Motivation Factors in The Workplace and Their Effect on Employee Retention

A Study Within a Higher Education Institution in the Public Sector in Ireland

by

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ABSTRACT

Fatima Ali: Motivation Factors in The Workplace and Their Effect on Employee Retention
A Study Within a Higher Education Institution in the Public Sector in Ireland
Under the direction of Dr Robert Fox

Employee motivation and retention have become challenging concerns due to their vital role in increasing organisational performance in particular and improving the nation's economy in general. This study stresses some of the common employee motivation factors in the workplace and how they can influence employee motivation and therefore their retention within an organisation. The research used a quantitative method to obtain the required data and statistics. The data for this research were collected using electronic surveys responded by 132 employees from a higher education institution in the public sector in Ireland. The findings of this research determined that the chosen independent variables, which are workplace motivation factors presented in the chance to develop and progress, relationship with supervisor/manager, and employer branding, have a significant influence on the dependent variable which is employee motivation and therefore their retention. However, the independent variable of benefits and rewards did not identify as factors that have an impact on employee motivation.

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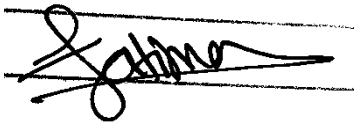

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Table of Contents

Thesis Submission Form 4
Submission of Thesis to Norma Smurfit Library, National College of Ireland 4
Acknowledgement 4
1. Chapter One: Introduction 7
1.1 Research Structure 9
1.2 Objectives Examined for This Research 10
2. Chapter Two: Literature Review 10
2.1 Work Motivation 10
2.2 Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs 11
2.3 Dimensions of Employee Motivation 13
2.3.1 Benefits and Reward 14
2.3.2 Chance to Develop and Progress 14
2.3.3 Relationship with Supervisor/ Line Manager 15
2.3.4 Employer Branding 16
2.4 Employee Retention 16
2.4.1 Relationship Between Employee Motivation and Employee Retention 17
2.4.2 Employee Retention and Organisation Performance 18
3. Chapter Three: Research question 18
3.1 Variables 18
3.2 Subsequent arguments/hypotheses related to the research question to be tested: 18
3.3 Objectives of The Proposed Research 19
3.4 Theoretical Framework 19
4. Chapter Four: Research Methodology 19
4.1 Introduction 19
4.2 Research Strategy 19
4.3 Research Approach 20
4.4 Research Design 20
4.5 Source of data collection 21
4.6 Justification of Choosing Quantitative Approach 21
4.7 Participants Population and Sample 21
4.8 Data Collection and Data Analysis 22
4.9 Ethical Consideration 22
4.10 Research Limitations 23
5. Chapter Five: Findings and Analysis 24
5.1 Correlation Analysis 24
5.2 Multiple Regression Analysis 25
5.3 Model Fit 25

5.4 Statistical Analysis 26
5.5 Model Coefficient Estimation 26
5.5.1 Benefit and Reward 26
5.5.2 Chance to Develop and Progress 26
5.5.3 Relationship with Manager and/or Supervisor 26
5.5.4 Employer Brand 26
5.6 Independent Variable Statistical Significance 27
5.7 Hypothesis Testing 27
5.7.1 Hypothesis 1: Benefits and rewards will have a significant impact on employee motivation 27
5.7.2 Hypothesis 2: Chance to develop and progress within the organisation will have a significant impact on employee motivation 27
5.7.3 Hypothesis 3: Relationship with manager and/or supervisor will have a significant impact on employee motivation 28
5.7.4 Hypothesis 4: Employer branding will have a significant impact on employee motivation 28
6. Chapter Six: Discussion 28
6.1 Benefits and Rewards 28
6.2 Chance to Develop and Progress 29
6.3 Relationship with Manager and/or Supervisor 29
6.4 Employer Brand 30
7. Chapter Seven: Conclusion 30
8. Recommendations 31
10.CIPD Personal Learning Statement 35
11. Referencing 37
10. Appendices 40
10.1 Questionnaire 40

Figures and Tables

Figure no. 1 Herzberg's Motivation Two-Factor Theory……11
Figure no. 2 Maslow's Hierarchy of Needs……12
Figure no. 3 Theoretical Framework……18
Table 1: Pearson Correlation Analysis outcomes……24
Table 2: Multiple Regression Analysis Model Summary……25
Table 3: ANOVA Model Summary……25
Table 4: Coefficient Analysis Model Summary……25
Table 5: Hypothesis Testing Results……26

Motivation Factors in The Workplace and Their Effect on Employee Retention

1. Chapter One: Introduction

With the dynamically changing economics, creating a competitive market value depends on many factors and that includes having a strong human capital. As per the new theories of economic growth, human capital can be defined as the sum of individuals' existing skills, expertise, and knowledge of an organisation that are relevant to its economic activities (Alţbeta, 2011). As each organisation strives to be successful in the market amongst its competitors, putting into consideration the value of the human asset is essential as an organisation's employees' talents, skills, and expertise are considered its most vital assets and the cornerstones for its high performance. Other than the continuing efforts on attracting new talents, ensuring that current employees remain focused, motivated, and so retained is a challenge since most companies recognise that good employees lead to better company results (Groysberg, et al., 2018). Maintaining the employees' satisfaction will result in improving their loyalty and commitment to the organisation which will yield optimal outcomes as this will keep them motivated to perform better and beyond expectations. Moreover, employee retention generally contributes to economic stabilisation in many ways like providing more job security, more personal income, and more expenditure on goods and services and not just at an organisational level.

There are different definitions for motivations presented by different researchers where Campbell and Pritchard (1976) defined it as a label that determines the desire to initiate and put effort into doing a certain task over a period of time. Another definition by Schultz and Schultz (1998) stated that motivation is the workplace and personal characteristics that explain the reason why people behave and react in a certain way. Both definitions agree on one point that motivation is a driving power that makes people, employees in the related study topic, behave in a certain way to obtain a certain goal let it be personal or related to the workplace. Maidani (1991) have conducted a study on employee satisfaction where they distributed surveys amongst employees in the public and private sectors. The finding of their study was that motivational factors within an organisation play an effective role in job satisfaction as overall. A more recent study done by Roos, W. and Van Eeden, R. (2008) supported the finding of Maidani (1991) where they investigated the relationship between employee motivation, job satisfaction, and corporate culture. They used a quantitative approach to collect their data through questionnaires and targeted the sample of permanent staff within a marketing research company. The finding of their study provided support for the existence of a positive relationship between the variables mentioned and identified drivers for this relationship.

The purpose of this research is to analyse some of the common motivation factors in the workplace and their effect on employee motivation level and therefore their retention. This research also aims to see if the findings of previous related research are still applicable. The data for the literature review have been collected from published journal articles, factsheets, and books. In the related literature review, the motivation factors of the employee are discussed along with different theories in the context of the study. Considering most of the relevant literature used quantitative data collected through questionnaires in their studies, the approach to be adopted in this study will also be quantitative through a digital survey completed by 132 participants from the chosen higher education institution (a university). The targeted sample should have a minimum of 1 year of working experience in the university. The participants considered will be working in different departments and different levels within university, excluding senior managerial levels. The collected data analysis will be facilitated by Statistical Package for Social Sciences SPSS tool. Following that, an analysis of the relevant data collected, and statics will be discussed. The findings of this study will be useful not only to higher education institutions but also other organisations' Human Resources Department and hiring managers to convey information on the most effective strategies to manage their personnel, attract new talents and skills, retain the existing ones to add competitive advantage, and therefore stand out in the market.

1.1 Research Structure

Chapter Two will contain the literature review and will discuss various research and studies published that relate to the research topic of motivation and retention. This chapter also explores motivation theories, such as Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs in order to provide a better understanding of the theory of motivation within the workplace.

Chapter Three will discuss the research question and the variables associated with it. It will also address the subsequent arguments/hypotheses related to the questions this research sought to answer.

Chapter Four is the methodology chapter, and it will evaluate the methods used in conducting the research. This chapter works on identifying the instruments and methods of research that can be adopted. It will also discuss the data collected and analysed and the ethical considerations throughout the research and data collection process.

Chapter Five will discuss the analysis findings of this research. It will evaluate the statics from the responses provided by the participants on how the different motivation factors in their workplace affect their motivation and retention.

