EMTLOYEE RETENTION STRATEGIES IN GAUFF CONSULTANTS (NIGERIA) LIMITED.
(A CASE STUDY ON GAUFF CONSULTANTS NIGERIA LIMITED)

BY

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# Table of Contents

DECLARATION ............................................................................................................. vii

ACKNOWLEDGEMENT ............................................................................................... viii

ABSTRACT ...................................................................................................................... ix

CHAPTER 1 ..................................................................................................................... 1

1.1 INTRODUCTION ...................................................................................................... 1

1.2 BACKGROUND OF STUDY .................................................................................... 2

1.3 PROBLEM STATEMENT ........................................................................................... 3

1.4 RESEARCH AIMS AND OBJECTIVES ................................................................. 4

1.5 HYPOTHESES .......................................................................................................... 5

1.6 RESEARCH QUESTIONS .......................................................................................... 5

1.7 STRUCTURE OF DISSERTATION ............................................................................ 6

1.8 BRIEF COMPANY PROFILE .................................................................................. 7

Figure 2: Chart of employees ...................................................................................... 8

CHAPTER 2 ..................................................................................................................... 9

2 LITERATURE REVIEW ............................................................................................... 9

2.1 INTRODUCTION ...................................................................................................... 9

2.2 FACTORS THAT AFFECTS EMPLOYEE RETENTION ........................................ 9

2.3 EFFECTS OF EMPLOYEE TURNOVER ................................................................ 12
2.4 FACTORS THAT IMPROVE RETENTION ................................................................. 14

2.4.1 Market forces ........................................................................................................ 17

2.4.2 Organisational environment ................................................................................. 17

2.4.3 Person-fit Organisation ......................................................................................... 17

2.5 THEORECTICAL LINK BETWEEN RETENTION AND MOTIVATION ............ 18

2.5.1 Maslow’s hierarchy of needs .................................................................................. 19

2.5.2 Vroom’s expectancy theory ................................................................................... 20

2.5.3 Equity theory ......................................................................................................... 21

2.5.4 McClelland Theory of Motivation ......................................................................... 23

2.6 LITERATURE REVIEW CONCLUSION .................................................................. 23

CHAPTER 3 .................................................................................................................. 25

3 RESEARCH METHODOLOGY .................................................................................. 25

3.1 INTRODUCTION ....................................................................................................... 25

3.2 RESEARCH DESIGN ............................................................................................... 27

3.2.1 Research Philosophy ............................................................................................ 27

3.2.2 Research Approach .............................................................................................. 30

3.3 RESEARCH METHODS ......................................................................................... 31

3.4 RESEARCH STRATEGY ........................................................................................... 32

3.4.1 Case study ............................................................................................................ 32

3.4.2 Survey .................................................................................................................. 33

3.4.3 Questionnaires and design .................................................................................. 34
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5 TIME HORIZON</td>
<td>34</td>
</tr>
<tr>
<td>3.6 RESEARCH CHOICE</td>
<td>35</td>
</tr>
<tr>
<td>3.6.1 POPULATION AND SAMPLE</td>
<td>35</td>
</tr>
<tr>
<td>3.6.2 Data Collection Instruments</td>
<td>37</td>
</tr>
<tr>
<td>3.6.3 Data Analysis Procedures</td>
<td>37</td>
</tr>
<tr>
<td>3.7 RESEARCH ETHICS</td>
<td>38</td>
</tr>
<tr>
<td>3.8 LIMITATIONS OF STUDY</td>
<td>39</td>
</tr>
<tr>
<td>CHAPTER 4</td>
<td>41</td>
</tr>
<tr>
<td>4 DATA ANALYSIS AND FINDINGS</td>
<td>41</td>
</tr>
<tr>
<td>4.1 INTRODUCTION</td>
<td>41</td>
</tr>
<tr>
<td>4.2 DESCRIPTIVE ANALYSIS</td>
<td>42</td>
</tr>
<tr>
<td>4.3 Pearson Correlation Coefficient</td>
<td>57</td>
</tr>
<tr>
<td>4.4 DISCUSSION OF MAJOR FINDINGS</td>
<td>64</td>
</tr>
<tr>
<td>CHAPTER 5</td>
<td>68</td>
</tr>
<tr>
<td>5.1 RECOMMENDATIONS</td>
<td>68</td>
</tr>
<tr>
<td>5.2 LIMITATIONS OF RESEARCH</td>
<td>69</td>
</tr>
<tr>
<td>5.3 FUTURE RESEARCH RECOMMENDATIONS</td>
<td>70</td>
</tr>
<tr>
<td>5.4 CONCLUSION</td>
<td>70</td>
</tr>
<tr>
<td>CHAPTER 6</td>
<td>72</td>
</tr>
<tr>
<td>6. REFLECTION</td>
<td>72</td>
</tr>
<tr>
<td>6.1 INTRODUCTION</td>
<td>72</td>
</tr>
</tbody>
</table>
6.2 PERSONAL AIMS AND OBJECTIVES ................................................................................. 72

6.3 Skill sets developed through the MBA: ............................................................................. 73
   6.3.1 Learning style: ............................................................................................................. 73
   6.3.2 Team Player: .............................................................................................................. 73
   6.3.3 Time Management skills: .......................................................................................... 74
   6.3.4 Primary research skills: ............................................................................................ 74
   6.3.5 Secondary research skills: ....................................................................................... 74

6.4 Conclusion .......................................................................................................................... 75

6.5 RESEARCH LOGBOOK .................................................................................................... 75

Bibliography ............................................................................................................................ 77

APPENDICES ............................................................................................................................ 85

LIST OF TABLES

Table 1: Age of respondents ..................................................................................................... 43
Table 2: barriers of communication with supervisor ................................................................. 45
Table 3: Management within my organization recognizes strong job performance ................. 47
Table 4: I am compensated fairly relative to my experience and qualifications ....................... 49
Table 5: I get excited about going to work .............................................................................. 50
Table 6: I am satisfied with the non-monetary benefits offered by Gauff consultants ............... 52
Table 7: I think about changing my role .................................................................................. 53
Table 8: I am encouraged to participate in training and development so as to develop my skills. .......................................................... 55

Table 9: My coworkers and I have a good working relationship ................................................. 57

Table 10: Pearson correlation compensation and excite about work............................................. 59

Table 11: Pearson correlation performance bonus and intention to stay ...................................... 60

Table 12: Pearson correlation barriers of communication and intention to stay ......................... 61

Table 13: Pearson correlation compensation and intention to stay ............................................. 62

Table 14: Pearson correlation encouraged to participate in Training and intention to stay ............ 63

LIST OF FIGURES

Figure 1: Gauff consultants........................................................................................................... 7

Figure 2: Chart of employees ........................................................................................................ 8

Figure 3: SAUNDERS RESEARCH ONION .................................................................................... 27

Figure 4: age of employees .......................................................................................................... 42

Figure 5: barriers of communication with supervisor .................................................................... 44

Figure 6: Management within my organization recognizes strong job performance .............. 46

Figure 7: I am compensated fairly relative to my experience and qualifications ....................... 48

Figure 8: I get excited about going to work .................................................................................. 49

Figure 9: I am satisfied with the non-monetary benefits offered by Gauff consultants ............ 51

Figure 10: I think about changing my role .................................................................................. 52
Figure 11: I am encouraged to participate in training and development so as to develop my skills.

Figure 12: My co-workers and I have a good working relationship.
DECLARATION

I DAMILOLA ODUBANJO hereby declare that this dissertation titled “EMPLOYEE RETENTION STRATEGIES IN GAUFF CONSULTANTS (NIGERIA) LTD” carried out under the supervision of MR. JOHN LAMONT submitted to Dublin business school is entirely my own unless otherwise stated and referenced with the original source. A full reference section is also included with this dissertation.
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ABSTRACT

In today’s business world, employee retention is an important element of success to many organisations. Different studies have been done in the field, as researchers hope to figure out what retention factors are truly important to keep employees content and also to reduce turnover in organisations. In the engineering consultancy sector in Nigeria, companies strive to get the best and experienced employees; this competition has made it tougher to retain employees. This study’s primarily focus is to understand the employees’ perception in regards to the retention strategies employed by Gauff consultants and also to suggest recommendations so as to hold on to its employees. The researcher developed and tested the hypothesis that employee retention strategies prevent employee turnover in Gauff consultants.

The population for the study were 18 out of 35 taken from the company. Non–statistical and statistical data methods were also used to analyse the data. This study contains mainly 6 chapters. The first chapter is the introduction where the topic is introduced and the objectives were stated. The second chapter reviews the works, studies and also models which are relevant to this study. These were then reviewed and analysed. The third chapter is based on the research methodology and how the researcher collected data so as to carry out the research. The gathered data were then analysed and discussed in chapter 4. The results provided the researcher data which was then processed and analysed to spring up suggestions and recommendations which were discussed in chapter 5. The final chapter includes the discussion of the researchers’ skill development throughout the phase of the dissertation and the MBA program.
CHAPTER 1

1.1 INTRODUCTION

Employees are always an asset to any organisation; employee retention can be a factor to organisational success. The more experienced an employee is, the more valuable he is to the organisation. This is a reason why organisations ought to take retention of its employees as a top priority. When it comes to investment in hiring an employee, the process is quite expensive and time consuming. As noted by Finnegan (2010), the expenses of recruitment involves advertisements for the job vacancies, the expense of paying recruiters, the time and effort spent for interviews and selection and so on. Retaining employees is one of the biggest problems that plague companies in the competitive marketplace regardless of the business cycle or economic condition today (Terera and Ngirande, 2014). Employee retention is a very important aspect of HRM (Human resource management). Employee retention needs to be implemented in order to ensure growth in the organisations, irrespective of the type of organisation be it capital intensive or labour intensive. The importance of employees cannot be over emphasized regardless of the type of product being produced be it a tangible product or an intangible product (services). Some firms which are more involved in the production of services need the brains of their staffs, as this is a resource which can’t be easily replicated. Some of these are labour intensive while others are capital intensive; some of these organisations produce documents, reports and data which are generated by the staffs (Banfield and Kay, 2008). An example of this is a company that deals with innovation which relies heavily on the capabilities of its employees to come up with creative and savvy ideas which are later transformed to products or services. Staff retention in modern times has become more of an important strategic issue especially in the service industries as high staff turnover is becoming more of a problem as organisations now have a challenge of keeping their employers satisfied. Lack of employee satisfaction may result to companies losing these workers to competitors offering better working terms and conditions. The problem of turnover has various effects on organisations; these could lead to high organisational costs and also a reduction in organisational performance and productivity. According to fortune (2015) the top organisations to work for are Google, the Boston consulting group, Acuity, SAS institute and
Robert W. Braid just to mention a few. These companies realise the importance of their staffs and their relevance to organisations’ output and productivity and they ensure that proper strategies are put in place so as to keep their employees content. The top organisations are there because they value their employees. Intelligent employers realise this and set policies to keep them glued to their organisation.

This chapter explains the overall view of the study which contains the background to the topic, importance of study, highlights of significant ideas, issues and also problems.

1.2 BACKGROUND OF STUDY

As noted by Bhatti et al (pg 127, 2013) human resource is an inventory of human skills, talent and education which are important in today’s dynamic world. Effective utilization of human capital through processes such as identifying, recruiting and channelling of competent human resources into their business operations can significantly assist in improving functional efficiency and productivity. In today’s globalised economy, qualified, motivated and experienced employees are very essential to survive in a tough business environment. HRM is one of the most important and critical specialised area in organisational management as it involves the management of one of the most valuable assets which is the people. Solomon, Brza and mateescu (pg. 186, 2013) defined HRM as a comprehensive and strategic management area which involves establishing practises, policies and administrative structures which main aim or focus is on an organisation’s most valuable asset which is it’s people. In order to maximize the productivity of an organisation, optimization of strategies effectiveness has to be put in place. HRM also involves developing certain practices which helps to boost flexibility and teamwork, it also aims at making the employees feel valued and also make them realise that their contribution is important to the growth and development of the organisation. The key or talented employees are the heart of the organisation because employees are “appreciating and valuable assets”. The longer they stay with an organization the more productive they get - they learn the organizational culture, they learn the products, and they learn how to work together.

