778.262	6.579	.000
	Within Groups	19044.281	161	118.287		
	Total	21379.067	164			
BENEFITS	Between Groups	4.480	3	1.493	.046	.987
	Within Groups	5254.065	161	32.634		
	Total	5258.545	164			

## **4.5 GENERAL FINDINGS**

This research analysed the influence of TR and POS on ER in an attempt to understand and analyse the main factors which influence ER within organisations. The main findings from this study are presented next.

### **4.5.1 Findings of the Survey Conducted for this Study**

The results from the survey conducted by this study presented in this chapter above indicated that the participants are predominantly males of approximately 47 years of age who are married, have at most a bachelor's degree and work in the transformative industry. They are administrative staffs who have been working for the organisation for less than five years, and who intend to continue working there beyond the next five years. The results of the inferential tests conducted by this study revealed that an employee's age, gender, marital status, level of academic qualification, industry, a position held, and the length of time an employee intends to continue working for the organisation are factors which influence retention. The results also revealed that performance management and recognition, and stress from overwork and work-life balance, are the two main TR factors which influence employees to continue working for the organisation. Finally, the inferential tests also found relationships to exist between compensation, growth and advancement opportunities, stress from overwork and work-life balance, performance management, and recognition, and benefits.

#### 4.5.2 Findings from Existing Literature

The results of the literature review conducted for this study on the factors which influence ER are summarised in Table 33.

**Table 4.33: Summary of findings from existing literature**

<b>Author(s) and Year</b>	<b>Factors influencing ER</b>
Sinha and Sinha (2012: 147)	The increment in salary benefits package, compensation, needs, and desires of an employee.
Walia and Daroch (2017: 577)	Developmental opportunities and quality supervision, job stress and colleague stress, compensation, and appreciation of work done, provision of challenging work, promotion and development chances, the attractive atmosphere within the organisation, relationships with colleagues, work-life balance and communication.
Samuel and Chipunza (2009: 411-414)	Developmental opportunities and quality supervision, job stress and colleague stress, compensation, and appreciation of work done, provision of challenging work, promotion and development chances, the attractive atmosphere within the organisation, relationships with colleagues, work-life balance and communication.
Ghansah (2011: 19-20)	Effective communication, work environment, skills and advancement opportunity, good compensation,

	benefit plans and recognition of workers, which are all termed as motivators.
Sinha and Sinha (2012: 146)	Organisational culture, communication, strategy, pay, benefits, flexible work schedule, and career development system.
Luthans (2000)	Employee recognition and assistance, verbal praise, award ceremonies, public announcements, programs such as health and physical and mental counselling services.
Fox (2012: 21)	Treatment of employees by management, quality of operations, and satisfaction of customers.
Doherty (2013: 21)	Communication, recruiting, pay, benefits, training, job satisfaction and the need for the management to technically implement a solid retention program.

Sinha and Sinha (2012: 147) reveal that retention is achieved not only by increments in salary, benefits packages or compensation but also by factors which influence the needs and desires of employees. Contrarily, some authors have discovered the determination of employees' commitment and desire to stay within an organisation is based on different factors (Das and Baruah, 2013: 9; Kossivi, Xu and Kalgora, 2016: 262). Previous studies reveal numerous factors which have an essential impact on the retention of employees, and they comprise: developmental opportunities and quality supervision; job stress and colleague stress; compensation and appreciation for work done; provision of challenging work, promotion and development chances; attractive atmosphere within the



organisation; relationships with colleagues; and work-life balance and communication (Walia and Daroch, 2017; Samuel and Chipunza, 2009).

According to Aquino *et al.* (1997:2), human resource strategies which create ER and a satisfactory work environment include effective communication; work environment; skills and advancement opportunities; good compensation; benefit plans; and recognition of workers, which are all termed as motivators (Ghansah 2011: 19-20). Sinha and Sinha (2012: 146) emphasise that retention requires more than one factor to keep an employee and provide other contributing factors, such as organisational culture; communication; strategy; pay; benefits; flexible work schedule; and a career development system. Luthans (2000) states that employees' recognition and assistance are amongst the elements organisations use to boost morale and retain their employees. Strategies such as verbal praise, award ceremonies, public announcements, and programmes such as healthcare and physical and mental counselling services are adopted in developing an effective retention package. Fox (2012: 17) conceptualises employee' retention based on the culture of an organisation and reveals that employees should be valued and appreciated in the same manner as guests would be treated. He further stresses that employers are knowledgeable in the methods for attracting and retaining employees.