Chapter Six will include the overall research findings discussion based on the analysis made in the previous chapter and explain how employee motivation factors are related to employee retention.

Chapter Seven will consist of the conclusion and summarise the research process and outcomes. It will also provide recommendations based on the research findings.

1.2 Objectives Examined for This Research

1. Define the concept of motivation in the workplace
2. Examine common motivational dimensions within an organisation
3. Examine the relationship between work motivation and employee retention
4. Explore work motivation concepts from different previous literature
5. Explore the organisational benefits of employee retention and work motivation
6. Explore how work motivation can be implemented in the workplace
7. Evaluate management's role in motivation in the workplace
8. Determine HR practices that will improve employee retention and possibly reduce turnover levels

2. Chapter Two: Literature Review

The main purpose of the literature review is to explore different related published journal articles, fact sheets, and previously conducted research and then connect them to the intended research topic. This chapter aims to review literature and theories in relation to work motivation and some of the factors that influence it within an organisation. It also reflects the influence work motivation has on employee retention and organisation's performance.

2.1 Work Motivation

Throughout the decades, organisations are trying their best to develop a mix of both short-term and long-term strategies to achieve desirable employee work motivation. Work motivation has different definitions as proposed by scholars. Rainey (2009) has defined work motivation as the person's desire to work well and hard. George and Jones (2012) suggested that work motivation can also be referred to as psychological forces from within that influence the person's behaviour, effort, and how they react to obstacles within an organisation. The first definition looked at motivation as an overall will to work hard and achieve whereas the second definition connected the ability and willingness to work hard to psychological factors. Further to that, Dwight D. Eisenhower stated that motivation can be referred to as the art of having the power to influence people by getting them to do what you want them to do by making them want to do it. It is believed that researchers have been challenged when trying to decide whether the desire to work hard is the same as hardworking behaviour (Chen, Chung-An., 2016).

(Achim, et al., 2013) conducted a study to understand the concept of motivation and its importance. In their research data collection was done using the psychological questionnaire to staff in an organisation called SC Distribution S.R.L. Their study focused and aimed at understanding the importance of the non-financial motivational factors in the internal organisational climate and the lasting high performance within the organisation, because the performance achieved at the level of the organisation crucially depends on the quality of the motivation the human resources available have. They determine from the polls employees participated in that they are not that motivated in comparison to their contribution to the organisation's welfare. The result of their study confirmed the fact of that financial factors are more powerful or superior, but the subordinates also do value and appreciate an organisation showing effort in improving their working conditions. At the end of their research, they suggested that the best method to motivate employees are financial stimulation that made a direct link between reward and productivity, and it was suggested to the organisation in which they conducted their research in, SC Distribution S.R.L, to consider wages increase in addition to improved reward systems and bonuses. What may contradict this way of thinking is the research conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973) where their study found that in most cases money does not solely motivate employees and that employees' behaviour is mostly linked to their attitudes. Not everyone can motivate others, however, everyone can be motivated in different ways. Being able to know the forms of reasoning that suit each employee within an organisation depending on their interests can help in stimulating their desire to want more and the motivational drive will take place in the best way possible for the employee and their organisation.

Employees being engaged and included also contributes to their work motivation. Witemeyer (2013) has defined employee engagement through three dimensions of attitude theory that suggested that employee engagement is considered as an attitude an employee represents toward working in an organisation and it's mostly represented in devotion, absorption, and motivation to achieve aligning with the organisational goal. Roy (2013) definition of employee engagement has paralleled the mentioned above as he referred to it as engaging employees in activities that are in accordance with their willingness to work for the progress of an organisation. He also added that for an organisation to achieve this motivation and engagement they must consider giving their employees the required support and reflect appreciation for their hard work and assisting them to grow within the organisation. Khan & Iqbal (2013) also further added that focusing on providing motivational factors both intrinsic and extrinsic could be deemed helpful and profitable tools for achieving positive employee engagement and therefore organisational goals.

It can be observed that motivation effect stimuli on the behaviour of employees towards doing their tasks within an organisation. Therefore, managers will have the responsibility in correlating the economic goals of the organisation with the needs and capacity of their employees and this is reflected in the organisational culture. Motivational systems require meeting the employees needs and as soon as their satisfaction is reached and their needs are fulfilled, employees will tend to develop a positive loyalty relationship with their organisation represented in them voluntarily wanting to perform a professional activity. This will result in the organisation gaining major benefit from the high employee performance that is driven by satisfaction and fulfilment.

2.2 Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs

Herzberg's Theory of Motivation and Maslow's Hierarchy of Needs are considered some of the various behavioural theories generally worked by and embraced. Herzberg as a psychologist, proposed a theory in relation to job factors that motivate employees while Maslow as a behavioural scientist developed a theory that ranks different human needs and how people pursue these needs (Gawel, 1996).

In the two-factor theory of Herzberg's (1966), he suggested that all work motivation hygiene factors are external such as wages, work environment, etc. while motivators are more represented in general human instincts such as the desire to grow, the nature of the job itself, etc. Herzberg has designed two-dimensional paradigm factors that affect the attitude of individuals about work. He concluded that factors such as company policy, supervision, relations within the job, wages, and working conditions are rather hygiene factors than motivational factors. According to his theory, the absence of these hygiene factors can result in job dissatisfaction, however, their presence does not necessity creates motivation or satisfaction. He determined that there are five factors that work as motivators and that enrich a person's job and they are represented in achievement, recognition, the job itself, responsibility, and advancement or ability to progress. He concluded that these motivators were directly linked to a long-term positive relationship with job performance while hygiene factors mostly resulted in short-term changes in job satisfaction and attitudes. The figure below shows Herzberg's Motivation Two-Factor Theory designed by Charlotte Nickerson, published on Nov 16, 2021.

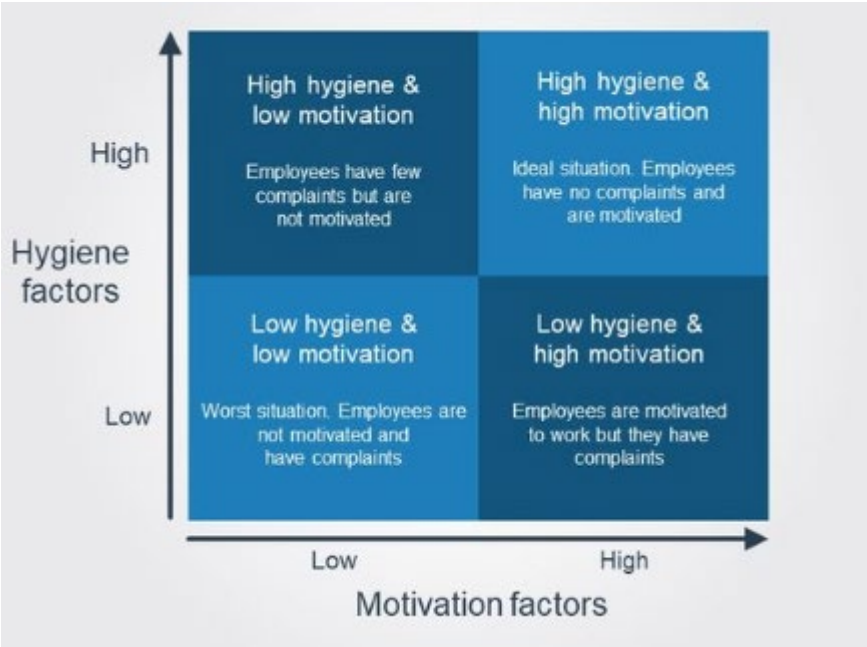

Figure no. 1 Herzberg's Motivation Two-Factor Theory

On the other hand, Lawler (1971) used extrinsic rewards for the most important needs for employee satisfaction paralleling what Maslow (1954) introduced in his theory of how people tend to satisfy different personal needs in the context of their job. He suggested that based on his observations as a psychologist, there is a general pattern that people follow in the same order. He made a theory that a person cannot recognise or pursue the next higher need unless the currently recognised need was entirely satisfied. Maslow's hierarchy of needs suggests that an employee's basic demands are often illustrated as survival needs at the broad-based bottom and the self-actualisation needs at the narrow top. The needs in order from bottom to top as psychological needs, safety needs, love/belongingness, esteem, and self-actualisation. The figure below shows Maslow's hierarchy of needs designed by Elizabeth Hopper, published on February 24, 2020.