As analysed by Van Eeden (2014), the rate of retention has an inverse relationship to staff turnover and it is expected that if a generally a high number of staffs stay in an organisation for a specified period then the retention rate is high and the turnover rate is low i.e. (retention rate
=1/turnover rate). Holding on to employees is an essential objective of each company. It aids in diminishing wastage as far as the time, effort and cash spent in contracting and training new workers and incorporating them into the organisation is concerned. Analysis by Moynihan and Pandey (2007) called staff turnover as an organisation's loss of memory. Holding on to all the staffs may not be the craving of all businesses. The vast majority of the companies are concerned with holding the best performers, the individuals who have key knowledge and expertise required to run the company are the individuals who the companies may find it hard to replace. Greenberg & Sweeney (2010) insinuated that organisations ought to make endeavours to keep their best workers notwithstanding tricky times. They further analysed that it is the top talents that differentiates one business from another. Cardy and Lengnick-Corridor (2011) likewise emphasized that if the best performers are not Held on to, an organisation can be affected negatively from the operational to the more vital and strategic level also, human capital stays one of the few resources that can give a supportable upper hand to any organisation. They however propose that staffs ought to be named platinum, gold, iron and lead, and that companies ought to spend more time and effort to hold on to platinum staffs in contrast with the lead employees. It merits specifying here that staffs' exit from a job has various measurements. Then again, the issue which is of importance here is that some elements of staff's exit may be controlled by the administration while there are other elements in which the management has practically zero bearing. For instance a worker may leave his employment in light of family circumstances, other occupational offers and quest for new prospects. It was further stressed by Cardy and Lengnick-Corridor (2011) that endeavours to amplify retention are in line with a concern towards the workers and a yearning to make organisational environment as "sticky" as could be so as to keep employees. Endeavours to minimize turnover, then again, can be seen as a way to diminish or dodge an expense.

Therefore, it is important that employers understand that a motivated and contented workforce has a positive effect to an organisation specifically in terms of productivity and success of the company.

1.3 PROBLEM STATEMENT

There are various elements that lead to employee turnover and they are varied and have been verified by equally diverse theories and models which will be discussed in the literature review.
High employee turnover ratio is a great loss to an organisation which could be a problem because of increased recruitment, selection, training costs and also work disruptions. As proposed by Mark, (2008) many studies have shown that the total cost of losing an employee can range from tens of thousands to 1.5-2X annual salary. However, it is important to take into account the indirect costs which insinuate that employee turnover costs businesses money, time and disrupt the flow of a functioning labour force. A high turnover or attrition rate has adverse effects on the organization. However, not all turnovers are negative as it also helps in bringing in new workers and fresh ideas. At first, most employees are a "cost" to the organization, and that over time, with the right talent practices, they become more valuable. Employee turnover costs businesses money and time, and interrupts the flow of operating labour force. There can be a significant knowledge gap left when an employee leaves an organization, creating more work as the remaining team members pick up the pieces. Then, there's also the timely and costly process of recruiting and training a new employee (Cascio and Boudreau, 2008).

It was noted by Cardy and Lengnick (2011) that retaining the best employees can be critical to whether operations in the organisation run smoothly and efficiently and whether an organisation can maintain a competitive advantage. For these reasons, turnover is something which businesses would very much like to avoid, but they don't always know how. Gauff consultant is an engineering consultancy company which requires the innovation and expertise on the part of its employees. In its industry, the major problem is trying to hold on the valuable employees as competition is fierce, competitors and organisations strive to get and keep the best engineers by offering the best working terms and conditions.

1.4 RESEARCH AIMS AND OBJECTIVES

The purpose of this research is to find out which retention techniques should be practiced by Gauff consultants (Nigeria) limited so as to retain its employees?

The employees with more experience in an organization are always an asset to the organisation, the reason being that they are much familiar with the company culture. Employee retention is beneficial for both the organization and its employees. This research aims to

1) Study the traditional retention techniques been practiced by Gauff Consultants (Nigeria) Ltd.
2) To find out the factors that influences the employees towards retention in Gauff Consultants (Nigeria) Ltd.

3) To examine the role of compensation package in retaining the employees in the organization.

4) And also to study the feasibility of introducing additional measures to improve employee retention at Gauff consultants in the future.

While some turnover is inevitable, putting employee retention strategies into place can help ease an employer's pain. Employee retention is important because if the best workers are not retained, the organisation will be negatively affected from operational to the strategic level.

The rationale of this proposed study is to try to understand motivation and satisfaction factors drive these employees to retention and to know how Gauff consultants Nigeria limited can reduce employee turnover costs. Proper employee retention strategies are expected to help manage employee turnover in Gauff consultants and would enable the company grow from strength to strength. The top organizations in the world today are there because they know how to keep their employees glued to their organizations.

1.5 HYPOTHESES

For the purpose of this study, the research hypothesis will be that

H1: Retention practices can prevent employee turnover.

HO: Retention practices cannot prevent employee turnover.

1.6 RESEARCH QUESTIONS

The research is concerned with the retention strategies employed by Gauff consultants in order to retain its staffs. So as to prove or disprove the hypotheses, the following research questions have been designed to direct the research to the appropriate areas. The research questions being:

*What retention strategies are being practised in Gauff consultants Nig. Limited?*

This question seeks to know about strategies which the company employs.
What factors lead to employee’s satisfaction and its role in retention in the organization?

This question aims to try to figure out which factors helps in retaining its employees or what do employees enjoy and what factors makes them happy and content with Gauff consultants.

1.7 STRUCTURE OF DISSERTATION

The rest of the thesis report is laid out in 4 fundamental parts: literature review which mentions various models and theories in the research field of employee retention. Various factors, effects, theories and models that are attributed to employee retention are further discussed in the review of the literature.

The next section which is the chapter 3 discusses the methodology which comprises of how the data and research were collected and conducted. The population was chosen from the employees of Gauff consultants Nigeria limited. Interviews were also conducted with managers of the company.

The results from the survey with the preliminary analyses are presented next. The frequencies of the survey collected are displayed and the questions are exhibited in chart form. The analysis of results follows, further analyses of relationships between the variables (the components) were conducted and then the conclusion from the statistics was drawn. It additionally examines the relationship between the chosen models and theories.

And then, the conclusions and suggestions segment discusses the recommendations and the strategies that Gauff consultants should employ. The strategies are examined in connection to the variables that lead to employees leaving or staying.
1.8 BRIEF COMPANY PROFILE

GAUFF CONSULTANTS

Figure 1: Gauff consultants

Gauff consultant is a company with over 55 years of experience and expertise in planning, consulting and implementing tremendously challenging engineering projects. The foundation for the success of Gauff consultants was laid by engineering firm Gauff in 1958; today the company has about 7 subsidiaries. In over 100 countries, the company stands for its German efficiency, high level of expertise and reliable partnership. The organisation is one of the top 200 consulting firms in the engineering services sector and it is well established globally.

Gauff consultants have a broad range of specialist areas and expertise, it’s range of services includes; water and sewage; transport, rail and road; urban, infrastructure planning and structural engineering; mobility consulting and IT solutions; constructive civil engineering; energy technology and environmental protection (Gauff.com,2104). The company has 3 branches in Nigeria. The head office is in Kaduna state, Nigeria.

Employees of Gauff consultants

In relation to its employees, in all its functions and all areas, Gauff prides great significance with personal responsibility, will power and team spirit as important factors of their work. The skills and commitment of the employees are the foundation on which the future of the company is built and these employees are actually the most valuable resource of the company. Gauff consultants also take multidisciplinary diversity of its employees highly as it makes the organisation alive and strong (gauff.com).
Figure 2: Chart of employees
CHAPTER 2

2 LITERATURE REVIEW

2.1 INTRODUCTION

This section attempts to review the literature of the major concepts and theories of employee retention. It aims to show the comprehensive scenario of the elements and theories of motivation, why employees decide to stay or leave? The role retention of employees plays in an organisation and the effect of turnover. Journal articles, academic texts and books will be reviewed in which the key issues and problems will also be summarised and critiqued. A review of these studies is important so as to develop a relevant approach that can be employed in this study.

2.2 FACTORS THAT AFFECTS EMPLOYEE RETENTION

When an employee leaves, the effect could be a negative one for the organisation’s direction and the moral of the labour force. Depending on the role and responsibility of the employee, the costs are both direct and indirect, which could be expensive for the organisation. Most times, the question the Managers ask is why are my employees leaving? There are different reasons why employees leave an organisation. Many researchers who studied this have made attempts to find out why.

As noted Osteraker(1999), employee retention and satisfaction are the key variables for the success of a company. The Retention element can be separated into three expansive measurements, i.e., social, mental and physical. The mental measurement of retention comprises of work attributes, workers also incline toward adaptable work undertakings where they can utilize their insight and see the consequences of their endeavours which, thus, helps in retaining the significant assets. The social measurement comprises of the contacts that the employees have with other individuals, both internal and external. The physical measurement comprises of working conditions and pay. DeConinck (2010), Clarke (2001), Parker and Wright (2001) have rightly watched that organisations must use a far reaching scope of human resource management components to impact workers retention and commitment. Walker (2001) recognized seven elements that can improve employee retention: (i) appreciation and compensation of the
performed work, (ii) procurement of challenging work, (iii) opportunities to be promoted and to learn, (iv) invitational climate inside the company, (v) constructive relations with work mates, (vi) a solid harmony between the personal and professional life, and (viii) great communications. Together, these propose an arrangement of working environment standards and practices that may be taken as welcoming workers' engagement. Kehr (2004) spilted the retention variables into three factors: power, accomplishment and affiliation. Social control and dominance stands in for power. At the point when individual performance surpasses the set norms, it stands for accomplishment and affiliation alludes to social connections which are intensified and established. Perrine (2007) found that variables, for example, personal premises of trust, loyalty, responsibility, and identification and connection with the organisation have a direct impact on employee retention. She likewise clarified that working environment elements, for example, rewards, initiative style, profession opportunities, the

Development and training of abilities, physical working conditions, and the harmony between personal and professional life have a backhanded impact. Pritchard (2007) was of the perception that development and training is one of the vital retention projects fused with an end goal to hold on to their workers. Eva Kyndt, Filip Dochy et al.,(2009) have found in their study, while researching worker retention that personal elements, such as, the level of training, position, self-saw initiative aptitudes, and learning disposition and organisational elements, for example, stimulation and appreciation, and weight of work are of great significance in employee retention.

A study by Campbell et al (Pg.12, 2012) identified some reasons why employees leave and they are: due to bad relationship in the work place, being bored or unchallenged in the work itself, lack of contribution of the organisation’s business goals, poor benefits just to mention a few. These factors are lead to employee dissatisfaction and may lead to employee turnover in an organisation.

In an attempt to create an open discussion on employee disengagement and what organisations need to actively pursue in order to retain the best and their brightest employees so as to retain them, Branham (pg. 23, 2005) Identified that there are 7 hidden reasons why employees leave, which are ; he noticed that the workplace or job was not as expected, the mismatch between the job and person, little coaching and feedback, too few growth and advancement opportunities, feeling unrecognised and devalued, stress from work-life balance and overwork and the last
which he says is loss of confidence and trust in senior leaders. Fitz-enz (1990) perceived that worker retention is not impacted by a solitary component, yet there are hosts of variables which are in charge of retaining workers in an organisation. Administration need to pay consideration to certain elements, examples include; pay and rewards, job stability, developments and training, supervisor support culture, workplace and organisational equity and so forth.

The reasons could go on and on, these reasons are catalysts to a high employee turnover ratio and are also Managers’ dilemma. There are still many employers who still hold to the belief that employees will no longer matter as long as the unemployment figures are still very high however, the cost of turnover to the organisation proofs otherwise. A survey was conducted by Howard et al (pg. 29, 2007) to identify the reasons for turnover and it was discovered that lack of growth opportunities, insufficient compensation packages, better career opportunities elsewhere, work was uninteresting, insufficient rewards/ recognition, lack of appreciation of efforts, external factors, discrimination, job changed focus and scope overtime, change in economy, poor relationship with Manager and poor relationship with co-workers.

Schermorthon (pg. 33, 2007) identified in his book that an employee retention and satisfaction survey was conducted in 2006 by salary.com and it was discovered that lack of opportunity and lack of recognition are top reasons for employees’ resignation. It was also discovered in the research that employees of small organisations (less than 200 workers) tend to be more satisfied than employees of larger organisations. This is understandable as these smaller companies interact better amongst all levels than that of a larger organisation.

Analysis by Tipton (Pg. 609, 2012) in his book identified that an online poll was conducted by informationweek.com. The poll was conducted by I.T professionals to know which workers were willing to switch where they worked and their reasons for their decisions. The results found out that over 60% of the respondents were looking for a new job in a new organisation and the reason which most gave was that they dislike their current employers management and culture. This insinuates that a company’s culture and its managers play important and crucial roles amongst others in keeping employees satisfied and happy at their jobs. Many authors and researchers have analysed various factors affecting employees towards retention in a workplace. However, what they all agreed on is that keeping the employees satisfied, happy and motivated are very important towards retention and increase of performance of the employees. Doing a
research on Gauff consultants, would help in further identification of other factors which actually affect employee retention in the company.

2.3 EFFECTS OF EMPLOYEE TURNOVER

In the course of the last 20 years of Managerial issues, the matter of employee turnover still exists in a large portion of the companies all through the world. Even in well-developed economies, the trend of staff turnover is still tremendous. The ability of work done by the staff or the level of performance accomplished is due to the workers fulfilment within organisation. Abdali (Pg 32, 2011) Staff turnover in companies is one of the major issues which widely influence the general performance of an organisation. This section hopes to analyse the beneficial and adverse effects of employee turnover in organisations.