According to Fox (2012: 21), such factors are more valuable than compensation and benefits but rely on an organisation's goodwill, the treatment of employees by management, the quality of operations and the satisfaction of customers. Doherty (2013: 21) suggests six crucial ways of retaining an employee, which are: communication; recruitment; pay; benefits; training; job satisfaction; and the need for management to technically implement a solid retention program.

### 4.5.3 Comparing Findings of this Study to Findings from Existing Literature

This section presents the results of the descriptive and inferential results of the current study in comparison to those of existing literature on factors influencing ER within an organisation.

**Table 4.34: Summary of findings from existing literature and from the current study**

Author(s) and Year	Factors influencing ER
Current Study	Age, gender, marital status, level of academic qualification, industry, a position held, length of time intended to continue working at an organisation, performance management, recognition, and stress from overwork and work-life balance.
Sinha and Sinha (2012: 147)	Increments in salary benefit package, compensation, needs, and desires of employees.
Walia and Daroch 2017;	Developmental opportunities and quality supervision, job stress and colleague stress, compensation, and appreciation of work done, provision of challenging work, promotion and development chances, the attractive atmosphere within the organisation, relationships with colleagues, work-life balance and communication.
Samuel and Chipunza (2009: 411)	Developmental opportunities and quality supervision, job stress and colleague stress, compensation, and

	appreciation of work done, provision of challenging work, promotion and development chances, the attractive atmosphere within the organisation, relationships with colleagues, work-life balance and communication.
Ghansah (2011: 19-20)	Effective communication, work environment, skills and advancement opportunity, good compensation, benefit plans and recognition of workers, which are all termed as motivators.
Sinha and Sinha (2012: 146)	Emphasise that retention requires more than one factor to keep an employee and state other contributing factors such as organisational culture, communication, strategy, pay, benefits, flexible work schedule, and career development system.
Luthans (2000)	States that employees' recognition and assistance are part of the factors organisations use to boost morale and retain their employees. Strategies such as verbal praise, award ceremonies, public announcements, and programmes like health, physical and mental counselling services, are adopted in developing an effective retention package.

Fox (2012: 21)	A factor which is more valuable than compensation and benefits, and lies in organisation's goodwill, treatment of employees by management, quality of operation and satisfaction of customers.
Doherty (2013: 21)	Suggests six crucial ways in which to retain an employee; these are communication, recruitment, pay, benefits, training, job satisfaction and the need for the management to technically implement a solid retention program.

All these studies identify different factors which are indicators of ER. However, there was unanimous agreement that compensation, benefits, and performance management and recognition are the main factors which influence retention, which is in accordance with the findings of the survey conducted for this study.

#### **4.6 CONCLUSION**

This chapter began with the presentation of the reliability and validity test results for the data collection instrument used in this study. The results of the descriptive statistics on the demographics of the participants were subsequently presented. The results indicated that the majority of respondents are less than 47 years old, male, married, have a bachelor's degree, and work in the transformative industry, either in junior management positions or in specialist/technical positions. Furthermore, the chapter concludes with a presentation of the inferential statistics (ANOVA and Pearson correlations) tests, as well as the results of the regression tests which were conducted during this phase of the study. The next chapter discusses these findings and the consequent recommendations proposed based on the findings of the analysis conducted.

## **CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSIONS**

### **5.1 INTRODUCTION**

Chapter one of this study presented the general introduction, and Chapter Two discussed a comprehensive review of relevant literature on the factors which influence the retention of employees within an organisation. Chapter Three presented the research methodology used, while Chapter Four disclosed the results of the analysis for the survey conducted for this study. This chapter subsequently identifies the study's general findings, gives recommendations and provides a conclusion to the research.

### **5.2 RESEARCH GAPS AND AREAS FOR FUTURE RESEARCH**

The analysis of the results from the survey conducted for this study and the analysis of the literature reviewed in this study points to the following gaps in the state of research on factors which influence ER:

- This study found no relationship between compensation and ER;
- This study found no relationship between benefits and ER;
- This study found no relationship between growth and advancement opportunities, and ER;
- This study found no relationship between the number of years an employee has been working for an organisation and ER;
- Only a few of the reviewed studies examine the effect of compensation on ER;
- Only a few of the reviewed studies examine the effect of benefits on ER;
- Only a few of the reviewed studies examine the effect of performance management and recognition on ER;
- Only a few of the reviewed studies examine the effect of stress on ER;
- None of the reviewed studies examine the effect of growth and advancement opportunities on ER; and

- None of the reviewed studies examines the effect of demographic factors (e.g. age, gender, etc.) on ER.