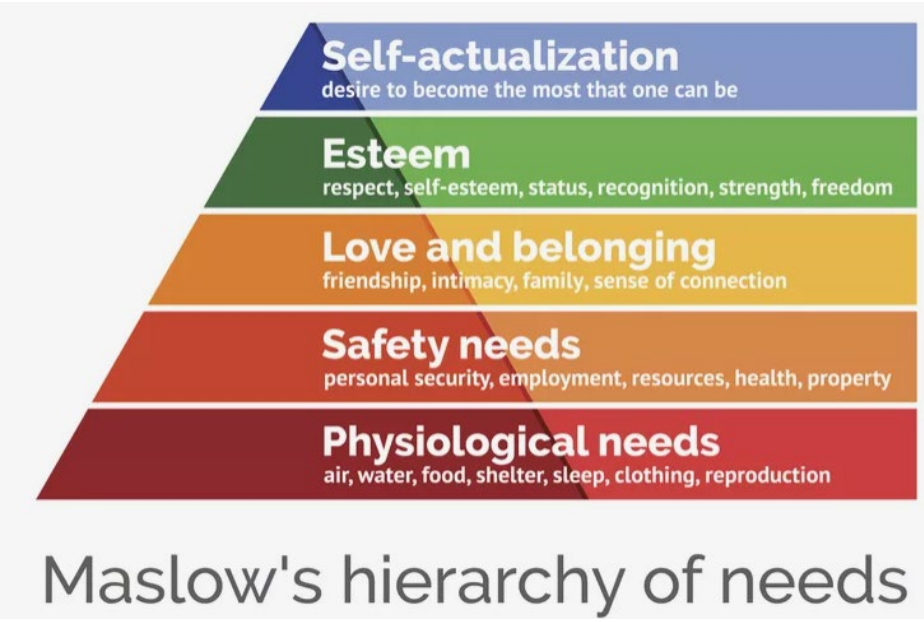

Figure no. 2 Maslow's Hierarchy of Needs

The arguments mentioned are persuasive enough to persuade any employee's work performance or executives to keep their team or workforce happy. On the other side, implementing the theories or theorem may result in additional costs or maintenance concerns. More specifically, while adopting ideas into their working culture, leaders should keep their demands in mind. Before implementing any models for organisational personnel management, companies should consider a variety of factors. First and foremost, Maslow's hierarchy model necessitates thorough personnel analysis (Fallatah and Syed, 2018). Because the demands are sometimes linked to personal pleasure or personal life, the organisation's executives may consider having a personal relationship with their employees. Above all, the company should discover the strategies and plans that may be improved from the bottom up and inspire its people accordingly. Furthermore, the firm may actively involve the self-actualisation need to promote self-confidence of employees and may boost their capabilities, in adding to the theorems' requirements.

On the contrary, it is not just the organisation's leaders or management that can make the implications successful; employees must also be aware of the company's principles. Self-evaluation and self-discipline should be reinforced to operate in an engaging environment that promotes growth. Furthermore, Maslow's theorem or pyramid may follow similar paths in terms of application in the workplace. The Maslow theorem application necessitates identification before it can be reinforced and approached by the team based on the outcomes.

Specifically, the requirements of a particular theory may not be enforced on all employees, but they do have certain standards that must be followed.

2.3 Dimensions of Employee Motivation

In the modern world, the most important identified employee motivation factors and dimensions, out of many others, and mainly significant as proposed by many authors in relation to employee motivations are Benefits and Rewards, Chance to Develop and Progress, Relationship with Supervisors/Line Manager, and Employer Branding. These mentioned factors could lead to employee motivation that could help organisation perform better to achieve employee retention, loyalty, and organisational goals. Below are some of the literature reviews in relation to these factors.

2.3.1 Benefits and Rewards

Baskar (2013) has conducted research to study the influence of rewards and recognition on employee motivation within an organisation and to identify the most effective methods of recognition. This study leaned more on comparing the behaviour of recognised and non-recognised employees to prove the theory of whether employee recognition and reward have a positive impact on employee motivation and performance and therefore the organisation's growth. A descriptive research approach was adopted, and it was concluded that there is a positive and direct relationship between employee rewards and benefits and job satisfaction and motivation. What was also concluded from this study is the better the reward and recognition is the greater the work motivation and job satisfaction will be.

Related research by Saqib, S., Abrar, M., Sabir, H.M., Bashir, M., and Baig, S.A., (2015) explored the relationship between tangible and intangible rewards and organisational commitment in the textile sector within Pakistan. This included investigating the effects rewards systems and recognition within an organisation have on employee motivation and performance. The data were also collected in a quantitative approach conducted through 250 sets of questionnaires. SPSS software was adopted in this research to analyse the data collected. The findings of this research showed that tangible and intangible rewards and all the variables related to the reward and benefits system had a significant positive impact on employees' motivation, commitment, and work performance.

Both studies mentioned above have come to the same conclusion of the existence of a positive relationship between employees' benefits and rewards and employees' performance and motivation. In addition to that, both research have emphasised the importance of organisations recognising the appropriate reward systems to get high performance in return and therefore to achieve goals and achieve competitive advantages. However, they were different in approaching their targeted samples. The first literature review depended on a comparison between two different groups of employees that are recognised and non-recognised and the effect of this on each of the groups' performance and motivation. On the other hand, the second research examined the variables related to the rewards and benefits such as salary, bonuses, appreciations, and health care benefits without dividing the employees into groups and it depended more on the overall result of the data collected.

It can be concluded that most previous research and studies have agreed that good benefits and rewards system has become an essential element to include in Human Resources Management. It also has a significant effect on the retention of employees as people tend to stay where they feel their work is valued and they can achieve personal and professional goals. In contrast, organisations with weak benefits and reward systems might face low performance and high turnover due to the lack of motivation which will affect the overall organisational performance due to the loss of skills and expertise. Based on the above literature review, it can be concluded that rewards and benefits have a significant effect on employee motivation, retention, and loyalty.

2.3.2 Chance to Develop and Progress

Riggle, et al. (2009) conducted a meta-analysis of the relationship between perceived organisational support and job outcomes over the period of 20 years of research. Their long-term research findings contained statical evidence that there are fewer turnover rates in highly supportive organisations over the years as employees get to develop a sense of loyalty and stick to their organisation when they feel supported.

Rana, et al. (2020) research supported the findings of the first long-term study where they analysed the effect of organisational support on employee's satisfaction, motivation, and turnover. They collected their data using 400 self-administrated questionnaires distributed among employees in the banking sector. It was also observed that there is proof of a positive relationship between organisational support and job satisfaction, retention, and loyalty. On the other hand, there was a significant negative relationship between employer support for progression and development and employees' intention to leave.

Gul, A., Akbar, S., and Jan, Z. (2012) have paralleled the findings of the previously mentioned studies where they examined the impact of employee empowerment and progress in employee retention in the banking sector in Pakistan. Their research was conducted through questionnaires and the collected data were analysed using the research software of Statistical Package for Social Sciences (SPSS). Their research revealed that providing chances for training and development is considered the most important factor in employee retention. In addition, giving employees the chance to progress and develop will have an important role in the organisational overall development and it adds a competitive advantage to organisations.

Even though the three mentioned studies' duration were not the same, there appears to be an agreement in their findings on how organisational support has a significant contribution to job motivation and satisfaction in the short and long term. It can be concluded that organisational support contributes to creating a sense of worth for employees which reflects in the favour of the organisations. Employees who feel valued and supported feel more sense of belongingness that itself reflects in improved performance and less turnover (Stinglhamber & Vandenberghe, 2003).

2.3.3 Relationship with Supervisor/ Line Manager

As globalisation has increased, employees' expectations from their employer and flexibility around the world have increased as well. Since the reporting managers and supervisors are considered the first point of contact for an employee within an organisation, the relationship between managers and employees is very important for the organisation as it has a significant role in the employees' motivation and behaviour.