John (2000) proposed that the main problem of staff turnover that companies encounter is actually the costs, which may either affect the organisation directly or indirectly. There are various issues which may arise due to these costs which includes; the labour market search for potential replacement, selection dilemma between potential replacements, orientation of selected substitutes and also the training of these substitutes until he/she achieves the level of proficiency of the worker who got sacked or decided to quit. There are also various indirect costs to organisations when employees leave. These, as indicated by Sutherland (2004), incorporate the abilities, knowledge and also, contacts that the exiting employee takes out of the company. Gaia & Christopher (2007), proposed that turnover influences both organisations and employees. Staffs experience various issues such as the need to learn new specific job skills. Coming from the organisational perspective, companies suffer from the costs of hiring and training new employees and also the loss of specific job skills. When employee leaves, this may lead to the loss of critical knowledge about the company which may be an advantage to any potential employers/competitors. These issues will have a negative effect on organisations as these costs (direct and indirect) will definitely weigh on the organisation financially and in terms of performance. These are some of the major reasons why companies need to keep its employees satisfied and happy via potential strategies. As these issues might have a negative effect on the organisation.
Armstrong in his book (Pg. 198, 2012) states that employee turnover is also known as labour turnover or attrition, and it was defined as the percentage or number of employees who leave a company or an organisation and are replaced by new workers. Employee turnover could be in the case of voluntary turnover, involuntary Turnover or avoidable and unavoidable turnover.

Voluntary turnover or a quit shows an employee’s choice to terminate relationship while an involuntary turnover is one which has to do with an employee’s decision to terminate the employment relationship (Egan, Yang, Barlett, 2004). However, more emphasis will be put on voluntary turnover or a quit. A study was carried out by (Manu et al, 2004) to know what affects voluntary Turnover, and it was identified that voluntary turnover can be affected by lack of job satisfaction, job stress and also alternative opportunities. As analysed by Martin (2003, pg. 392) employees and firms both feel the impact of employee turnover. Staffs experience disruption in the workplace, the urge to find distinctive career prospects and to learn specific job proficiency. Organisations endure the disruption of production, loss of job specific skills and incur the costs of hiring and training new workers. However, new employees may possess better education and have greater initiative and be more talented than those leave. This emphasizes that employee turnover indeed has both positive and negative impacts, the employers needs to know when to either let go, retain its employees or whether to employ new staffs although various factors influence this decision, the decision is still important and has effects on the performance of the organisation.

Many researchers have attempted to understand the effects of employee turnover to organizations, to know if it’s of destructive effect or whether employees are disposable assets which should be taken seriously. The negative effect of turnover has been studied by various literatures, and it has been said to lead to adverse effect on the organization, these effects are employee separation, replacement and training costs, reduced output and productivity and also disruption to business operations (Dalton et al, 1982). Despite the enormous research and surveys which have been done on this topic, there is no universal accepted framework for this premise (Lee and Mitchell, 1996). In a research of retention, recruitment and turnover by CIPD 2009 (Caplain, Pg. 103, 2011) it was discovered that in the UK, there was about 15.7% turnover and the average cost of every leaver was €6,150. This was mostly gotten from direct costs i.e
from recruitment which could be expensive to incur and the indirect costs could affect the companies’ productivity.

However, some studies also pointed out that the effect of employee turnover may not be always negative. (Deloitte, 2011) argued that if employee turnover can indeed have an important impact on the productivity of a company, contrary to the belief that it can’t as it has been envisaged to have an adverse effect. This may be so as some employees may not be performing to the expected level and thus may lose their jobs and it might be better replacing them despite the high cost of recruitment and replacement. It is necessary that managers redirect resource expenditure so that the inconvenience and disruption of employee turnover can be controlled. Many studies point out that turnover effect are avoidable given that strategies are implemented through direct intervention. In an attempt to analyze the effect of employee turnover on operating performance in settings that oblige large amounts of knowledge, utilizing 2 years of turnover information from some of a key supply chain in some U.S stores, Ton and Huckman (pg. 68, 2008) noted that in an increment of one standard deviation altogether turnover at a low-process conformance store prompts a 3.8% reduction in overall revenue. Nonetheless, at high-process conformance stores, where staffs reliably take after recommended standard working methodology, expanding turnover does not prompt a reduction in store performance. In this case, the approach adopted by managers is significant, low or high process conformance has an effect on employee turnover and the adverse impact of turnover on performance is more affirmed at stores where managers pick a low-process conformance method. Turnover definitely has a significant effect to an organization, identified through the research on this topic. The loss of critical information and intellectual personal is very expensive as this could lead to an advantage to competitors who eventually employ these staffs.

2.4 FACTORS THAT IMPROVE RETENTION

There are various factors that improve the retention of employees in the workplace, this section attempts to analyse different works from various authors and researchers.

Hansknecht et al. (2009) analysed that retaining talent should be the primary focus for many organisations. The concern for managers is on the knowledge, skills, competencies and attitudes which these employees bring to the organisation as this promotes growth and competitive
advantage. Ignoring the cost of employee turnover can be very costly as its effects have been explained above, it has been said that retention of key employees is important so as to control the expensive cost of disruption and recruitment. The success and health of an organisation in a long run correlates with retention. Employee retention was defined by Klippert (pg. 5, 2014) as a situation whereby employees are encouraged to stay with an organisation for the maximum period of time until the completion of a project.

A study by Armstrong (pg. 34, 2010) identified that there are some strategies to enhance productivity, engagement and to retain employees, the strategies he envisaged are; mentor creation, employee development investment, focus on morale, appreciation, meaningful performance reviews and work load, management of employees. These efforts are targeted to be valuable. The top performers are significant because of what they offer (services) are indispensable. The top performers need to be committed and satisfied in order to give their best; these strategies are put in place in order to stimulate commitment and motivation on the part of the workers. Masibigiri and Niedaber (2011), who interviewed with eight Generation X workers (40 to 49 years old) working in the South African public service, recognized content of the work, professional success, skill utilization, work-life offset, compensation, leadership behaviour and security needs as elements influencing employee retention. A study investigation of 100 Managers and other staffs in five extensive Indian companies found out that that a decent pay package, training opportunities and a careful selection process enhanced job satisfaction and employee commitment, bringing about enhanced employee retention (Mahal, 2012).

Ovadje and Muogboh (2009), analysing a sample of 62 Nigerian middle managers, found that the three most imperative reasons to stay with an organisation were the advancement opportunities, fulfilment with the content of the job and affiliation; and fulfilment with the compensation was the forth.

A survey was carried Thompson on employers (pg. 53, 2010) and it was identified that the most popular tools for retention and attraction of employees are: strong company culture which comes first at 51% of the employers surveyed, 15% of the employers surveyed said that a suitable work/life balance is important to retain employees, structured career progression was about 19%,
10% of the employers surveyed said training and mentoring partnership were crucial and 10% identified that recognition and rewards are more important.

In a qualitative analytical research conducted by Chirintr (Pg. 7, 2010) on hotel employees, it was discovered that employees at management level will stay with the organisation as long as they can accept the organisation’s culture and have high job satisfaction. When employees are satisfied, they tend to stay. If employers engage in practices that backs good working relationships, employee satisfaction tend to improve.

Analysis by Gask (Pg. 3, 2013) suggested that poor communication and leadership could lead to a reduction in employee retention and engagement. Communication is crucial in building relationships and it an essential element of leadership. A good Manager knows the importance of communication and this is important in relating and understanding employees better.

The relationship between retention and job satisfaction has been reliably found in numerous turnover studies (Lum et al, 1998). Mobley et al (1979) showed that general job satisfaction is adversely connected to turnover and directly linked to retention yet clarified little of the variability in turnover. Griffeth et al (2000) found that overall job satisfaction unassumingly anticipated turnover. In a study in New Zealand, Boxall et al (2003) discovered the major reason by a wide margin for individuals leaving their jobs was for all the more intriguing work somewhere else. It is by and large acknowledged that the impact of job satisfaction on retention is to be taken seriously by employers. Fogarty et al (2014) research on satisfaction and intent to stay in Afghanistan and Malawi identified findings which is consistent with past studies that job satisfaction of medicinal services staffs in high-, middle- and low-salary nations.

For respondents in both Afghanistan and Malawi, those individuals who got training opportunities and felt safe from damage at work and traveling to work were more inclined to report that they were paid a fitting compensation. Furthermore, study results in Malawi demonstrated that training opportunities and compensation were both emphatically connected to higher intent to stay and job satisfaction.

Other possible factors that play a role in retention include;
2.4.1 Market forces

The economic conditions in a nation and the job market additionally influence an individual's choice to leave or stay in an organisation. Cotton & Tuttle (1986) insinuated in their study that that all things being equal (ceteris paribus), the better the local economic conditions, the more probable a worker will want to leave, certain that they will have the capacity to discover another place of work. Blau & Kahn (1981) suggested that the more the time a worker exhausts with an organisation and the older he becomes, the lower the probability that the employee will leave his job.

2.4.2 Organisational environment

Organisational environments and its policies have an impact on an individual's choice to quit or stay. Some say that granting career advancement and promotion to people can make them want to stay with an organisation (Kellough & Osuna, 1995).

Professional advancement regularly includes training and tutoring the worker. A few companies have looked at development and training chances to the employee positively and also as a means to improve retention rates. On the other hand, others say that development and training can have a negative effect on retention as it may open doors for the person outside the organisation. There are various studies in trying to understand the relationship between promotion and pay and its effects on employee retention. Promotion and pay are most of the times viewed as together but there is a significance difference as pay increment does not necessarily translate as promotion. In most cases, promotion comes with an increment in salary or wages.

2.4.3 Person-fit Organisation

Person-organisation (P-O fit) also has an effect on employee retention. Person-organisation fit has two angles. One of which has been talked about by Moynihan & Pandey (2007). They stated that workers actually want more desirability of specific task and financial rewards. Staffs may feel a connection to the organisation due to the chance to do the job that holds intrinsic values to them, which will lead to satisfaction. The missions and objectives of the organisation may pull in the individuals itself. Person-organisation fit identifies with the ability of the organisation and the person regarding similar values. It showcases consistency in values between an organisation and
an individual. The better the Personal-Organisational fit, the lower the probability of turnover in an organisation. Personal-organisational fit has another measurement also. It has a closer relationship with the selection of workers also. Personal-organisation fit is more concerned with suitability of the candidate for the job regarding the capacities, skill set and traits/attributes.

For instance, some executives may leave their place of work on the grounds that they didn't do well (Gilmore and Turner, 2010).

Stybel & Peabody (2007) suggested that search consultants while picking a candidate for a specific leadership role, ought to give information about vital and strategic objectives of the organization which the candidate needs to progress. This will help in the employment of the most suitable candidate.

### 2.5 THEORECTICAL LINK BETWEEN RETENTION AND MOTIVATION

There are numerous issues identified with the effectiveness of employee retention inside the HRM field. With the advancement of the knowledge economy, motivation of employees is essential in holding on to or retaining workers. Stain (2013) talked about the causal relationship between motivation and employee retention.

These researchers had the view that motivation is a power that empowers staffs behaviour, fulfils their needs and leads to an increase in employee retention in the workplace. Shoup (2011) insinuated that motivation serves an essential function in enhancing employees’ productivity in the workplace and also retaining them. Whitley, Cheung & Quan (2000) stated that to make the most of retention means capitalizing on the quantity of workers who wants to stay in your organisation instead of the individuals who decide to leave your organisation. The research and analysis of employee incentives is imperative for enhancing organisational competitiveness and business productivity. There are numerous approaches to instigate employee retention and one of the easiest and most significant ways to motivate employees is compensation (Lawler and Jenkins, 1992). Additionally, management of compensation is significant activity of Human Resource Management. Motivation is the centre and target of management (Chen, et al., 1997).

Incentives and compensation is a viable approach to propel workers. This is generally utilized by numerous organisations. Effective and rational remuneration system can viably inspire
employees' initiative, enthusiasm, and reward certain staff behaviours and stimulate the desired employee behaviours to be at their best for the organisation to maximize productivity, thereby attaining the aim of employee retention.

However, in earlier studies, theories were developed to an attempt to create models to try to understand how workers are motivated to push their performance and also to keep them satisfied at work. It was analysed by Mawhinney (2011) that effective employee motivation can lead to an increase in employee’s productivity and loyalty. Since there’s relationship between retention and motivation, this section of the literature review aims to look at Maslow’s hierarchy of needs, Vroom’s expectancy theory, Herzberg 2 factor theory (motivation-hygiene theory, vroom’s expectancy theory and Stacey’s equity theory.