### **5.3 RECOMMENDATIONS**

The following recommendations for future research can be derived from the results of the current study and from the above-identified research gaps:

- One of the interesting findings of the survey conducted for this study is that ER is not influenced by the number of years an employee has worked in an organisation. Therefore, more research should be done in this respect.
- Another finding of the current study is that compensation does not influence ER. Therefore, more research should be done on this aspect.
- A further finding of the current study is that growth and advancement opportunities do not influence ER. Therefore, more research should be done in this area.
- Another finding of the current study is that benefits do not influence ER. More research should, therefore, be done on this.
- One of the research gaps identified by this study is that only a few of the reviewed studies examine the effect of compensation on ER. It is therefore recommended that more research is conducted in this regard.
- Another gap identified by this study is that only a few of the reviewed studies examine the effect of benefits on ER. It is therefore recommended that more research is conducted on this aspect.
- A further gap identified by this study is that only a few of the reviewed studies examine the effect of performance recognition on ER. It is therefore recommended that more research is conducted in this area.
- Another gap identified in this study is that only a few of the reviewed studies examine the effect of stress on ER. It is therefore recommended that more research is conducted in this respect.

- Another gap identified by this study is that none of the reviewed studies examine the effect of growth and advancement opportunities on ER. It is therefore recommended that further research is conducted on this aspect.
- Another gap identified by this study is that none of the reviewed studies examines the impact of employee demographics on ER. It is therefore recommended that research is conducted in this area.
- Future researchers may also study other business sectors, as their results may produce other interesting findings which are similar or dissimilar to the findings for this study.

#### **5.4 CONCLUSION**

This chapter summarized the results of existing literature on the factors which influence ER. Some of the factors identified are: salary; benefit package; compensation; developmental opportunities and quality supervision; job stress and colleague stress; compensation and appreciation of work done; provision of challenging work; promotion and development opportunities; attractive atmosphere within the organisation; relationships with colleagues; work-life balance and effective communication; work environment; skills and advancement opportunity; and recognition of workers; organisational culture; communication; strategy; flexible work schedule and career development system; employee recognition and assistance; verbal praise; award ceremonies; public announcements, programmes like healthcare and physical and mental counselling services; an organisation's goodwill; treatment of employees by management; quality of operation and satisfaction of customers; recruitment; training, job satisfaction; and the need for management to technically implement a solid retention programme.

This Chapter also compared the results of the survey conducted for the study against results from the existing literature and found no unanimous result on factors which influence ER, since all the studies reviewed list diverse factors for this. All these studies identify different factors which are indicators of ER.

However, there were unanimous factors, i.e. compensation, benefits, and performance management and recognition which influence the retention of employees, which agrees with the findings from the survey conducted for this study. Some of the major research gaps identified from the analysis of the literature reviewed in this study are: none of the reviewed studies examines the effect of growth and advancement opportunities on ER; and none of the reviewed studies examines the effect of demographic factors (e.g. age, gender, etc.) on ER.

This chapter concludes with recommendations made by the researcher based on the results of the current study, and on the gaps identified from the analysis of existing literature. It is highly recommended that future researchers also study further factors which affect ER as they may produce other interesting findings which are either similar or dissimilar to the findings of this study.



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## APPENDICES

### Appendix A: Letter of request for permission to conduct research



**Mr. O. Ojediran**  
**Student Num: 21752206**  
**CELL: +27626785579**  
3<sup>rd</sup> January, 2018.

To whom it may concern

Dear Madam/Sir,

#### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

I am Oluwasegun A. Ojediran, currently studying my Masters degree in the Department of Business Administration at Durban University of Technology, KwaZulu Natal, South Africa. I wish to seek permission to conduct a survey in your Organisational for my research.

The aim of this research is to investigate the impact of rewards and organizational support on employee retention to understand factors used to retain employees.

My data collection method is a questionnaire survey. The questionnaire is anonymous, and the confidentiality of the data will be ensured by securing the storage and transport of data documents within locked locations.

Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follow: Mr. Oluwasegun Ojediran (Researcher) on +27626785579, email address: ([ojediranoluwasegun@yahoo.co.uk](mailto:ojediranoluwasegun@yahoo.co.uk)). Dr. Rufus Adebayo (Supervisor) on +27742007979, email address: ([femolapes@yahoo.com](mailto:femolapes@yahoo.com)) |

[rufusa@dut.ac.za](mailto:rufusa@dut.ac.za) ). Upon completion of the study, I am bound to publish the results in the form of a Thesis.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely

Oluwasegun A. Ojdiran

**Note: *Please find the copy of the questionnaire in the envelope.***

## Appendix B: Approval permission letter to conduct research

**FIRST ALUMINIUM NIGERIA PLC**  
INC. 2018  
2, Akifo St., Ogba, Ikeja, P.O Box 1071, Marina, Lagos Nigeria  
Tel: 01 3428302; 0809 056 4668, E-mail: info.ho@fanplc.com



### TO WHOM IT MAY CONCERN,

#### ACCEPTANCE LETTER TO CONDUCT A RESEARCH IN OUR COMPANY

This is a letter of permission for Mr. Oluwasegun Ojediran, a master's research student at Durban University of Technology with number **21752206**. This letter serves as a gatekeeper's letter to conduct the research titled "**The Impact of Total Reward and Perceived Organizational Support on Employee Retention**". This study will be done with our Company Employees.

Mr. Oluwasegun reached out to us and we are glad to offer him an opportunity to conduct the research in our organization. His study is an interesting one and we will provide the required support for his study.

If you have any concerns or require additional information, you may contact our company.

Regards,

For: FIRST ALUMINIUM NIGERIA PLC

EGWUENU CHUKS ABEL

HUMAN RESOURCES MANAGER



## Appendix C: Letter of Introduction of the Research



### Request for permission to undertake a research study

**Research conducted by:**

**Mr. O. Ojediran**

**Student Num: 21752206**

**CELL: +27626785579**

24 January 2018.

### **The Impact of Total rewards and Perceived Organizational Support on Retention.**

Dear Respondent

You are invited to participate in an academic research study conducted by a master student from the Department of Business Administration at the Durban University of Technology.

The purpose of the study is to investigate the impact of total rewards and perceived organizational support on retention. The final outcome of the study should lead to the development of guidelines that enables organizations to retain talented employees.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- There are no “right” or “wrong” responses; your answers will reflect your own perceptions, knowledge and or experience of retention determinants.

- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time.

The result of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

- Please contact my supervisor, if you have any questions or comments regarding the study.

**Thank you**

**Yours sincerely,**

## Appendix D: Letter of information and consent



**Research conducted by:**

**Student Num: 21752206**

**CELL: +27626785579**

**24<sup>th</sup> January 2018.**

### **Letter of information and consent**

Dear participants,

The purpose of this inventory is to investigate and determine the reward factors that are currently being used to retain employee and to determine the most important total reward factors to retain employees. The final outcome of the study should lead to the development of guidelines that enables organizations to retain talented employees.

Please respond to each variable by indicating the extent to which you regard the variable as being important in retaining you. To register your response, please select the most appropriate rating based on the six and five-point scale for both “current utilization” and “level of importance”

This survey should not take you no longer than 15 minutes to complete.

Please indicate your consent to participate in the study on a voluntary basis before answering the rest of the questions.

Yours faithfully

Please complete the following as confirmation of your willingness to participate in this research project:

I, ..... have adequately discussed the study with the researcher, understand that I may withdraw from it without giving reasons, and also

voluntarily agree to participate by completing the relevant questionnaire / or being interviewed.

Signature.....

Date .....

## Appendix E: Research Questionnaire

### Research questions

Please choose only one of the following:

Yes

No

If yes, please answer the following questions

### Part 1: DEMOGRAPHIC INFORMATION

**Please answer each of the following questions by ticking the number corresponding to your answer by filling in your response in the space provided.**

#### 1. AGE IN YEARS

< 31	1
32 – 47	2
48 – 66	3
66+	4

#### 2. GENDER

Male	1
Female	2

#### 3. MARITAL STATUS

Married	1
Single	2

#### 4. ACADEMIC QUALIFICATION

O level or lower	1
Certificate / Diploma / OND	2

Bachelor's Degree / HND	3
Postgraduate degree	4
Other	5

**5. INDUSTRY THAT YOU WORK IN BY SELECTING ONE OF THE FOLLOWING**

Extractive (Agriculture, Forestry, Mining)	
Transformative (Manufacturing, construction, and building, electrical, machinery, automobile, pharmaceutical)	
Social Services (Medical and Health, education, welfare, non-profit organizations, Postal services Government, state-owned)	
Logistics and Transport	
Personal Services (hotel and hospitality, entertainment and Leisure, Print and Media)	
Others	