Most of the studies and research that relate to organisational behaviour and organisational relationship deal directly with the relationship between the employees and the line manager they report to. It was suggested that there are five different behaviours that play a role in influencing the employees' perception of their line manager and that included behavioural integrity, consistency, a delegation of control and sharing, the expression of concerns, and communication. A good number of previous research related to this topic focused on the clear communication between line managers and their subordinates. Receiving feedback from supervisors or managers creates a sense of trust and transparency between them and their employees (Ellis & Shockley-Zalabak, 2009).

A related study by Abasilim, et al.,(2019) analysed the relationship between the different leadership styles and the overall employees' loyalty and commitment in addition to the influence the demographic variables may have on the relationship between the different leadership styles and employees' loyalty and commitment. The analysis findings suggested that there is a significant medium positive relationship between transformational leadership style and employees' commitment, whereas transactional leadership style shows an insignificant small negative relationship with employees' commitment. Therefore, employees' commitment within an organisation is more achievable the appropriate leadership style is applied.

Another related research by Alfes, Truss, Soane, Rees, & Gatenby (2013) focused on the relationship between employees' engagement within an organisation and their line managers' behaviours. It was found in their study that there was a positive relationship between the behaviours of line managers and the levels of employee engagement and motivation. It was also found in this study that employees' motivation and engagement within their organisation are significantly impacted by their perception and experiences with their line managers. Employees who had a positive perception and experience with their line managers were positively impacted by that and their levels of motivation and engagement were noticeably higher which itself works in the favour of the organisation.

Moreover, Gillet, Gagné, Sauvagère, & Fouquereau (2012) research supported the fact that the positive behaviours of line managers of support, encouragement, and regular constructive feedback will lead to establishing a relationship of trust between them and their employees and improve their confidence and job motivation.

It can be observed that the discussed research and studies have argued the fact that Human Resources Management (HRM) focuses should be more on the effective placement and selection of employees and managers. They also emphasised the importance of maintaining a good relationship between managers and subordinates. This can be achieved by making sure of implementing the proper HRM practices that help line managers in being consistent and fair and provide them with training and guidance to apply the appropriate management style.

2.3.4 Employer Branding

Theurer, C.P., Tumasjan, A., Welpe, I.M., and Lievens, F., (2018) defined employer branding as the process of identifying an organisation as an employer of preference or choice. It involves the organisation's ability to attract and retain skilled employees for its reputation and identity of being trustworthy and distinguished among the others in the market. They also indicated that employer branding has evolved especially over the last couple of years with the various changes in employment requirements.

Another definition by Chandrasekaran, S. (2020) defined employer brand as the employee's contribution to an organisation's branding efforts to establish a long-lasting brand value and reputation. They conducted a study with correlation analysed through a questionnaire-based sample survey to determine the relationship between employer branding and employee motivation and job satisfaction. The majority of the participant has indicated that they are happy with their job as their good performances were recognised and acknowledged by their supervisors and line manager, which indicates that good working conditions and good relationship with line managers and supervisors play an important role in creating a desirable employer brand. It can be concluded from this research that employees who feel valued and appreciated in their work environment represent inner satisfaction by loyalty and retention which affects the organisation's productivity positively.

In support of the previous research, Martin, J. Gollan, & Grigg (2011) referred to employer branding as an organisation recognition of being known for providing a good quality of employment experience and valued organisational identity. They added to the definition that employer branding is also like a promise to future candidates and stakeholders of good quality of services and experience. Their study suggested factors that play important role in employer branding. That included training and development, good human resources practices, promising strategic plans, good communication and engagement, and a positive workplace environment. They also suggested that there is a positive relationship between employer branding and employee motivation. Satisfied and motivated employees will not only work for their own growth and profit, but they will also take positive approaches aligned with the organisation's interests and goals. Having a great employer brand will attract and retain more talents that will help the organisation to obtain certain aims.

Employer branding plays a critical part in employee retention and motivation as per F. Love & Sing, (2011). Their study has suggested that employer branding has evolved and increased after the changes in employment circumstances that took place after the recession, and it then evolved to be an organisational strategical aim to have a strong employer brand in the market.

It can be observed that the studies mentioned have agreed that employee motivation has a great impact on the employer's branding and reputation and vice versa. Employer branding is the reputation that reflects facts about the employer having good employment relations. Every organisation aims to attract and retain good skills and talent to achieve organisational goals, creating and maintaining an employer brand will play a big factor in that. Despite the different mentioned definitions for employer branding, they all agreed on the same point. For the purpose of the study, Theurer, C.P., Tumasjan, A., Welpe, I.M. and Lievens, F., (2018) definition of employer branding will be considered more as it's the most recent one amongst the others and will align more with the time the intended study will be conducted in.

2.4 Employee Retention

Singh & Dixit (2011) referred to retention as the art of keeping people who keep the business. They further defined it as the procedure in which employees are encouraged and motivated to keep their employment with an organisation for a maximum period of time or until the fulfilment of the objectives.

Another definition for employee retention by Vasquez, Dario (2014) where he referred to it as the beneficial process of different activities and procedures an organisation follows to ensure their employees' longevity within the organisation. He conducted a qualitative phenomenological study in the hospitality sector, considering the high turnover in this sector in particular. The study findings revealed that working on creating a positive and good working environment for the employees that includes support, reward, and incentive will result in higher motivation therefore higher employee retention. Gorde (2019) parallels the above and elaborated employee retention as an organisation's ability to retain its employees and it can also be referred to as the process where the human resources are motivated and encouraged to stay within an organisation for a longer period of the sustainability of the organisation.

It is globally believed that capable employees are in short supply especially nowadays. This results in high competition between organisations to attract more skills and retain their existing ones. Keeping high skilled employees motivated and dedicated is considered one of the most important demands on managements in the modern world. In most cases it's not who you hire that counts; it's mostly who you can keep. This emphasises the fact that it is more cost effective to keep current employees than to hire new ones, so the real issue for organisations is represented in the continuous effort to identify and retain all their top performers. As Poulston (2008) stated, the more longevity employees have within an organisation, the more noticeable economic growth and stabilising will occur in the organisation over time. Moreover, employee retention helps the organisation strengthen its image and reputation to the public which plays an important role in strengthening their employer brand.

2.4.1 Relationship Between Employee Motivation and Employee Retention

Achieving organisational success is important for any organisation to stand out in the market amongst its competitors. There are different reasons behind employees leaving organisation that is mainly explained by the lack of work motivation. Employees who are not motivated enough to work in an organisation tend to leave due to job dissatisfaction. Ramlall, S. (2004) article provided an explanation of how employee motivation can affect employee retention and other behaviours within an organisations. He focused on identifying the importance of retaining talented employees and provided an explanation on how employee motivation, retention, and organisational performance are interconnected. In his study, he suggested that managers should be responsible to find a way to keep their employees motivated through different programs or practices that focus on satisfying unmet needs. Another suggestion was for organisations to establish support programs and focus groups to assist employees to deal with stress and taking the time to explore and understand the needs of the highly talented employees. He added that managers should know they have the responsibility to create a proper work culture for their employees where they feel like they can develop to their maximum potential. The failure in providing such climate will eventually increase employees' frustration and stress and could result in poor performance, low job satisfaction, and high turnover which itself will have a negative effect on the organisation performance overall.

Fitz-enz (1997) identified that a company loses approximately equals to 1 million dollars for every 10 high skilled professionals leaving the organisation. He also stated that there is a significant economic effect that happens when an organisation loses highly skilled and performing employees considering the wealth of knowledge and training investment that may have taken place that would be lost with the employee leaving. This knowledge and experience that were lost are mostly what an organisation need to meet their goals within the competitive market. According to Robinson and Stern (1997), organisations will need a formal study to convince them of the importance of creativity management within their organisation considering how important it is for their long-term survival. Even though most managers know that creative potentials are more important than creative performance, they don't seem to understand what they should do about it. Improvements and innovations are considered tangible results of corporate creativity and in order to obtain these results, management should consider achieving and maintaining creativity which will result in long term survival and success for the organisation. Moreover, for an organisation to sustain competitive advantage, they cannot let knowledge management be a passive exercise, giving people the bare minimum to acquire and use knowledge. In fact, they should make sure resources that knowledge is accessible. Considering all the above, it is easy to see the negative effect that may result from losing employees with valuable knowledge and high experience.