2.5.1 Maslow’s hierarchy of needs

Maslow proposed that there are 5 human needs, these needs are physiological, safety, social, esteem and self-actualisation. The essence of the theory is that needs lower in the hierarchy have to be fulfilled before higher needs. Such that physiological needs which includes food, breathing, sleep have to be satisfied before the safety needs and then social needs which involve love and belonging. If all these needs have been satisfied, then esteem needs which includes self-esteem, confidence, and achievement and then once all these needs have been attained, one can now get to self-actualisation. The Maslow's Hierarchy of Needs clarifies the motivation components. Employee motivation is a critical element essential for performance and objectives accomplishment. An unmotivated employee that is not inspired won't bring the ideal output. Notwithstanding experience, educational level attained training and remuneration, without the needed motivation the output of the worker won't be at legitimate level. Low inspiration can lead to an increment in employee turnover.

Stain (pg 1, 2013) proposed that a motivated workforce can improve performance and customer satisfaction. If workers are lacking these basic needs, support and advice should be offered to such worker. He also pointed out the traditional employers make one mistake thinking only money is needed to motivate an employee. As noted by Shoup (2011) every employer wants a worker who will do the job, a worker who is a team player and who will be motivated to do a job to meet before the deadline. For employees to do that they need to achieve those needs in order
to give their top and best performance, the employer also needs to understand these needs in order to motivate the employees. And for employers to do this, you need to understand elements of the Maslow’s hierarchy of needs to get the best out of their employees and need to understand that salaries and compensation alone can’t motivate workers. The Maslow's Hierarchy of Needs assumes the vital part in employee motivation. Along these lines, the manager ought to plan each position, office, processes, procedures, and culture so as to satisfy these needs.

2.5.2 Vroom’s expectancy theory

Another theory which explains how people are motivated is the expectancy theory by vroom. It states that people will be motivated to do things to get their goal, that if they believe in the worth of a goal; they can see what needs to be done in order to attain that goal. (Weihrich and Koontz, Pg.333, 2005). Motivation is likely to be achieved when there is a perceived relationship between outcome and performance. It involves both intrinsic and extrinsic motivation. The intrinsic motivation (motivation from the work itself) is envisaged to lead to more reward than extrinsic motivation (financial reward).

This theory is unlike the Maslow's theory of needs which is centred around needs and talks about a person's behaviour and action on the premise of the needs the individual hopes to satisfy, whereas, the Expectancy theory focuses on results. This theory clarifies that an individual's conduct is based on the result or the objectives an individual needs to attain. The individual then seeks alternatives or makes choices to get that result. The outcome or result ought to be sufficiently appealing to bring about the urge to start working for it. The objective should likewise be attainable. As proposed by Lauby (2005) Expectancy theory connects efforts, performances and results. The employee ought to have the conviction that the more his effort, the better his performance and the better the execution of his job, the higher will be the reward. The reward must captivate the individual or urge him to work for it i.e. there ought to be a positive co-relationship between a person's exertion in performing a job and an attractive result in which the person values. This theory further proclaims that the more the need of a want of an intrinsic or extrinsic reward, the more resolute the employee would be in getting the job done. Honore (2009) the employee associates an emotional value to the result he hopes to accomplish. This emotional value is called valence. In the event that the valence is positive, the worker would rather attain to the result instead of not accomplishing it. This theory says that people have
distinctive sets of goals and can be motivated in the event that they have specific desires. Expectancy is additionally at times called the valence instrumentality expectancy theory. In this theory, the employees are expected to put in an amount of commitment and work which will be equal to what they receive in return. This theory is mostly based on job performance as employees expect potential job promotions and pay raises which will keep them working hard so as to achieve personal goals. In this theory, there is a relationship between compensation and rate of performance of the employees. As analysed by Shoup (2011), employees will be motivated to remain in an organisation given that they will be paid well. This is however a flaw to this theory as there are other important factors in the modern world will be lead to employee motivation and satisfaction which could led to decision of an employee to remain with an organisation.

2.5.3 Equity theory

According to Ramlall (2007) Equity theory is concerned with how individuals feel about how they are treated in contrast to others. Being treated even-handedly means being treated fairly in comparison with a group of individuals. Equity is not the same as equality which would be treating everybody the same which is biased if individuals should be dealt with in an unexpected way (Armstrong, 2009). Equity theory says workers will be inspired in the event that they are dealt with impartially and de-motivated if treated unjustly. A constraint of this theory is that it focuses mainly on only one motivational factor. There are two types of equity, which are procedural equity and distributive equity.

According to this theory, the opinion of the employee in regards to fairness is the outcomes versus their contribution in comparison to the outcomes and contributions of other employees. The primary centre was on the fairness of the individual concerned to their results, examples of this include; reward, pay or performance appraisal (Deutsch, 1975) cited in Armstrong research. At the point when an individual is treated with disparity, they alter their perceptions or efforts of inputs and results. An outline of social exchange theory was utilized by Adams to so as to understand fairness. As noted by Adams (1965) the workers were more worried about their fairness of their outcomes than the supreme level of their outcome.
In addition to Adams equity rule, i.e. equality and need. Leventhal (1976) recognized some other factors. As indicated by equity rule of Adams, people get the same equal or same output, however the need rule suggest that employees ought to get result on need.

Herzberg Theory of Motivation

Herzberg (1959) two factor Theory as referred to in Bassett-Jones and Lloyd (2005) gave a theoretical foundation for this study. Herzberg suggested that workers are motivated by interior values as opposed to values that are exterior to their work. As such, motivation is generated internally and is driven by factors that are intrinsic to the job. Herzberg called these variables "motivators".

These intrinsic variables consist of recognition, achievement, responsibility, the job itself, growth and advancement. Alternately, certain variables can lead to dissatisfying experiences to the workers; these variables generally come as a result of from non-job variables, which are believed to be extrinsic. These variables were called "Hygiene" factors by Heinzberg which, in spite of the fact that it doesn't motivate employees; still, these factors must be in existence so as to keep the employees content. The dissatisfiers are salary, co-worker relationships, supervisory styles and company policies Bassett-Jones & Lloyd (2005).

Herzberg (1959) as cited in Bassett-Jones and Lloyd (2005) contended further that, taking out the reasons for dissatisfaction (via hygiene variables) would not bring about a condition of satisfaction; rather, it would bring about a neutral state. The utilization of intrinsic factors will only lead to motivation. The major ramifications of this study as noted Herzberg is "that the wants of employees separate into two types. One type involves the need to grow in one's occupation as a medium of personal growth. The second type works as a vital base to the first and is connected with reasonable treatment in working conditions, supervision, administrative practices and compensation". Armstrong (2009) the satisfaction of the needs of the second type does not motivate, increase performance or establish job performance it just avoids dissatisfaction.
The second type develops the hygiene variables which just prevents dissatisfaction. Herzberg stated monetary motivating forces such as compensation may motivate in the short run however the impact rapidly wears off (Armstrong, 2009).

2.5.4 McClelland Theory of Motivation

David McClelland and his partners created the McClellan's theory of needs. The theory concentrates on three acquired or learned needs, which is known as manifest needs (Nelson & Quick, 2006). The needs that McClelland's theory focuses on are the needs for achievement, affiliation and power (Smit et al., 2007). Robbins et al. (2004) characterized these needs as:

Need for achievement – the drive to exceed, to attain in connection to a set of standards, to seek accomplishments. Where this is high, then individuals have an extraordinary urge to succeed and also an extreme fear of failure.

Need for affiliation – the urge for close interpersonal and friendly relationships. Where this is high, individuals have a tendency to look for acknowledgement by others, need to feel cherished and are concerned with keeping up amiable social connections and

Need for power – the need to make others act in a manner that they would not have acted otherwise. Individuals with a high need for power look for chances to impact and control others, look for authoritative positions and are regularly eloquent, stub and out spoken. Persons with a high accomplishment requirement need possess attributes such as accepting obligation regarding tackling issues at work, regularly setting testing focuses for themselves at work and go out on a limb to accomplish those targets, looking for creative approaches to attaining these targets.

2.6 LITERATURE REVIEW CONCLUSION

The literature review was conducted show existing works and finding in the field of employee retention. Secondary data used here was gotten from journal articles, books, and reports which were critically reviewed. The reasons for employees leaving the workplace were reviewed. Different studies were also carried out on the effects of employee turnover and it was discovered that it has both negative and positive effect; however the negative effect could be also very harmful to organisations. The reasons why employees should be retained was also discussed.
And finally, the link between motivational theories and employee retention and the role they play in employee retention were reviewed.
CHAPTER 3

3 RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is a process of gathering, recording, analysing and finally interpreting the data is known data. This is a process used in collecting data and information for the purpose of making business decisions (Bryman and Bell, 2003).

It is a significant section of the research which highlights the methods followed by the researcher in performing the collection of data to reach the research aim in a most effective manner. According to Walsh and Wigens (2003), research methodology is a detailed plan that highlights the different activities that are essential in performing the entire process of data collection effectively. It is defined as a blueprint regarding the various steps to be followed in performing the entire process of data collection. As indicated by Leedy (1999), it is essential that there should be a systematic approach in solving the research problem so that the solutions as obtained to the research problem have higher accuracy and validity.

An effective research methodology is quite useful in performing the data analysis and interpretation and thereby, a better solution to the problem can be reached. The research methodology is defined by Remenyi et al (1998) as a procedural framework regarding the entire data collection. The successful conduct of the research work necessitates the researcher to do proper planning with respect to the entire methodology to be followed in performing the data collection. Research methods are wider than the research methodology as indicated by Welman and Kruger (2001). The best utilization of the research methods can become possible provided the researcher is quite clear about the logic behind using the methods and techniques utilized for the purpose of data collection and its analysis. The role of research methodology is quite significant in the context of the given research on employee satisfaction and retention and as such, the researcher will adopt a sequential process in performing the collection of relevant data pertaining to this research. The research strategy that will be followed in the context of given research will be based on the layers of Research Onion which begins with the identification of
research philosophy, research approaches, research strategies and choices, time horizons, and techniques and procedures.

The aim of research methodology is to explain in detail, how the research will be conducted and analysed and which will lead to research findings in chapter 4 of this dissertation (Jones, Wahba and Van der Hejden, 2008). The application of the right methodology to this chosen topic will lead to new and interesting findings in the employee retention in Gauff consultants.

The methodology chapter also hopes to justify the choice of the research methods which the researcher wants to adopt in completing this research. As noted by Thomas, the research methods embraces the research aim, philosophy, research strategy, approach, times horizons, data collection approach and data/information analysis (Thomas, 2008). As noted by Saunders, the research onion enables researchers to determine the research philosophy by working from the outer layers to the centre of the onion model. The onion is significant in conducting research any research. In this research, the onion will help in determining the approach to be taken, the philosophy to be employed, the time horizon of the research, the way the data would be collected, the approach to be adopted and also how the data would be analysed. So it is very important that the research onion would be properly utilised for the sake of this dissertation.
This section deals with the research methodology of this proposed study. The basic objective of this study is to explore employee retention strategies of Gauff consultants (NIG) ltd.

3.2 RESEARCH DESIGN

3.2.1 Research Philosophy

The research philosophy has to do with the nature of the knowledge and how it is going to be processed. It also encompasses the way the researcher sees the world and also underpins the research strategy and the methods which will be applied (Saunders, Lewis and Thornhill, 2007). Research philosophy is attached to the perspective of knowledge development. This is a key aspect of the research process and really fits in the whole methodological aspect. This aspect of research methodology looks at the nature of the knowledge (Tonk and Pennick, 2009).
Research philosophy is an over-arching term that is related to the development of knowledge and the nature of that knowledge. The researcher can perform the selection of research philosophies from the three available philosophies such as realism, interpretivism and positivism. The research question will shape the philosophies which will end up adopting in this research. The rationale for the research questions of this dissertation is to try to understand what retention strategies actually help in staff staying with Gauff consultants Nig.ltd so as to reduce turnover. The research philosophy helps in recognizing how the data about a phenomenon should be gathered, analysed and utilized.

However, this research is going to employ the philosophical approach of the of Positivist perspective. Other philosophical assumptions in management research are interpretivism, realism and pragmatism. The ontological and Epistemological assumptions of these views will be discussed.

In positivism, as a method to research methods, factual knowledge is gained through observation. It involves objective approach as the research findings are mostly quantifiable and observable. Tonk and Pennick (pg. 29, 2009) as its main priority is to provide solutions to problems that occurs in practise. In positivism, the research is taken in a value free objective way which involves the separation between the researcher and the work researched. The research is taken in a way that is independent of the data and maintains an objective stance. It represents the idea that the researcher’s ideas do not guide the research in any particular way (Saunders, Lewis and Thornhill, 2007). Independently of the researchers bias. Separation in the stance of positivism is very important. They see the world as having external objective existence with independent social actors; it tends to be around measurement and qualification. Positivism is mainly quantitative research because it is based on reality in a particular research. (Saunders, Lewis and Thornhill, 2007). It involves trying to understand the relationships between different and various concepts. This philosophy is mainly objectivist which involves setting up hypothesis which will help in measuring the relationship between the selected variables in a research. This can be represented in this research and is an important factor to which this study will employ the positivist approach. This is because this dissertation involves an attempt to understand the relationship between the strategies been employed by the management and its effect on employees and their decision to remain with Gauff consultants and it involves the distribution of
questionnaires to this employees which makes this research paper quantitative in nature. However, it is won’t be qualitative in nature as interviews were not conducted with some managers in order to observe their efforts in trying to reduce turnover and keeping the employees satisfied and content.