**6. POSITION HELD**

Staff (Administrative and Operational)	
Specialist / Technical	
Junior management	
Senior management	
General / Executive management	
Other	

**7. YEARS WITH THE COMPANY**

Less than 3 years	1
2 years – 5 years	2

6 years – 10 years	3
More than 10 years	4

**8. LENGTH OF TIME YOU INTEND TO CONTINUE WORKING FOR THIS ORGANIZATION**

At most 1 year	1
At most 2 years	2
At most 5 years	3
More than 5years	4

**PART 2: RETENTION**

For each determinant, please select the most appropriate rating based on the six- and five-point scale, for both “level of importance “and “current utilization” that reflect YOUR personal preference regarding what will motivate and retain you and current utilization:

What rewards, benefits, recognition, growth, and advancement opportunity have you received over the past 18 months?

<b>Definition</b>	<b>Description</b>	<b>Example</b>
Total Reward Strategy	Everything included in the remuneration of employees by the employer	Monetary and Non-Monetary rewards in a business
Total Reward Component	Compensation; Growth and Advancement opportunities; Work-Life Balance; Benefit; Performance management and Recognition	Salary; Medical Aid; Flexi-time Awards; On-the-job training

## 1. Compensation

	Retention preference/ Level of importance						Received	
	Not at	Low	Average	Highly	Extremely	Not applicable	Yes	No
	1	2	3	4	5	6	1	2
Basic salary								
Market-related salary								
Short-term incentive								
Long-time incentive								
Increment								
Company contribution to provident or pension fund								
Basic allowance negotiation								
13 <sup>th</sup> -month salary								

## 2. Growth and Advancement Opportunities

	Retention preference/ Level of importance						Current utilization				
	Not at all	Low	Average	Highly	Extremely important	Not applicable	To no extent				To a large extent
	1	2	3	4	5	6	1	2	3	4	5
Career opportunities											
Enhancement training and workshop											
Access of employees to upward movement											



Mentorship											
Organizational commitment to training											
Bursaries/funding for studies											
Internal hiring option for the vacancy											
Succession management process											
Performance appraisal process											

### 3. Stress from Overwork and Work-Life Balance

	Retention preference/ Level of importance						Current utilization				
	Not at all	Low	Average	Highly	Extremely important	Not applicable in my job	To no extent				To a large extent
	1	2	3	4	5	6	1	2	3	4	5
Social connectedness(relationship)											
Relieved measure from stress											
Fun activities											
Flexible hours											
The recreational and comfortable work environment											
Study leave											
Maternity leave											
Sabbatical leave											

#### 4. Benefits

	Retention preference/ Level of importance						Current utilization					
	Not at all	Low	Average	Highly	Extremely important	Not applicable	To no extent				To a large extent	
	1	2	3	4	5	6	1	2	3	4	5	
Medical aid benefit												
Insurance												
Car allowances												
Personal safety and security												
Inconvenience allowance												

#### 5. Performance Management and Recognition

	Retention preference/ Level of importance						Current utilization					
	Not at all	Low	Average	Highly	Extremely important	Not applicable	To no extent				To a large extent	
	1	2	3	4	5	6	1	2	3	4	5	
The leadership style of the organisation												
Corporate governance and strategic plans												
Remuneration solution (guaranteed pay)												

Value-based management (sensitivity)																				
Aligns with job and profession																				
Value based on the risk involved																				
Informal recognition (e.g. thank you note)																				
Formal recognition (e.g. fully paid outstation trip)																				
Pay system consistence																				
The quick reward for achievement																				
Equality (e.g. gender, peer group)																				

6. Which three of the above are the most important factors that will influence you to stay at your current organization? Indicate your answer using the numbers 1 to 5 used above (1-7). Please complete all three factors.

Most important .....

Second most important .....

Third most important .....

7. Which three are the least important to you? Only indicate the number used in questions 1 to 5 above. Please complete all the three factors.

Least important .....

Second least important .....

Third least important .....

### PART 3: PERCEIVED ORGANIZATIONAL SUPPORT

Listed below and on the following pages are statements that represent possible opinions that YOU may have about working at your organization. Please indicate the degree of your agreement or disagreement with each statement by placing a cross (X) at what best represents your point of view about your organization.

1. The organisation values my contribution to its well-being.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

2. The organization succeeds to appreciate any extra effort from me.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

3. The organization notices any complaint from me.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

4. The organization really cares about my well-being.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

5. The organization cares about my general satisfaction at work

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

6. The organization takes pride in my accomplishments at work.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

**Thank you very much for your time and for your participating in this survey!**