2.4.2 Employee Retention and Organisation Performance

Donald, S.M, Catt,E, (1989) explained that there is a positive relationship between employee retention and organisational productivity. They also explained that profit in organisations that have a high level of employee retention is higher in compression to organisation with low employee retention. Employee retention plays a crucial role in protecting an organisation from possible strategic issues and difficulties represented in their economic, budgeting, replacement, training costs, and other expenses that may be associated with the loss of the workforce. This is mostly because when an organisation loses workforce it also loses talent, knowledge, and years of experience. The nature of these losses is serious and notable management risk that will majorly have a significant effect on the organisation's productivity, profitability, outputs, quality of services or products, and eventually the organisation's reputation. In addition to that, the high numbers of turnover can have a direct effect on the employees' morale and might put those who stay with the organisation under severe pressure and stress. As a result of that, they may not be capable to keep up and perform in accordance with the organisation's values and goals and may end up leaving as well.

Mendes & W. Stander (2011) stated that employee retention plays as a progression tool for organisations performance that assists in maintaining and gaining competitive advantages. Based on that, for an organisation to stay viable, the retention of employees who are highly skilled, focused, and loyal is important which explains why retention is such an important Human Resources practice. Being able to retain employees is an indication of having successful practices as an organisation. Since the globe has become an incorporated marketplace, organisational advantages are now more represented in the skilled talents, experiences, and technology which are also known as organisational competitive advantages. Therefore, having these advantage will play a massive role in improving the organisation's performance and differentiate it from the rest in the market. Moreover, they added that retaining employees is cost effective by not having to allocate costs to train new hires since the existing employees will have the required experience and knowledge of the organisation's internal and external processes and are considered more familiar with its goals and objectives.

It can be concluded from the above that management's genuine efforts must be considered to support skilled employees to they stay motivated, engaged, and satisfied within their roles and don't consider leaving the organisation to potentially join a competitor and be a huge loss of knowledge. High turnover rates can be considered a costly issue an organisation might face considering the replacement costs associated with it and the negative reputation they might receive as an employer which will slow their recruitment processes.

3. Chapter Three: Research question

The research question that will form a basis for further investigation is: ***Do employees' motivation factors affect their retention within an organisation?***

3.1 Variables

In this study, the independent variables are presented in the motivation factors of benefits and reward, chance to develop and progress, relationship with supervisor/manager, and employer branding while the dependent variable is represented in employee motivation.

3.2 Subsequent arguments/hypotheses related to the research question to be tested:

H1: Benefits and rewards will have a significant impact on employee motivation.
H2: Chance to develop and progress within an organisation will have a significant impact on employee motivation
H3: Relationship with supervisors/line managers will have a significant impact on employee motivation.
H4: Employer branding will have a significant impact on employee motivation.

Additional Related Arguments/Hypotheses:

1. Employee motivation will have a significant impact on employee retention.
2. Employee motivation will have a significant impact on an organisation's performance.

3.3 Objectives of The Proposed Research

Knowing the impact of motivation factors on the employees' levels of emotional organisational commitment and retention is critical for the survival of an organisation in the competitive market. The goal of this research question is to determine the elements that influence employee motivation within an organisation, which in this occasion would be a higher education institution in the public sector in Ireland, and how they can contribute to their retention with their employer. This research also aims to determine the elements that lead to the development of an organisation by employee motivation from the employee`s perception to improve performance indicators and retention. Also, to investigate if there is a significant relationship between employee motivation factors, employee motivation level, and employee retention.

3.4 Theoretical Framework

Figure no. 3 below shows the relationship between the independent variables, intervening variable, and dependent variable used in this study. It was created to test the impact employee motivation factors (independent variables) have on employee motivation (dependent variable) and subsequently on employee retention within the organisation.

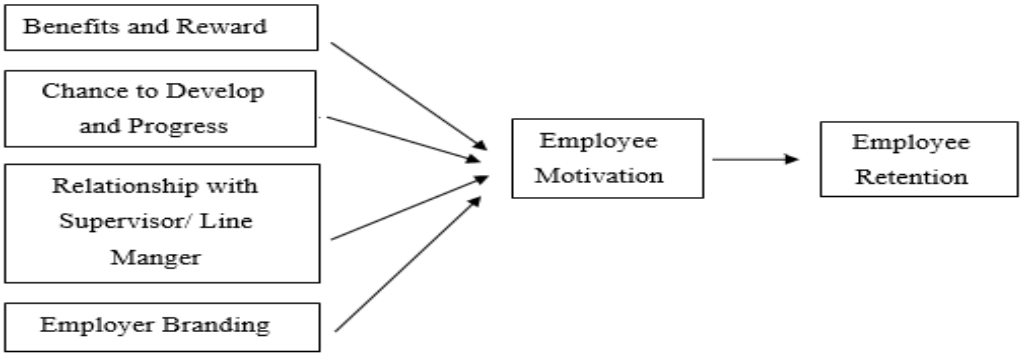

Figure no. 3 Theoretical Framework

4. Chapter Four: Research Methodology

4.1 Introduction

This chapter focuses on explaining the steps following the research questions. It will discuss the overall research design and the method used to conduct this research with justifying why it was chosen. It will also include details on how the data were collected and what was the targeted participants' sample. This chapter is central and plays an important role in the whole research since it acts as a guide in achieving the research objectives mentioned in the previous chapter.

4.2 Research Strategy

Quantitative research is conducted in order to obtain results based on statistical analysis. The data were collected from a public sector higher education institution staff within different departments and faculties taking into consideration that the survey questions are generalised and can be applied regardless of the difference in roles or departments and can be applied to the targeted sample. The data were collected through an electronic survey created using google forms. A general announcement was posted to all staff on the University's Plaza site (which is where general informal announcements from staff can be posted such as items for sale, bereavement notices, house vacancy, etc) to participate voluntarily if they could, outlining the required criteria of a minimum of 1 year of experience within the university and working below senior managerial levels. Since the data were collected by surveys, they are deemed to be classified as quantitative data as they are founded in a statistical form, unlike qualitative data. Based on this, the study will take a quantitative approach adopting a positivism philosophy in identifying the impact of each related variable and will consider using explanatory research. This research is cross-sectional, and all data were collected in the same time. Both secondary and primary data were considered in the data collection process.

4.3 Research Approach

There are three main approaches for research methods when conducting research and they are the quantitative method, qualitative method, and mixed methods. Quantitative approaches are numerically based and consider mostly the relationship between different variables while qualitative approach mostly focuses on evaluating data collected from interviews. As O'Dwyer and Bernauer (2013) stated, qualitative research focuses on discovering new knowledge by maintaining complexities as they exist in their natural settings, while quantitative research focuses on discovering new knowledge through simplifying complexities in more contrived settings. Mixed approaches incorporate both quantitative and qualitative paradigms and combine features of both. This mixed approach is deemed to be more time consuming and expensive but allows methodological diversity which covers more data that quantitative or qualitative approaches cannot cover when used individually.

In order to have an effective research approach, using theories is important. There are mainly two different approaches, the inductive approach, and the deductive approach. The inductive approach, also referred to as the bottom-up approach, starts with data collection by concepts exploring to build up a theory. On the other hand, deductive approach begins with theories that are already established to be tested which results in either accepting or excluding the theory by the end of the research (Saunders, Lewis and Thornhill, 2007). Based on the above, and in order to achieve the objectives of this research, the deductive approach will be considered to assist in generalising the quantitative data collected from the respondents. In the literature related to this research, there are some hypotheses influencing employee motivation and retention and how both can affect organisations performance. All these topics mentioned concern the proposed research and assisted in developing objectives for this study leading it toward the deductive approach rather than the inductive. This related previous literature assisted in answering the "what" type of questions related to this research which help in covering the objective of this study.

4.4 Research Design

Research design refers to the step-by-step framework for conducting the proposed research study. It will also put into consideration how the data will be collected and analysed. There are three different research methods that can assist in forming a study and they are exploratory, descriptive, and explanatory. The exploratory approach investigates a research question that was not looked at in depth

before and this approach if often qualitative, but a study of a large sample can take a quantitative manner as well. This type of approach often includes face-to-face interviews or focus groups for the study and focuses on the quality of the respondents and mostly considers a smaller sample size (Saunders, Lewis and Thornhill, 2007). On the other hand, descriptive research focuses on describing the current situation. The data analysed in this type of research are often quantitative and include numbers, figures, percentages, and statistics. The descriptive research is mostly concluded by secondary data. They are usually an extension of exploratory research and generally can answer "what" happened and caused a certain situation in more detail and is mostly tested by questionnaires or surveys. Whereas explanatory research develops the relationship of cause and effect between the variables of an intended research and are mostly conducted through surveys or experiments.