Realism is similar to positivism as they both assume a scientific approach to the development of data. They see reality as objective, existing, independently of human beliefs or knowledge of their existence or of human thoughts and personal perceptions; it is interpreted through social conditioning which makes an interpretation of that reality externally of the researcher’s human perception or thoughts and personal perceptions. It is interpreted through social conditioning which makes it impossible to make an interpretation of that reality externally of the researcher’s human perceptions or thoughts. They see reality as socially constructive and objective. Therefore, it may change and create social interpretations (Wilson, 2010). In terms of its epistemological perspective. It posits that phenomena provide credible data and facts. Insufficient data means inaccuracy and sensations. Alternatively, a phenomenon creates sensations which are opened to misinterpretation. Realism focuses on explaining within the context or context (Saunders, Lewis and Thornhill, 2007).

However; interprivism is an epistemology in which the researcher has to take on emphatic position. The interprivist approach is highly appropriate in the case of business and management research most especially in human resource management, organisational behaviour and marketing. (Saunders, Lewis and Thornhill, pg.106, 2007)

This case study has to do with trying to understand how employee retention strategies can lead to employee satisfaction and retention in Gauff consultants (Nig) Ltd. The flaw of the interpretivist approach has to do with reliability in terms of repeatability and accuracy can be questioned (Wilson, 2010). In terms of its ontological perspective, interprivism focuses on reality from a different perspective in which we have to try to understand different people, cultures and contexts. Interprivism mainly has to do with descriptions of observations from what the interviewer has seen or observed. It also has to do with qualitative research. In terms of its epistemological perspective, interprivism focuses on subjective meanings and social phenomena. It does not only focus on the details of a situation or the reality behind these details of a situation
or the reality but actually seeks to understand the subjective experience and meaning and also what they can tell us about a particular idea or context. (Wilson, 2010).

Pragmatism as a research philosophy in management research will not be adopted in this research. The pragmatists see reality as external, multiple and is the view chosen to best answer research questions. It doesn’t focus too much on any particular approach and it’s not too ideological but adopting a philosophy that will best enable the researcher to best address the research question. In terms of its epistemological point of view, it is regarded as an opened philosophy can be viewed either through objective phenomena or subjective meanings as providing knowledge creation in a discipline and are dependent upon the research question as they determine what the research philosophy would be (Saunders, Lewis and Thornhill, 2007). It is very much upon a focused applied approach and integrating different perspectives.

3.2.2 Research Approach

The Research approach is the second layer of the above portrayed research onion. There are two approaches accessible in management, which are the inductive and deductive research approach.

The approach which would be utilised for the purpose of this research is the deductive approach. Whereby, the inductive won’t be used and deductive approach would be utilized. The inductive approach is a method in which data would be collected and a theory is developed as a result of data analysis as the deductive methodology is being utilized, hypothesis has been utilized to formulate the research questions and objectives and also utilizing it to make a structure and direct the data analysis (Saunders, Lewis and Thornhill, 2007). It is imperative that the utilization of hypothesis doesn't prompt an untimely conclusion from the theory; if this has all the earmarks of being the situation then the approach ought to be adapted (Saunders, Lewis and Thornhill, 2007). This approach connects the findings of this study to the prevailing body of knowledge. By identifying the key variables, issues and themes in the research project (Saunders, Lewis and Thornhill, 2007). Positivism is more of a deductive approach. This approach was employed so as to know the strategies been employed in Gaff consultants. Positivism is more a deductive approach. As far as deductive approach is concerned, researchers need to analyse the hypothesis. This investigation is in view of current theories. The acquired hypothesis is exchanged to operational terms. This is a typical process in quantitative research. As noted, a deductive
methodology is being utilized therefore, hypothesis has been utilized to formulate the research questions and objectives and also utilizing it to make a structure and direct the data analysis (Saunders, Lewis and Thornhill, 2007). It is imperative that the utilization of hypothesis doesn't prompt an untimely conclusion from the theory; if this has all the earmarks of being the situation then the approach ought to be adapted (Saunders, Lewis and Thornhill, 2007). This approach connects the findings of this study to the prevailing body of knowledge. By identifying the key variables, issues and themes in the research project (Saunders, Lewis and Thornhill, 2007). The deductive approach is the chief research approach and it involves the development of a theory that is subjected to a rigorous test. As a deductive methodology is being utilized, hypothesis has been utilized to formulate the research questions and objectives and also utilizing it to make a structure and direct the data analysis (Saunders, Lewis and Thornhill, 2007). This approach connects the findings of this study to the prevailing body of knowledge. By identifying the key variables, issues and themes in the research project (Saunders, Lewis and Thornhill, 2007).

While the Inductive approach involves linking data and theory, it usually has to do with the qualitative research approach (Bryman and Bell, 2003). Contrary to this, deductive research approach as defined by Berg and Latin (2007) is completely opposite in relation to the inductive research approach. The basic notion in case of deductive research approach is that the data collection process proceeds from the general ideal about the topic to the collection of specific information in relation to the topic.

3.3 RESEARCH METHODS

The selection of research methods as per Vogt (1993) can be performed from the two available research methods including the qualitative research method and the quantitative research method. Qualitative data as indicated by Miles and Huberman (1984) is non numeric data that primarily deals with words, images or sounds. The information collected through the application of qualitative research method is highly subjective in nature and it is quite useful in performing the collection of in-depth data. Contrary to this, quantitative data is defined as the numerical data whereby figures are involved in the data collection process and the collected quantitative data are subjected to quantitative analysis through diagrams and charts. The application of a particular research method depends upon the nature of the research, as some researches require in-depth data while others may only necessitate the quantitative data (Mujis, 2010).
This research however employed the quantitative research method and not the qualitative research method. As the qualitative measure in research involves conducting interviews with the managers of the company so as to get an in-depth information on the strategies employed in the company in the aim of fighting off competitors and reducing the turnover of employees and also trying to know how the company boosts retention rates. However, this won’t be employed as it was difficult getting access to the managers due to busy schedules.

The quantitative measure was however employed whereby the employees’ perspective about the company was observed and the questionnaire as a data collective material was utilised.

### 3.4 RESEARCH STRATEGY

In conducting a research, it is important to first know the research philosophy to adopt, and then, it is also important to select the right approach. The research strategy is also important as it tells procedure in which the researcher hopes to collect the relevant data.

As noted by Saunders, there are various research strategies in management research and they include experimental, survey, case study, action research, grounded theory, archival research and ethnography. However, this research will adopt 2 strategies which are case study and survey method. Their justification is given below.

#### 3.4.1 Case study

This can be said contextual analysis has been depicted as a toolkit for administering research and it uses various sources of proof and also empirical investigation of a circumstance within a real life context (Wilson, 2010). A case study is a comprehensive investigation of particular individuals or an organisation. In a case study, about every part of the subject's life and history is analysed to look for causes and patterns of behaviour for conduct. The research strategy to be employed in this research is the case study strategy, whereby only a single organisation (Gauff consultants) will be studied.

This research adopted the cross sectional time horizon as an approach to primary research undertaken. The reason for this is because the research is time constrained.
As noted by Wilson (2010). The case study strategy focuses on understanding the dynamics present within a single setting. This strategy attempts to answer “how”, “why” and “what”. This strategy aims at deeply understanding the complexity of behaviour and social phenomenon; it entails the collection of necessary rich data through “thick description” of examined findings and also focusing on the natural setting from the participants’ perspective and dynamics of depth (Bergh and Ketchen, 2009).

### 3.4.2 Survey

Survey is mainly used in business and management research; it is mostly used for descriptive and exploratory research. Surveys also help in the collection of a huge amount of data from a substantial population (Saunders, Lewis and Thornhill, 2007). A survey empowers researchers to accumulate a lot of data rapidly and at a relatively cheaper cost. Because of the far reaching utilization of this strategy, a strong methodology and various samples makes it genuinely simple to assemble a sound review that assembles applicable information. Demerits of this strategy incorporate individuals in the target market not responding, partially finished surveys and shallow data about the target population (Ketchen and Bergh, 2009). The questionnaire will be used in this research and it is one of the most widely used surveys. It is important that the researcher collect the right data which will help achieve the research objectives and answer the research questions (Walden, 2002). The design of the questionnaire is important as it will affect the response rate and also the validity and reliability of the data collected. However, in the research the questions will be designed anonymously so as to get a high response so as to get a high response rate whereby the participants will feel comfortable in answering the questions. There will be an attempt to make the questions as open ended a possible with high hopes recuperating a large amount of data. The online semi structured survey is mainly considered because the researcher seeks to analyse the response of the employees of Gauff consultants, respondents are better accessed online. Apart from this, the secondary data is collected by performing a rigorous analysis of the existing literature with special emphasis on online books and journals related to employee retention and turnover. In these ways, appropriate data relevant to the research work were collected.
3.4.3 Questionnaires and design

The questionnaire as noted by Saunders, Lewis and Thornhill (2009), is an information accumulation technique within the survey method where each respondent is requested to answer the same set of questions. One of the preferences is that it is a decent method for getting reactions from a genuinely large sample which is then analysed utilizing quantitative methods.

The questionnaire will be administered via survey monkey. The online survey will be proper in order to guarantee that a high number of surveys are returned. Regardless of the merits, a few researchers are sceptical about utilizing this method on account of the thought that it is time consuming, since it relies on upon respondents to get data. The survey was distributed to 35 employees of Gauff consultants and 18 valid responses were received. This survey was conducted online with survey monkey and the software coded the responses, it was then downloaded into the spss and then analysed. The variables for testing the hypothesis were however derived and formulated from the theories of motivation and also from retention factors and strategies which are practised in organisations today. The questions are on a five point Likert scaling system. The questions and the grouped questions can be found in the appendix.

The purpose of this study is both explorative and descriptive in nature and it will assist the researcher in knowing the factors that lead to retention of employees in Gauff consultants Nigeria Ltd. The descriptive research was chosen by the researcher in order to have a clear understanding of these factors in retaining employees.

3.5 TIME HORIZON

This has to do with the time taken in completion of this research. Every academic research project has a time frame. And this time frame has an impact on the time it will take to complete this research.

As noted by Saunder et al (2009), the time horizon is partitioned into two and they are; longitudinal and cross sectional. The longitudinal research takes a more drawn out period to finish and attain to the analysts' target. It has the capability of studying variables like development and change. The researcher has control on the variables and there is sufficient time to adequately study them. Then again, the cross-sectional study includes the investigation of a
specific event at a specific time of time; it is in this way helpful for most research works in scholastic courses. The cross-sectional technique for study for the most part uses the review procedure and it tries to study a specific situation at a specific time of time or particular timeframe. This research will adopt the cross-sectional time horizon as a proposed approach to primary research to be undertaken. The reason for this is because the research is time constrained.

3.6 RESEARCH CHOICE

As noted Saunders et al (2009), there are two major research choices specifically mono method and the multiple methods. Multiple methods is further split into the mixed method and multi method. The multi-method alludes to a strategy where a blend of more than one data collection method is utilized alongside other analytical methods while the mixed method makes utilization of qualitative data and quantitative collection techniques as well as using both quantitative and qualitative analysis procedures.

The multiple methods research choice consists of multiple-method and mixed approaches.

The previous has to do with the utilization of more than one system for investigation or data collection however from diverse exploration viewpoints, that is, quantitative and qualitative techniques.

While, the latter alludes to the utilization of more than one strategy for investigation or data collection but, all from the same research viewpoint, either qualitative or quantitative both not the two (Camerino, Castaner & Anguera, 2012).

3.6.1 POPULATION AND SAMPLE

As quoted from Saunders (pg.205, 2007) “when adopting a case study strategy using one organisation and collecting your data using unstructured interview, you will still need to select your case study(sample) organization or a group(sample) organisation and managers to interview”.

As indicated by Asika (2006), a population is comprised of all possible subjects, element or observations identifying with a specific event of enthusiasm to the researcher while Bryman and
Bell (2011) cased that a populace is made out of a galaxy of "units" out of which the researcher can choose a sample. Then again, a sample is a part of the populace that is chosen for examination and the procedure of drawing samples out of a populace is known as sampling while a sample frame is essentially known as the working population. As such, it is the piece of the population that is utilized for the intent of sampling. (Bryman & Bell, 2011), Asika (2006) There are diverse sampling methods that can be utilized and they are divided into two noteworthy types which are non-probability sampling and probability sampling. The non-probability sampling is a strategy in which a few components have more opportunities of being chosen than others while the probability sampling is a technique where every component of the populace has equal possibilities of being chosen by the researcher and it is probably that the samples chosen will be a representative of the population. Besides, Saunders et al (2009) concurs that the probability sampling method gives all components equal opportunities of being chosen from the population and further claims that sampling techniques give 'a scope of approaches that helps the researcher to lessen the measure of information that he or she needs to gather by giving thought solely to information from a sub-group instead of all conceivable component'.

The probability sampling technique can be sub-separated into distinctive types which are classified as; stratified sampling, systematic sampling and cluster sampling while the non-probability sampling technique is of three major types; judgement sampling, convenient sampling and quota sampling. In this case study, the technique or method to use is important. Given the limited time and funds available for this study, the sample method to be employed is the probability or representative sampling. According to Saunders (Pg. 208, 2007) representative sampling is mostly associated with the survey based research strategy whereby inferences from the sample about a population are needed to answer the research questions or to meet the objectives. Under this, systematic method of sampling technique will be employed, so as to have an accurate and easily accessible sample frame. Another reason for this is that it is cheaper to carry out compared to simple random technique (Bryman and Bell, 2003). The participants of this research will be 35 employees from Gauff Consultants Nigeria Limited in which questionnaires will be distributed via emails and interviews will be conducted through telephones.
3.6.2 Data Collection Instruments

A researcher could select a qualitative, quantitative or mixed methods study to conduct his research, this research approaches provides specific procedures or direction in a research design. For the purpose of this study, qualitative approach will be applied whereby, qualitative will not be applied and quantitative research methods will be utilised so as to know the motivational factors which leads to employee satisfaction at the workplace and also to know the retention strategies been employed by the organisation.

Qualitative research is a means for understanding and exploring what groups or individuals ascribe to a social or human problem (Bryman and Bell, 2003). This is concerned with a subjective assessment of opinions, attitudes and behaviour. The Techniques used are projective techniques and depth interview. It wasn’t applied however in this research due to the limitation of getting the managers to actually conduct the interview.

Quantitative research lays emphasis on collecting, gathering numerical data and the generalizing it across groups of people. It is also used to explain a specific phenomenon. This work will focus on survey research which lays emphasis on objective measures and the mathematical, statistical or numerical analysis of the collected data through questionnaires and surveys.

Primary quantitative research will also be conducted whereby a descriptive research will be carried out using the survey method of obtaining information. Structured questionnaires will be distributed to the employees via emails. The purpose of quantitative research in this project is to try to get to as many employees as possible in order to figure out the factors that drives employees towards retention.

3.6.3 Data Analysis Procedures

This study is made use of quantitative research method. The primary data of the questionnaires’ were received, the next step is to analyse and interpret the data. For the data to be properly analysed for the purpose of this study, some closely related operations like establishment of categories to raw data via coding, tabulation and finally drawing statically inferences were undertaken. (Bryman and Bell, 2003). Primary data once utilized transforms to Secondary data
for others. Secondary data can be gathered for this research from various sources like online journals and articles, text books, online journals and from past studies.

A software or statistical tool is accessible from IBM which is known as SPSS (Myoung, 2008). This tool is generally utilized by a large portion of the researchers conducting quantitative study. SPSS can be used to analyse the gathered responses from the survey respondents so as to comprehend and find out which retention elements is seen as important and the collected information was analysed with the use of descriptive statistics and factor analysis. For the purpose of this study, SPSS and statistical tests was utilized so as to test the hypothesis. The SPSS was used to compare variables; it can also be used as a basic test for simple comparison (Bergh and Ketchen, 2009). The SPSS is a basic test which can be utilized to measure how long the employees have been working in the company compared to their perception about their compensation for example. It is a basic test yet helpful for simple comparisons with the hypothesized mean which came about from the collection of data.

Frequency charts were utilized to identify the median and mean factors in the data set. This will be valuable in identifying the median and mean factors.

3.7 RESEARCH ETHICS

According to Bryam and bill (Pg.535,2003) these ethical issues can’t be ignored as there is a different relationship with between them and the integrity of a piece of research and the disciplines that are involved. So these ethical issues can’t be ignored. The research will be undertake universalism which has a position that ethics should not be broken as breaking ethical principles is damaging to social research and also immoral (Bryman and Bell, 2003).

Some of the ethical issues that could be encountered are:

- Privacy of possible and actual participants
- Consent and possible deception
- Plagiarism and academic dishonesty

The researcher hopes to handle these issues by adopting the appropriate measures necessary in carrying out a dissertation. This research will be carried out using online interviews and
questionnaires’, an explanation of the research provided to the participants prior the interviews and filling of the questionnaires.

As noted Saunders et al (2009) ethics can be characterized as —The appropriateness of your conduct in connection to the privileges of those who are affected or who become the subject of your work. (Cohen, Manion, Morrison & Morrison, 2007) recognized three fundamental areas of ethical issues concerned with conducting interviews. These incorporate confidentiality, informed consent and consequences of the interview. Also, Diener & Crandall (1978) identified four major areas of principles including whether there is there is a lack of informed consent, whether there is harm to participants, whether deception is involved and whether there is an invasion of privacy.

Cohen et al's (2007) and Diener and Crandall's (1978) the researcher looked to check ethical issues, for instance, if the interviewee is aware of the possible consequences of the research, whether the informed consent of the interviewees had been given, the benefits of the research to the participants, that the research will be of no harm to the participants or others, who will own the data, who will have access to the data and so forth.

The data acquired through the questionnaire will be utilized exclusively for the purpose of this project, the rules and regulations of the company will likewise be strictly stuck to and subjects will be given the information in detail about the intent of this research.

The feedback and identities gotten via the questionnaires will be confidential. The reports will be disposed by the end of the project to ensure the secrecy of the data received.

As indicated by Saunders, Lewis and Thornhill (2009), "anonymity and confidentiality” may be imperative in obtaining access to the employees and organisation and it is more easily done in quantitative research.

**3.8 LIMITATIONS OF STUDY**

These are characteristics of methodology or design that are influenced or impacted and which could have an effect on the interpretation of the findings from the research. These have constraints on applications to practise, generalizability and utility of findings (Bergh and Ketchen, 2009).
The research requires mental and physical efforts; The major limiting factor was the time horizon and financial constraints. The demeanor of the workers can likewise be a constraining element; this could be due to the lack of trust in the researcher. It is accordingly the obligation of the researcher to build their confidence by guaranteeing them that the research work would not be harmful to them.

As indicated by (Newman & Newman, 2008), interviews have their flaws. They state that the respondent's perspectives can be intentionally or inadvertently controlled by the researcher through a phenomenon known to as —self-presentation bias. Bailey (referred to by (Unrau, 2008), however called attention to a couple of limitations and issues of interviews, for instance, respondents committing errors or giving off base answers unintentionally, some of which are because of misunderstanding of the questions asked.

Also, getting access to the company can be difficult due to the trepidation that the employees may release confidential data that may have an impact on the company.

Another constraint which was specified beforehand is time. The research study covers a period of three months which means that the researcher was just able to get information from a few contacts. The research limitations of this methodology include respondents not filling the questionnaires’. Another limitation is that the respondents’ answers can be influenced by different factors due to the chance of respondent misinterpreting the questions and misinterpreting the questions. Some could to be to write the questions in simple terms and also in a proper structure so that it will easily understood and interpreted.
CHAPTER 4

4 DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

This chapter analyses the collected data from the employees working in Gauff consultants to identify the factors or variables that hold significant roles in reducing employee turnover and also in retaining employees in the organization. The literature review identified that employee turnover is a significant problem facing organizations in today's business environment. The questionnaires were distributed online to the employees of Gauff consultants around the country with the use of online survey.

The quantitative information gathered is then analysed using SPSS. To analyse the data using SPSS, the data were coded and then entered into the software. Accumulated data are basically analysed by utilizing means and percentages. Also, the data was analysed using statistical methods, and then interpretations were done on the basis of the analysed data. The data collected were analysed and interpreted so as to address the objectives of this dissertation. Diagrams, charts, graphs and pictorial representations were also used to analyse the results.
4.2 DESCRIPTIVE ANALYSIS

So as to understand the attributes of the collected data, a descriptive analysis is carried out by calculating the measure of dispersion and central tendency using graphs and charts.

Figure 4: age of employees

\[\text{Pie chart showing age distribution of employees.}\]
<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>22-29</td>
<td>9</td>
<td>47.4</td>
<td>50.0</td>
</tr>
<tr>
<td></td>
<td>30-38</td>
<td>3</td>
<td>15.8</td>
<td>16.7</td>
</tr>
<tr>
<td></td>
<td>40-45</td>
<td>5</td>
<td>26.3</td>
<td>27.8</td>
</tr>
<tr>
<td>over 45</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
<td>1</td>
<td>5.3</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 1: Age of respondents**

The age of the respondents who took part in this research can be seen in figure 4 above. About 47.4% of the employees who participated are between the ages of 22-29 years, which is almost half of the total. About 31.6% are over 40 years. Where 26.3% of the staffs are between 40-45 years old and 5.3% of them are above 45%.
Figure 5: barriers of communication with supervisor
<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Disagree</td>
<td>3</td>
<td>15.8</td>
<td>16.7</td>
<td>16.7</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>22.2</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>68.4</td>
<td>72.2</td>
<td>94.4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2: barriers of communication with supervisor

As noted in table 2, about 68.4% of the workers believe that there are no barriers in communication with their supervisors, about 15% of the employees of the company believe that they don’t have good communication with their superiors.
Figure 6: Management within my organization recognizes strong job performance
Table 3: Management within my organization recognizes strong job performance

Table 3 above shows the bar chart indicating the employees’ perception towards their management recognizing their job input. Majority of the respondents, about 52.6% of believe that the job efforts are noticed and appraised, 10.5% strongly disagreed and another 10.5% also disagreed to this. This shows that the management tries to acknowledge its employees efforts. As noted in the literature review, Herzberg theory emphasis on recognition as an Intrinsic value which once fulfilled could lead to job satisfaction.
Figure 7: I am compensated fairly relative to my experience and qualifications

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Disagree</td>
<td>6</td>
<td>31.6</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>6</td>
<td>31.6</td>
<td>33.3</td>
<td>66.7</td>
</tr>
<tr>
<td>Agree</td>
<td>6</td>
<td>31.6</td>
<td>33.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4: I am compensated fairly relative to my experience and qualifications

As can be seen in figure 7 above, there is a split decision amongst the workers in regards to compensation. As there was an even distribution between employees who agree, disagree and those who are neutral about compensation. 31.6% concurred that they were fairly compensated, another 31.6% disagreed and yet another 31.6% were neutral about their compensation. This is another area which is important in retention as competing compensation packages have to been said to be an issue which can lead to employee turnover as employees may start looking for greener pastures.

Figure 8: I get excited about going to work
<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Disagree</td>
<td>10</td>
<td>52.6</td>
<td>55.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>2</td>
<td>10.5</td>
<td>11.1</td>
<td>66.7</td>
</tr>
<tr>
<td>Agree</td>
<td></td>
<td>5</td>
<td>26.3</td>
<td>27.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing System</td>
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<td>5.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>19</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 5: I get excited about going to work

The above Table shows the employees perception in terms of how they feel going to work. This shows their attitude in relation to going to the workplace. There were varying replies to this question by the workers as about 52.6% disagree that they excited going to work, 10.5% say they are neutral and 26.3% say they are actually delighted going to work. Majority (52.6%) say they are lack motivation going to work. This could be an issue because this shows lack of motivation on the part of the employees.
Figure 9: I am satisfied with the non-monetary benefits offered by Gauff consultants

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Valid</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>21.1</td>
<td>22.2</td>
<td>22.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>57.9</td>
<td>61.1</td>
<td>83.3</td>
</tr>
<tr>
<td>Neither Agree nor</td>
<td>2</td>
<td>10.5</td>
<td>11.1</td>
<td>94.4</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td><strong>Missing System</strong></td>
<td>1</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The respondents stated their opinion about the non-benefits being offered to them by Gauff consultants. Some of them thought it was unsatisfactory as 21.1% strongly disagreed, majority of them 57.9% of them to be precise disagreed and perceived dissatisfaction from these benefit. About 10.5% were neutral, while the minority (5.3%) agreed that they are indeed happy with the non-monetary benefits.

Figure 10: I think about changing my role
<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Disagree</td>
<td>5</td>
<td>26.3</td>
<td>31.3</td>
<td>31.3</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>1</td>
<td>5.3</td>
<td>6.3</td>
<td>37.5</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>52.6</td>
<td>62.5</td>
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</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>84.2</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 7: I think about changing my role**

Figure 10 above shows the employees’ perception about their current role. Majority of the workers thought their current role isn’t good enough, while minority of the employees in Gauff consultants were content with their role. 52.6% believed that they should have better roles, 5.3% didn’t agree or disagree to their satisfaction level in terms of their current role while 26.3% believe their current job at work is good enough for them.
Figure 11: I am encouraged to participate in training and development so as to develop my skills.
<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>10.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>2</td>
<td>10.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>68.4</td>
<td>72.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
<td>1</td>
<td>5.3</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 8: I am encouraged to participate in training and development so as to develop my skills.