The study of the intended subject for this research has defined the objectives and made a clear approach toward achieving them through testing the model by hypothesis. To test the hypothesis mentioned in the previous section and answer the research question in an effective manner in order to reach the objective of this research, descriptive research will be used for this study.

4.5 Source of data collection

Primary data will be represented in data that was collected using the electronic survey completed by the respondents from the higher education institution.

Secondary data will be represented in data that was collected from books, journals, articles, factsheets, and websites

4.6 Justification of Choosing Quantitative Approach

A quantitative approach can be considered very effective as it depends on numbers, statistics, and quantitative focuses for theory testing and for understanding the importance of the hypotheses. As per Punch (2013), the phrase 'quantitative research' refers to a whole way of thinking and an approach that includes a collection of methods, as well as data in numerical form, and not just refers to research that relies on quantitative or numerical data.

The qualitative approach can be deemed as very popular in research and can be a very efficient way of collecting data. However, this approach was rejected for the proposed research considering the surrounding circumstances that will make it difficult to follow such as COVID-19 still being on the scene and the fact that the employees of the chosen organisation are working in hybrid shifts pattern and won't have much time to conduct face-to-face or online interviews which will make it hard trying to arrange interviews with them. Moreover, this research was conducted during the summertime of 2022 which is considered the peak of holidays season as it was the first time travel is allowed since the COVID-19 outbreak in 2020. That caused many employees to be out on annual leaves and made it harder to arrange interviews with them within the required time frame for the research. Since this research was conducted in a higher education institution and by an employee from that institution's HR Department (myself), it was agreed with the Human Resources management to conduct surveys rather than interviews to secure the confidentiality of the data collection process. Anonymous surveys allow respondents to be more open about their opinions. It is also cheap, give faster results, and are easier analyse. An electronic survey was filled anonymously by 132 employees to avoid biases and any possible hesitations in giving responses as to what may have happened if in person interviews were conducted. Moreover, since this research adopts a positivist philosophy with a descriptive research design and deductive research approach, it will be adopting quantitative approach which is deemed effective based on most of the related literature review and research that depended on quantitative data, mostly represented in questionnaires, and it assisted them in answering their research questions and coming to meaningful findings.

4.7 Participants Population and Sample

As per McCombes (2019) a sample can be referred to as the specific number of individuals that are studied or observed from the total population. Sampling techniques can be divided into two forms which are probability sampling and non-probability sampling. Probability sampling itself can be divided into

four forms which are simple random sampling, systematic sampling, stratified sampling, and cluster sampling. The sampling technique used for this research was stratified sampling which is used for a mixed sample meaning it covers people with different characteristics, ages, and incomes. Stratified sampling was then used to divide these different characteristics of individuals and put them in selected groups of people with the same characterises of age, gender, etc. This technique assisted in making the data analysis process easier and that made the research findings discussion more understandable.

The studied organisation, which is a public sector higher education institution, has a population of around 1,800 employees. The university's staff members work in 7 different faculties, and they are classified as Academic staff, Non-academic staff, and Researchers. Only 132 surveys were completed. Therefore, the sample size for the study was 132 which consisted of 73 males and 59 females. Those 132 employees have a minimum of 1 year of working experience within the university at junior, middle-level, and junior management positions working within different departments/ faculties. These criteria were chosen to make sure they had worked long enough with the organisation to be able to make more judgments compared to those who started recently and to ensure they are not at a senior level within the organisation to avoid any possible intended/unintended bias. The survey digital link was posted as an announcement on the university employees' shared plaza platform to ensure ease of accessibility by all staff. It was mentioned on the announcement that this survey will be answered anonymously with their consent and targets staff particularly with minimum 1 year of service with the university working below senior managerial level from different ages and genders.

4.8 Data Collection and Data Analysis

This research paper instrument or tool used for collecting data is a self-administrated digital questionnaire. The questions in the survey used were inspired by several approved questionnaires used previously in related studies. These previously used questionnaires were extracted from the APA PsycTests database. An example of the questionnaire considered would be a survey done by Andrews, MC, Witt, LA & Kacmar, M (2003) on Employee Retention Scale. Another more recent questionnaire considered is the workplace deviance questionnaire created by Yoo, Flaherty, & Frankwick (2014) and it was developed for the purpose of studying the effect of communication practices on workplace deviance. Both surveys were used to incorporate into the data collection instrument and build a suitable questionnaire.

This research adopted a quantitative approach to identify the factors that affect employees' motivation in the workplace and therefore their retention. It also used self-administrated electronic survey to gather data on the topic of the research from a group of respondents from the chosen organisation's employees. The survey was structured with mostly scale type questions ranging from 1-5 strongly agree to strongly disagree, yes or no questions, select from multiple and open-ended questions. Several items were mentioned on the survey to determine demographic data such as age and gender, length of experience, and educational level**.** Four independent variables were focused on in the survey to determine their effect on the employee's motivation and retention. The effects of independent variables were measured based on the responses provided.

Considering the topic of work motivation might be looked at as a personal matter and subjective subject, using anonymous surveys gave the participants a better chance to share their thoughts and opinions and express themselves. All the surveys collected were collected on an anonymous basis and the percipients were made aware of this so they can feel free to express themselves as they wish. This gave them reassurance to be more open when expressing their opinions on motivation from their own experiences.

Following the data analysis method used by the mentioned related research of Gul, A., Akbar, S. and Jan, Z. (2012) and the more recent one of Saqib, S., Abrar, M., Sabir, H.M., Bashir, M. and Baig, S.A., (2015), the intended study considered using version 22.0 of IBM SPSS Statistics software as well to analyse the data that were collected from the questionnaires completed. The data extracted from the completed surveys were divided into suitable categories and then coded and entered into the SPSS software. Different methods for analysing the data were considered using the SPSS software to find out the relations between the different variables.

4.9 Ethical Consideration

Having ethical considerations is important when conducting research that involves human participants. This research's participants were all adults, of both genders, and above 18 years of age. It was very important that they all understood and agreed to take part in this research. The following are some of the ethical considerations for the study of the topic:

- Research participants will not be harmed or negatively affected in any manner because of their participation in the study
- The data collected will only be used for the purpose of this study and will be related to the intended topic.
- The participants were all made aware of the purpose of collecting the data from the questionnaires and why are they needed
- The confidentiality of information will be considered, and the data collected will be secured and protected according to Ireland's GDPR standards.
- The data collected will be used anonymously without revealing the identity of the participants and all participants who have taken part in this research were made to understand that their identities will be kept anonymous to the readers.
- The research will be conducted in a dignified manner, with respect for the participants and their views, ages, race, and backgrounds.
- When gathering the data, prior approval, voluntary participation, and consent of the participants were considered and a consent declaration or agreement was implemented as a built-in part of the survey before answering the survey questions.
- In the study paper, personal information will be rigorously observed.
- From the beginning to the end of the research, the confidentiality of the information gathered from the participants will be considered.
- The nature of the questions used in the survey were unbiassed and not misleading to direct the participant in answering in a certain way.
- This research paper is only to be reviewed by the National College of Ireland for the purpose of examining the MSc dissertation and in accordance with normal academic library practice where dissertations are lodged in the National College of Ireland Institutional Repository (NORMA).

4.10 Research Limitations

This research had to deal with considerable complications during the research process. One of the issues considered is related to ensuring the security of the personal data collected from the participants and making sure to comply with Ireland's General Data Protection Regulation (GDPR), especially with the cyber hackings that have raised during the last few months. This study was limited to a single organisation, which is public sector higher education institution. A very good number of employees have responded, but not as it was hoped where the research was aiming for 200 responses. This is not a major limitation but worth mentioning as the number of responses was perfectly enough to conduct an analysis based on. Another related limitation is the fact that many employees were on annual leave during this summer, so the response level was very slow. Due to this, couple of follow-up announcements and friendly reminders were posted to encourage voluntarily participation putting into consideration the employees' consent. The google form survey for this study and survey participation announcement were set up for a certain period of time as agreed with the HR management.