As can be seen in figure 11, Out of the 18 respondents, majority of them 72.2% agreed that training and development of the skills were encouraged. Of those who disagreed, 10.5% strongly believe that they are not motivated to participate in these training exercises, another 10.5% also believe that the management doesn’t encourage them enough.
Figure 12: My co-workers and I have a good working relationship

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>5.3</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>3</td>
<td>15.8</td>
<td>16.7</td>
<td>22.2</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>63.2</td>
<td>66.7</td>
<td>88.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>2</td>
<td>10.5</td>
<td>11.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>94.7</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As can be seen in Table 9, there were 18 employees who answered this question and 12 staffs, about 66.7% of the total respondents believe that they have a good working relationship with their other employees. 16.7% of them were neutral and didn’t agree or disagree about them having good relationship with their other workers. About 5.3% believe they have a bad working relationship with other employees. A good co-worker relationship is important because it also helps to boost employee engagement and productivity.

4.3 Pearson Correlation Coefficient

This aids to know the extent of relationships between 2 variables. Various variables will be correlated so as to know the relationships between employee retention strategies to Gauff consultants and its ability to reduce turnover in the organization. The Pearson correlation coefficient will help to know the extent of an association between these variables.

HYPOTHESES

H1: the retention practices can prevent the employee turnover.

HO: the retention practices cannot prevent employee turnover.
Correlations

<table>
<thead>
<tr>
<th></th>
<th>I am compensated fairly relative to my experience and qualifications</th>
<th>I get excited about going to work.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am compensated fairly</td>
<td>Pearson Correlation</td>
<td>.738**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>experience and qualifications</td>
<td>N</td>
<td>18</td>
</tr>
<tr>
<td>I get excited about going</td>
<td>Pearson Correlation</td>
<td>.738**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>to work.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The above table 10 shows the relationship between the employees’ perception about their compensation and their excitement about going to work. It can be seen above that the Pearson correlation is 0.738 which shows that there is a strong relationship between the employee’s perception about their compensation and their excitement going to work. Since sig 2-tailed is 0.000 this shows these variables are significantly related and that the higher the compensation, the more excited the employees will be about going to work. Therefore, we accept H1 and reject HO. This means that the retention practice (compensation) would aid excitement about the going to work (retention) and would help prevent turnover.

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

### Table 10: Pearson correlation compensation and excite about work

| N | 18 | 18 |

The above table 10 shows the relationship between the employees’ perception about their compensation and their excitement about going to work. It can be seen above that the Pearson correlation is 0.738 which shows that there is a strong relationship between the employee’s perception about their compensation and their excitement going to work. Since sig 2-tailed is 0.000 this shows these variables are significantly related and that the higher the compensation, the more excited the employees will be about going to work. Therefore, we accept H1 and reject HO. This means that the retention practice (compensation) would aid excitement about the going to work (retention) and would help prevent turnover.
I feel that the performance bonus structure fairly rewards my efforts.

I find myself working with Gauff consultants in a long run.

Table 11: Pearson correlation performance bonus and intention to stay

Table 11 above shows the correlation between the performance bonus structure and the employees’ intention to stay with the Gauff consultants. The Pearson correlation between these variables is -0.128 which shows there is no relationship between these variables. The sig. (2-tailed test) is 0.612 which means we cannot be confident that there is a significant relationship between the performance bonus structure and the employees’ intent to stay with the organization. There we reject H1 and accept the null hypothesis which states that employee retention strategies cannot prevent turnover.
Correlations

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no barriers of communication while I communicate with my superior</td>
<td>1</td>
<td>.015</td>
<td>18</td>
</tr>
<tr>
<td>I find myself working with Gauff consultants in a long run.</td>
<td>.565*</td>
<td>1</td>
<td>18</td>
</tr>
</tbody>
</table>

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

Table 12: Pearson correlation barriers of communication and intention to stay
Table 12 above shows the correlation between the employees’ perception about barriers of communication between their superiors and their intent to stay with the organization. There was a Pearson correlation value of 0.565 which shows that there’s a moderate relationship between these variables. There was also a sig (2-tailed) value of 0.15 which means that there is a significant relationship between these variables, therefore we can accept H1 which states that retention practices can prevent employee turnover.

Correlations

<table>
<thead>
<tr>
<th></th>
<th>I am compensated fairly relative to my experience and qualifications</th>
<th>I find myself working with Gauff consultants in a long run.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am compensated fairly Pearson Correlation relative to my experience and qualifications</td>
<td>1</td>
<td>0.254</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.309</td>
<td>0.309</td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

Table 13: Pearson correlation compensation and intention to stay
Table 13 shows the correlation between the employees’ perception about their compensation and their intent to stay, the strength of association between these two variables is weak as the Pearson correlation value was 0.254. There is a low association between the employees’ intention to stay and their compensations. Therefore, H1 is rejected and H0 is accepted.

Correlations

<table>
<thead>
<tr>
<th></th>
<th>I am encouraged to participate in training and development so as to develop my skills.</th>
<th>I find myself working with Gauff consultants in a long run.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am encouraged to participate in training and development so as to develop my skills.</td>
<td>Pearson Correlation 1</td>
<td>.133</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.597</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>I find myself working with Gauff consultants in a long run.</td>
<td>Pearson Correlation .133</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.597</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

Table 14: Pearson correlation encouraged to participate in Training and intention to stay
Table 14 shows the correlation between the employees’ intention to stay in the long run and their encouragement to participate in training and development, it was discovered that there is a weak relationship between these variables as the Pearson correlation value was 0.133 from the answered questionnaires’ of 18 employees of the company. There is also little or no statistical significant relationship between these variables as \( r = 0.597 \) more than expected value of 0.50. Thereby, H1 is rejected and H0 is rejected.

4.4 DISCUSSION OF MAJOR FINDINGS

The problem of turnover is a major problem in recent times as some organizations don’t mind losing staffs due to reorganizing and cutting budgets so as to cut costs and increase the cash flow within the organization. In a way thought to minimize costs and maximize productivity. In this process, organizations can lose key employees. However, managers need to realize and cherish its employees. This thesis was carried out in a bid to study the retention strategies of Gauff consultants so as to keep its employees satisfied and reduce employee turnover. The analysis of the responses from the employees of Gauff consultants Nig. ltd brought about some interesting findings which will be discussed in this section.

Most of the employees thought there were no barriers of communication with their supervisors in Gauff consultants. Majority of the staff (68.4%) thought that there were no barriers of communication. Communication is important in every organization as this has been said to be factor of retention according to the literature review, effective communication is an integral part of employee retention. Great communications between the employee and the management are important factors which can lead to retention of employees. It is an important social measurement. As noted by Gask (2013) poor communication and leadership is important and could lead to employee retention and engagement. This aspect of leadership is important in relating and understanding the employees better. This is an important area in which the company seems to be performing well in terms of retention as there is a high mean of 3.64 (Figure 5).

Another area which is important is the employees view about their non-monetary benefits, majority of them (61.1%) as seen in table 6, the staffs are not happy with the non-monetary benefits offered to them. According to Campbell et al (2012) this is an area which could lead to employee dissatisfaction and which could also lead to an employee leaving. Non-monetary
benefits can boost employees’ morale and satisfaction. And also, about 52.6% of the employees are not satisfied with their roles in the company. Majority of the workers feel they deserve a better role in the organization which is a sign of lack of job satisfaction.

The hypotheses were tested using the Pearson coefficient correlation to show the relationships between the retention practices and its ability to retain employees and reduce employee turnover. Retention is inversely related to turnover as can be seen in the literature review. So as to test the hypothesis, retention was represented by the employees’ intention to stay with the organization and their excitement about going to work. The reasons for this can be attributed to the definition of retention by Klippert and also the Herzberg theory of motivation. As noted by Klippert in the Literature review, retention is a situation whereby employees are encouraged to stay with an organization for the maximum period of time until the completion of a project. The longer an employee hopes to stay with an organization shows that the retention strategies of Gauff consultants are functioning thus reducing turnover. According to Herzberg, the utilization of intrinsic factors will lead to motivation and employees’ satisfaction, these intrinsic variables consists of recognition, achievement, responsibility and the job itself. The employee’s excitement about his/her job showcases an individual’s commitment to a particular job.

According to the literature review, Vroom in his expectancy theory stated that people get motivated if they believe in the worth of a goal. He further insinuated that motivation is achieved by more of intrinsic values than extrinsic. He noted that motivation from the work itself will lead to job satisfaction rather than the extrinsic motivation (Financial rewards). Herzberg also stated that monetary motivating forces such as compensation may motivate in the short run however the impact rapidly wears off.

In the first attempt to test the hypothesis, it was discovered that there was a strong relationship between the employees’ view about their compensation to their experience and qualifications to their excitement about going to work. As noted by the literature review, it was noted that compensation is one of the key instruments that employers can use to motivate their employees. The positive relationship between these variables shows that the more compensation, the more the employees will get delighted about going to their workplace (p = 0.738, n = 18, r = 0.00) So we therefore accept the hypothesis H1 which states that employee retention practices in Gauff consultants can prevent employee turnover in the organization. As noted by Fogarty et al (2014)
compensation is emphatically connected to higher intent to stay and also increases job satisfaction. Compensations are said to increase employees’ initiative, reward and enthusiasms behaviours which can lead to job satisfaction and boost in productivity.

The second correlation was between the employees’ performance bonus structure and their intent to stay with the organization. It was discovered that there was a negative relationship/association between the employee’s perception on the bonus structure and their intent to stay thereby the null hypothesis was selected. \( p = -1.28, n =18, r = 0.612 \). As noted by Chen (1997) bonuses and compensations help propel workers and it’s an instrument used to motivate workers. However, after analysis of this practice, results show that employees are not satisfied with their bonuses which could lead to job dissatisfaction.

In a bid to understand the relationship between retention strategies and employee satisfaction, the correlation between employees’ intent to stay and their perception about their encouragement to participate in training was conducted, it was discovered that there was a weak relationship between these variables. Therefore H1 is rejected and Ho accepted. As noted by Pritchad (2007), training and development is one of the best retention projects fused so as to hold on to an employee. As this has been said to enhance job satisfaction and employee commitment which can bring about enhanced employee retention. It has been noted in the literature review that development and training can help improve retention rates. Kellough and Osuna (1995) analyzed that the organizational environment is very important so as to improve retention rates as granting career advancement and promotion to people can make them stay with the organization. However this is not the case in Gauff consultants.

In the Nigerian consultancy industry, employee turnover is an important concern for companies because companies in this industry strive for to get the best and the most experienced engineers. This leads to competing working conditions amongst these companies. The employees on their part want to work in an organization where they get the best job satisfaction and also a work place where they can progress in their career. Identifying the factors that employees envisage as valuable can help Gauff consultants to adopt suitable strategies to retain its employees and keep them content. Based on the findings, to retain these employees, this organization may adopt certain strategies so as to improve the retention and also to keep the employees satisfied.
To summarize the findings, the employees felt good communication with their co-worker and supervisor is important, majority of them also thought that recognition for their efforts is also significant, there was a split decision amongst the employees in terms of compensation. In regards to the more negative feedback about their satisfaction level in the workplace, many of the employees say they don’t get excited about going to work, many also felt that the non-monetary benefits were not encouraging enough. It was also discovered that employees feel compensation is important and the more compensation, the more excited they feel about going to work. It was also discovered that the employees don’t feel they get a good enough performance bonus structure which may lead to turnover. It was also identified that good communication and relationship between co-workers and supervisors is also a good factor of retention in the company. There was however a negative correlation between compensation and their intention to stay as the result of the findings, which is unfavorable to them and could, lead to turnover. There was also a negative correlation between the employees’ intention to stay and their encouragement by the management to participate in training and development so as to develop their skills.
CHAPTER 5

5.1 RECOMMENDATIONS

As seen in the analysis section, Gauff consultants seem to be doing well in certain areas of retention such as communication and recognition. The company has done moderately well in areas like training and compensation. However, there were some strategies the company still needs to improve on so as to ensure employee satisfaction and retention. On the basis of the results collected, the following recommendations are provided. These suggestions are attributed to all employees of Gauff consultants regardless of the role, position or status. The staffs should be treated with respect irrespective of their nationality, culture and gender.