Moreover, the accuracy of the information provided cannot be guaranteed as the participants may have provided inaccurate information that could have led to inaccurate results. Time was another limitation to be considered because some of the participants took a while to answer the survey, so it gave a small window for the analysis process. In addition to that, the survey link had to be closed manually and the invitation announcement was removed on the agreed deadline which added some time pressure to make sure to have a good number of responses when it was still open. As a full-time employee conducting this research, it was a bit difficult to keep up and manage time.

Also, as someone who took up a new role within the same mentioned higher education institution recently (internal move), conducting this research made it a bit difficult to manage time and be able to learn the new role tasks while trying to focus on having the dissertation done as best it can be. Another limitation to consider is the impact of COVID-19 that may have affected how employees' motivation in general as the past two years have been hard on many individuals, whether in a professional or personal level. This may have affected their emotions which played as an external factor that affected their personal motivation in general and workplace motivation in particular. One last limitation was the difficulty in using the SPSS software for the analysis and several external videos, books and tutorials had to be viewed to understand better how it works.

5. Chapter Five: Findings and Analysis

This chapter will be discussing the data analysis and the related hypotheses of this research. As a process of conducting this research, a digital survey was completed by the targeted sample within a public sector higher education institution. Data were collected from 132 employees through the mentioned digital surveys after which the responses were put together and scrutinised. The data were extracted and input into SPSS software and further analysis.

5.1 Correlation Analysis

Correlation analysis is used in order to measure the relationship between the independent variables and dependent variables in a one-to-one basis. the independent variables here are presented in the employee's motivation factors such as benefit and reward, chance to develop and progress, relationship with supervisor/manager and employer branding while the dependent variable is employee motivation. To represent the relationship between the dependent and independent variables, the following coefficient values are being presented: +1 for a perfect positive relationship, -1 for a negative positive relationship, and 0 for when no relationship exists.

Table 1 below shows the results from the analysis made in which indicate the existence of positive correlation between benefit and reward and employee motivation where r=0.360. Although this might be considered as a weak correlation, it can be statically significant at the level of P=0.070. This indicated that there is a significant positive correlation between benefit and reward in the workplace and employee motivation. This is an indication that within the sample used, the benefits and rewards are associated with the employee motivation and the higher the benefits and rewards they receive the more they are motivated to do their job and the tendency for them to stay with the organisation will be improved.

In addition to that, the analysis results have shown a positive correlation of r=0.624 between chance to develop and progress within the workplace and employee motivation. This is statistically significant at the level of p=0.0001 which indicates that there is a significant positive correlation between the employee chance to develop and progress within the organisation and employee motivation. This means that within the sample tested, knowing that there is a chance to develop and progress both in personal and professional manner improves the employee's motivation and therefore improve their retention and willingness to stay within the organisation.

After that, the results showed a reasonably positive correlation of r=0.587 between relationship with supervisor or/and manager and employee motivation, which is statically significant at the level of p=0.0001 which indicates that there the existence of positive correlation between the relationship with supervisor and/or manager within the workplace and employee motivation. The results indicates that within the sample tested, the nature of the relationship an employee have with their line manager or

supervisor will have a significant impact on their motivation and the better it is the more they feel motivated in their job.

Lastly, the resulted also indicated the existence of positive of r=0.530 between employer branding and employee motivation which is also a moderately positive correlation which is considered statistically significant at the level of p=0.0001. This means that within the sample tested, the employer brand name and popularity have a great effect of the employee's motivation to be employed by it and to retain working there.

		MeanB&R	MeanD&P	MeanRSM	MeanEB	MeanEM
MeanB&R	Pearson Correlation	1	.485	.194	.091	.360
	Sig. (2-tailed)		.000	.027	.306	.000
	N	130	130	130	130	130
MeanD&P	Pearson Correlation	.485	1	.514	.330	.624
	Sig. (2-tailed)	.000		.000	.000	.000
	N	130	130	130	130	130
MeanRSM	Pearson Correlation	.194	.514	1	.395	.587
	Sig. (2-tailed)	.027	.000		.000	.000
	N	130	130	130	130	130
MeanEB	Pearson Correlation	.091	.330	.395	1	.530
	Sig. (2-tailed)	.306	.000	.000		.000
	N	130	130	130	130	130
MeanEM	Pearson Correlation	.360	.624	.587	.530	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	130	130	130	130	130

Table 1: Pearson Correlation Analysis outcomes

MeanB&R: Mean for benefits and rewards

MeanD&P: Mean for develop and progress

MeanRSM: Mean for relationship with manager and/or supervisor

MeanEB: Mean for employer brand

MeanEM: Mean for employee motivation

5.2 Multiple Regression Analysis

To explore the relationship between the deponent and independent variables for this study, regression analysis can be used. Standardised Coefficient Beta, R Square and Significant were checked in order to test the assumption of multiple regression to ensure the suitability of the outcome of the previous regression analysis. The beta coefficient can be referred to as the level of change in the dependent variable for every 1 unit of change in the independent variable.

5.3 Model Fit

Table 2 below shows the model summary, and it indicates the results of R value which is considered a level of prediction for the dependent variable which in this study is employee motivation. The table shows the result of R that relates to this study indicates the level of prediction is acceptable for this model. The result of 0.569 for the R square indicates that the independent and dependent variables' ability of 56.90% to explain the variability of the dependent variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754*	.569	.555	.38464

Table 2: Multiple Regression Analysis Model Summary

5.4 Statistical Analysis

An ANOVA test was used for this research in order to figure whether the overall regression is a good fit for the data. This will indicate if the model is a significant predictor for the dependent variable which in this case is motivation. The below table 3 shows the results where F (4,125)=41.190, where p<0.01 this is an indication of the model being a significant predictor of employee motivation.

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	24.376	4	6.094	41.190	.000**
	Residual	18.494	125	.148		
	Total	42.87	129			

* Dependent Variable: MeanEM
**Predictors: MeanB&R, MeanD&P, MeanRSM, MeanEB

Table 3: ANOVA Model Summary

5.5 Model Coefficient Estimation

When all other independent variables are held constant, the unstandardised coefficient indicates that the dependent variable varies with an independent variable. The table below is the standardised coefficient for each independent variable where dependent variable mean is MeanEM

Model		Unstandardised Coefficients		Standardised Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.176	.358		-.491	.624
	MeanB&R	.130	.071	.123	1.824	.070
	MeanD&P	.340	.083	.321	4.100	.000
	MeanRSM	.347	.089	.278	3.895	.000
	MeanEB	.194	.042	.303	4.674	.000

Table 4: Coefficient Analysis Model Summary

5.5.1 Benefit and Reward

When it comes to the benefits and rewards, the unstandardised coefficient is 0.13 which indicates when there is one level of benefits and rewards increase, there is increase on employee motivation at the level of 0.130. The equation for this would be Y=0.130X+C. In addition to that, the results show a significant value where p=0.070 which indicates that benefit and reward is not necessarily a significant contributing factor to the model.

5.5.2 Chance to Develop and Progress

When it comes to chance to develop and progress within an organisation, the unstandardised coefficient would be at the level of 0.340. The equation for this is represented in Y=0.340x+C. The results indicate the significant value where p=0.001. This indicates that chance to develop and progress within an organisation indeed have a significant impact contributing to the model.

5.5.3 Relationship with Manager and/or Supervisor

For relationship with manager and/or supervisor, the unstandardised coefficient is would be 0.347 which means when the level of the satisfaction with the relationship with manager and/or supervisor increases in one level, there is increase in employee motivation of the level of 0.347. The equation that represents this would be Y=0.347x+C. The results also indicate the significant value where p=0.001, this indicates that positive relationship with manager and/or supervisor within the workplace is a significant contributing factor to the model.

5.5.4 Employer Brand

Finally, the unstandardised coefficient when it comes to the employer brand quals 0.194. This indicates that with an increase of employer brand by one level, there is also an increase in employee motivation by the level of 0.194. The equation for this would be Y=0.194x+C. The results here also indicate the significant value where p=0.001. This shows that employer brand and good reputation in the job market is a significant contributing factor to the model.