The company needs to provide non-monetary benefits and incentives to its employees as majority of the employees’ belief is that they are not getting what they deserve. It is understandable that the company has its budget and will obviously want to device the best system to minimize cost and maximize its productivity in order to generate a good profit. However it must be noted that a boost in productivity and output will come mostly from the inputs and commitment of the employees. In a statement about their employees, Gauff consultants believe that;

“We believe we have a responsibility towards our employees – from their very first day through to retirement and beyond. Their qualification and commitment underpin our past success; our future depends on their expertise and enthusiasm. They constitute our most valuable resource”

_Gauff.com_. 'Employees | Gauff Consultants'. N.p., 2015

Non-monetary benefits could be in form of flexible working hours, pleasant working environment, training and sabbaticals. According to research, non-monetary benefits have been said to improve performance and it also keeps the employees more satisfied in the workplace. These benefits play a significant role in motivating and retaining talented employees. Improving work/life balance is also important as Gauff can create a culture that helps in establishing and maintaining a healthy and supportive work environment.
Another recommendation is the area of performance bonus. Benefits such as insurances, paid-time off, pension plan and so on could be encouraged. As this will boost the employees satisfaction level hence retention. Majority of the employees are not happy about their current roles. A major cause of employee turnover is the lack of career progression opportunities in an organization. Opportunities and career progress are significant for employee retention. While workers may be retained by giving sufficient chances for development, there are staffs that might still search for different opportunities to work elsewhere. If the effort isn't exerted by the organization to mentally engage these employees and assign meaningful task to them. Workers can't be retained by monetary benefits alone. Mental fulfilment is also a critical part of employee motivation.

According to Almadi et al (2007), even though monetary benefits are important, the staffs also look for the opportunity to acquire novel skills to get the encounter of various duties and also for professional and personal development. Companies ought to put high worth on their employees and develop practices and beliefs which will reflect in the highest commitment of the employees. Organizations ought to put in high worth on their employees and help them in making action plans for development of their careers and also help them in attaining career goals. According to research, this helps in retention in many companies, however it could be a loss to the company if the employee is not loyal to the organization.

Another recommendation is the provision of meaningful work to the employees; research has shown that monetary benefits are not the only motivating instruments which could be utilized to boost retention, a number of non-monetary benefits should be encouraged so as to boost engagement and also, challenging roles and work satisfaction should also be encouraged. Stimulation of employees is also important so as to boost employees’ morale and also help in keeping them engaged.

5.2 LIMITATIONS OF RESEARCH

A major limitation to this research is that the managers of Gauff consultants were not interviewed. The interview with managers could have led to a more comprehensive understanding of the strategies the company utilizes and why they are employed. The researcher was able to understand the views of the employees and not the perspective of the management.
Also, the time frame available for this research was not enough to conduct a more in-depth study of the strategies, their effects and also the effect of turnover on the company.

5.3 FUTURE RESEARCH RECOMMENDATIONS

Based on the current study, the future recommendation is to conduct a more in-depth research on Gauff consultants by interviewing the managers so as to get an idea of how the management handles turnover. A better structured questionnaire will also help to understand the expectations and situations of employees and a more comprehensive understanding of the factors that lead to employee turnover.

5.4 CONCLUSION

Employee turnover has been said to be a major concern facing organizations in today’s economy, it has been said to have both benefits and costs. If not controlled, the costs could out way the benefits which could lead to high organizational costs, reduction in organizational performance and productivity.

The primary focus of this dissertation is based on the hypothesis that retention strategies can lead to the prevention or control of turnover in Gauff consultants. The study also aimed to study the retention strategies practiced by Gauff consultants to find out the factors that influences the employees positively towards retention and also to provide additional measures to improve retention in the company. The purpose of the research was to gain an insightful view of the employees’ perception about the retention techniques employed by the company. The study sought to know the retention strategies in Gauff consultants, it also seek to understand the factors that leads to employee retention.

Different articles and research work were reviewed and analysed in an attempt to understand the various factors that affect retention and their effect on organisational performance both positively and negatively. The factor that leads to improvement in employee satisfaction and retention were also analysed. Then the underlying motivational factors in earlier studies were also reviewed. These formed a comprehensive understanding about the world of retention and formed the basis for setting up the questionnaire.
The research methodology was also reviewed as this formed the basis to how the data analysis was carried and how information was carried. It was a guide to how the researchers hope to conduct the research. The positivist approach was employed since; the researcher was conducting mainly quantitative research. A descriptive analysis of the main results was carried out and a Pearson correlation analysis was also utilised so as to compare the retention and the retention practises being employed.

It was however discovered that majority of the staffs feel communications with their supervisor is important and could be an important factor to retention, they also felt compensation is important as they get more delighted about their job if compensation increases, it was also discovered that recognition is also significant. Generally, the results of the study indicated that the main concern and worry of the employees in terms of job satisfaction has to do with non-monetary incentives and benefits, which could be as a result of work stress and non-favourable working conditions. Most of the employees also want a progressive and better career as they were not happy with their roles.

However, there happen to be some favourable strategies employed by Gauff consultants Nig.Ltd as the staffs thought that recognition, good communication, training and development and compensation were satisfactory to them.
CHAPTER 6

6. REFLECTION

6.1 INTRODUCTION

This chapter is about my reflection on how the MBA program and this dissertation process has added value to me. As noted by Saunders (2009), self-reflection gives the researcher an opportunity to review what he or she has achieved and also to look back at the challenges or obstacles faced while during the research. This section aims to evaluate my self-improvement and also to showcase the advancements in which I have made in meeting my personal goals and objectives over the course of the MBA program and this dissertation. The rest content of this chapter will lay emphasize on my personal aims and goals and also how the MBA has aided in my learning and skill development.

6.2 PERSONAL AIMS AND OBJECTIVES

My long term goals are what I aspire or where I see myself to be in about 10 years’ time. I see myself working with the Nigerian government in the long run. It has always been my dream to become a politician and to serve my country. I see myself owing my own business and being an effective leader in my organization. I see myself influencing young people and giving public speeches. I envision my self-contributing to the Nigerian society and working towards the growth and development of my country.

“When intent is the seed of manifestation, action is the water that nourishes the seed. Your actions must reflect your goals in order to achieve true success.”

— Steve Maraboli, Life, the Truth, and Being Free (2009)

As quoted by Steve Maraboli, in order to attain success, your actions must reflect your goals and enrolling for the MBA program was a step I took towards achieving my dream. However, to attain my long term goals, I needed to set short term goals, create a plan and work on myself in order to improve and add certain skills to my toolbox. I needed skills such as networking skills, time management skills etc. The MBA program I enrolled into me believed would help me attain
these skills. Thankfully, I was on the right path. I believed my studies in DBS would help me in so many areas which would help me would boost my chances of employment in the short run and boost my skills so as to become politician in a long run. The skills and abilities I was hoping to accumulate includes enhancement of my thinking ability, better self-awareness, learning to believe in my own abilities, gaining confidence to speak in public, develop technical skills, leadership skills, develop people’s skills just to mention a few.

6.3 Skill sets developed through the MBA:

6.3.1 Learning style:

The Kolb’s questionnaire was conducted in class and I discovered that I was a reflector which was rather amusing. This discovery opened a new world to me. I found out I had some the good abilities to thoroughly think through a task and come up with good ideas which I employed well throughout my MBA and this research work. I employed my ability as a reflector in coming up with a research topic and also used this learning style in planning and executing the dissertation. However a downside to being a more of a reflector is lack of activism which I also uncovered through further self-study. I discovered that I put so much time into thinking and less time in action and getting things done. However, the MBA in DBS has been an opportunity to network, which gave me a chance to learn from other class/team mates who possess other learning styles and capabilities.

6.3.2 Team Player:

The MBA program in DBS made realize what it takes to work in a diverse team and my row in a team after taking the Belbin team role questionnaire, I discovered I am an Implementer, Plant and a team worker. I also found in practicality how tough it is to work in a group. I found out that it isn’t easy working with people from different background due to different perspectives and orientations. Working in teams made me realize how to participate, contribute, and interact and also how to motivate other team members. The skill of being a good team member is indispensable in the real working environment and it is a skill that is actually mandatory to possess in other to attain success in the business world.
6.3.3 Time Management skills:

This skill involves scheduling and planning of tasks. The ability to efficiently and effectively manage time is a tough task. However, battling to meet deadlines for assignments made me realize that time is almost never enough if the proper plans and arrangements are not put in place. So time efficiency was something I had to work on so as to put this dissertation together. And it’s an important skill I hope to utilize in my career and future projects.

6.3.4 Primary research skills:

The MBA program has made me more familiar with the act of primary research as the dissertation. The tools and techniques of data collection were learnt in the process of this dissertation, enabling me to further understand the various methods of research and also the selection of proper sampling techniques. Getting the data for this research was however tougher pragmatically than it was in theory as it was difficult at times to reach the participants and persuade to the filling the questionnaires. The skills and development gotten through this dissertation is indispensable as this skillset is valuable in the working environment as research as various companies now run research.

6.3.5 Secondary research skills:

The experience of this thesis gave me the opportunity to improve on my research skills. Majority of the assignment and research in the MBA has to do with reviewing various studies of scholars and researchers. This improved my skills in this aspect as the more I went through the process, the better I got. My ability to write articles has also improved. Learning the proper way of collecting secondary data enlightened me on how to do proper research. This skill is actually one of the most valued skills learnt during the MBA as it is an ability which can be used future projects and also in my personal development through self-education. This skill made me realise so many alternatives of getting appropriate information which has helped me on my path to self-discovery and development. This research skill also gives me an edge in my career as it is easier for me to get valuable secondary data which will be useful in my potential employers and place of work.
6.4 Conclusion

The MBA has been an eye opener for me; the exposure of coming to another country to study has been a wonderful experience. Prior to the MBA, I had a different view and approach to life but during the process, I noticed some remarkable changes. I then realised that the most significant merit to me was not actually the degree itself but it was the skills and knowledge gained from the experience. These I believe are actually more important. The MBA experience changed my perspective about how I see the world and the business environment, it also made me more open minded. I enrolled for this program knowing I lacked some skills. However, I have added more skills in my toolbox that I ever envisaged.

The program has led to numerous personal achievements which includes improved self-confidence, better communication skills, networking skills, good time management skills just to mention a few. My study in DBS has also helped me in networking different people from different backgrounds and making contacts which might be useful in future. The MBA has also given me a competitive advantage in the labour market. After my MBA experience, I hope to keep improving and I believe that I am now ready to face the rigor and tests of the real business world.

6.5 RESEARCH LOGBOOK

My interest in this research idea was sparked in my strategies of Human Resources class. I was receiving a lecture about the importance of employees to an organization and how they contribute to success. Employees should be treated fairly and with utmost respect, irrespective of the post employees are assigned in an organization. We were given a case study to work on and in it, I read about how big companies like Microsoft retain their employees and ensure they add to their strengths in order to have a competitive advantage. I knew it was going to be a good dissertation topic because as an economist, I wanted to find out the motivation and satisfaction factors that were critical in employee retention. Is it about compensation? Is it all about respect? Is it about being treated fairly? These and more were what I wanted to find out. I read through books and articles to help me formulate a good cross sectional dissertation topic.
My previous idea was to research this topic in the private sector of the Nigerian economy. However, I discovered that this was too vague and broad to venture into, since a cross sectional research was required in doing my dissertation. I realized I had to alter my area of interest /focus. Since it was my aim to do this research in Nigeria, I made contacts with so many companies and since the topic was sensitive, I only got only a favourable response from Gauff consultants, a German engineering company, which have a subsidiary in Nigeria. They were willing to participate in my research. Hence the research idea “employee retention strategies in Gauff consultants (Nig) Ltd” was formulated.
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APPENDICES

Survey for employees of Gauff consultants.
The objectives and aim of this questionnaire is to find out about the retention strategies in Gauff consultants and to know which of these variables the employees find satisfactory and the ones they are not content about.

1) How old are you?
   a) 22-29   b) 30-38   c) 40-45   d) over 45

2) How Long have you been working in Gauff consultants?
   a) Less than 1 yr.   b) 1-3 yrs.   c) 3-6 yrs.   d) 6+ yrs.

3) I think about changing my role
   a] strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree

4) I think that I am fairly compensated and paid with my experience and qualifications.
   a] strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree

5) I feel competent to do my job.
6) I find my Job interesting and creative
   a) strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree

7) I feel that the performance bonus structure fairly rewards my efforts
   a) strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree

8) I feel satisfied with the non-monetary benefits
9) I find myself working with Gauff consultants in a long run.
   a) strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree

10) I will gladly advice my friends/relatives to join Gauff consultants.
    a) strongly disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly disagree

11) I am encouraged to participate in training and development so as to develop my skills.
    a) strongly disagree
b) Disagree  
c) Neutral  
d) Agree  
e) Strongly disagree

12) There are no barriers of communication while I communicate with my superior.

a] strongly disagree  
b) Disagree  
c) Neutral  
d) Agree  
e) Strongly disagree

13) I have a good relationship with my superiors in the work place.

a] strongly disagree  
b) Disagree  
c) Neutral  
d) Agree  
e) Strongly disagree

14) I find the rules and regulations of Gauff consultants conducive for me.

a] strongly disagree  
b) Disagree  
c) Neutral
15) Management within my organization recognizes strong job performance.

   a) strongly disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly disagree