The equation below was developed to predict employee motivation level based on the chosen motivation factors

Predict Employee motivation *= Constant-(0.130xBenefits and Rewards)+(0.340xCahnce to Develop and Progress)+(0.347xRelationship with Manager/Supervisor)+(0.194xEmployer Brand)*

5.6 Independent Variable Statistical Significance

The result of significant should be p<0.01 based on the best result of significant. After that, it can be considered that the items are signed and accepted between two variables. As shown on table 4 above, the independent variable of benefit and reward result is p=0.70. That clearly indicates that benefit and reward is insignificantly correlated with employee motivation therefore their retention. Next, the independent variable of development and progression within the organisation shows the result of p=0.001, which indicates that an employee having chance to develop and progress within the organisation significantly correlated with employee motivation and therefore their retention. Following that, the independent variable of the positive relationship with the manager and/or supervisor indicated the result of p=0.001, which mean that an employee having a positive relationship with their manager or/and supervisor is significantly and directly correlated with employee motivation therefore their retention. Finally, the independent variable of employer brand also has the result of p=0.001 where it indicated that the availability of good employer brand is significantly correlated with employee motivation and therefore their retention.

5.7 Hypothesis Testing

The table below shows the hypothesis testing results by determining accurately where the null hypothesis can be rejected in the favour of alternate hypothesis.

HYPOTHESIS	RESULTS
H1: Benefits and rewards will have a significant impact on employee motivation	Rejected (β=.130, p<0.70)
H2: Chance to develop and progress within an organisation will have a significant impact on employee motivation	Fail to reject (β=.340, p<0.001)
H3: Relationship with manager and/or supervisor will have a significant impact on employee motivation	Fail to reject (β=.347, p<0.001)
H4: Employer branding will have a significant impact on employee motivation	Fail to reject (β=.194, p<0.001)

Table 5: Hypothesis Testing Results

5.7.1 Hypothesis 1: Benefits and rewards will have a significant impact on employee motivation

Based on the regression analysis done, the results of (β (beta value) =.130, p<0.70) indicated that benefits and rewards within the organisation don't have a significant influence on the employee motivation, in other words, a significant relationship between constructs cannot be concluded. Based on this result, hypothesis H1 is false and should be rejected.

5.7.2 Hypothesis 2: Chance to develop and progress within the organisation will have a significant impact on employee motivation

Based on the regression analysis done, the results of (β (beta value) =.340, p<0.001) indicated that employee having the chance to develop and progress within the organisation have a significant positive effect on the employee motivation. Based on this result, hypothesis H2 is accepted.

5.7.3 Hypothesis 3: Relationship with manager and/or supervisor will have a significant impact on employee motivation

Based on the regression analysis done, the results of (β (beta value) =.347, p<0.001) indicated that an employee's positive relationship with their manager and/or supervisor within the organisation have a significant positive effect on the employee motivation. Based on this result, hypothesis H3 is accepted.

5.7.4 Hypothesis 4: Employer branding will have a significant impact on employee motivation

Based on the regression analysis done, the results of (β (beta value) =.194, p<0.001) indicated that the Employer branding have a significant positive effect on the employee motivation. Based on this result, hypothesis H4 is accepted.

6. Chapter Six: Discussion

This research's main purpose was to answer the proposed research question which is '**Do employees' motivation factors affect their retention within an organisation?'.** This question intended to examine the effect of motivation factors (independent factors) such as benefit and reward, chance to develop and progress, relationship with supervisor/manager, and employer branding on the employee's motivation level (dependent factor) which itself plays a vital role in their willingness to stay within the organisation, in another term, their retention. Two tests, which are correlation analysis and multiple regression analysis were made to explore the relationship between the variables and to determine the effect each of the independent variables has on the dependent variable. The results of the analyses are discussed below for each independent variable relating it to retention**.**

6.1 Benefits and Rewards

Benefits within an organisation may include flexible working hours, paid time off (annual leave), sick leave, family leaves (maternity, paternity, parents etc), pension plans, childcare, etc. Rewards are mostly represented in the different ways of achievements and efforts appreciation the employer presents to the employee whether it is financial such as bonuses or non-financial such as a simple 'thank you' email or gratitude announcement. The regression analysis done from the responses given by the participants in relation to the benefits and rewards system within the organisation and how it affects their motivation indicated that most of the respondents did not consider these related factors having an effect on their work motivation and not necessarily one of the main reasons for their willingness to stay within the organisation. This result could be due to the fact that the organisation chosen for this study has more employees from a younger generation now and the types of benefits and rewards it provides are mostly not relevant to them. Human Resources personnel seem to be struggling to make proper communication that is relevant to all the employees, especially with the diversity of the staff and the differences in their needs based on their diversity. As a result of that, they are often failing in making their benefits personal enough to suit every single employee as this is something very difficult if not impossible to attain with the business needs. An example of that would be employees coming from abroad to work in Ireland who would have the same annual leave entitlement as someone who is from Ireland and may not need to travel abroad to visit their family as much or nothing connects them to a different country. Kevin McNamara, an enrolment strategist for The Standard, a provider of voluntary insurance products based in Portland, Ore, stated that the challenge when it comes to benefits enrolment within an organisation is that there are too many decisions, content, and choices to be made which in some cases the business cannot accommodate (Kalish, 2018). Moreover, based on the respondent's demographic data, a great number of the respondents between the ages of 20-35 counted this factor not very relevant. This may be because younger generation mostly cares about the salary an organisation would offer rather that the benefits or rewards they may have in the package without a higher salary. A few number of respondents above 35 years of age found it relevant based on what they mentioned in the survey, and this was mostly females which could be due to the fact that they would be more interested in family related benefits and work flexibility to have more work-life balance that allows them to spend more time with their children and family. Also, based on the survey's open answer questions, respondents with more than 10 years of service in the university seem to have treated the fact that they are enjoying what they are doing regardless of the benefits and rewards as more important than others did. This could be because they may have more job security and counted the organisation as their 'comfort zone', already in receipt of

a good salary, or feel more appreciated by their managers that causes their satisfaction with what is there and with their current working conditions.

6.2 Chance to Develop and Progress

As per the regression analysis done earlier, the respondents knowing or feeling like they have the chance to develop and progress within the organisation has a significant positive effect on their work motivation. In general, people tend to seek personal development, progression, and career growth. Knowing that they can attain this while still working for the same employer makes them motivated to stay as they know they will gain more experience and progress professionally and financially from being promoted without having to change employers or start over somewhere else that for some might be counted stepping out of their comfort zone. Financial and professional growth are the factors that people seek new jobs for in most cases. From the suggestions given in the survey by some of the respondents, a good few have suggested that having job rotation or change in their tasks within their departments would motivate them more. This can be associated with progression and promotion since it's in most cases also associated with changes in job characteristics and tasks which eliminates chances of job-related boredom or being stuck in the same job routine. Also, based on the responses received for this study in relation to this factor, it can be noticed from the demographical data that 64% of males are motivated by the chances of being promoted while only 36% of females are. This difference could be because females still perform most of the childcare tasks in households, and with promotion being associated with more tasks and responsibilities in most cases, this will affect their ability to have a work-life balance and reduce their ability to have more flexible working conditions without the increase of time pressure or be stressed. Otto, et al. (2022) stated in their article that wages increases and promotions play an important role in job satisfaction. In their study, they found that job satisfaction influenced by promotions have been more pronounced when it comes to men than it was for women in which is a result to the fact that promotion and higher wages mean more responsibility and tasks which will be more suitable for male workers than females especially those with families. Despite this factor being supported by the respondents as an effective motivation factor, it is believed that the progression, as in promotion, since it is associated with more tasks and responsibilities, in some cases might eventually result in anxiety, work related stress, or even depression. However, providing the employees with the chance to develop and progress is deemed to be a win-win situation, mostly because both the employee and the employer benefit from this. The employee benefits by attaining personal and/or professional goals and the employer benefits by increasing their employee retention levels and eliminating the chances of losing valuable skills (Otto, et al., 2022).

6.3 Relationship with Manager and/or Supervisor

The regression analysis done earlier indicated that the respondent's positive relationship with their manager and/or supervisor within the organisation has a significant positive effect on their motivation. Most of the respondents have supported the fact that the nature of the relationship they have with their superiors does indeed affect their work motivation levels. This could be since a good manager or supervisor will create a positive atmosphere that promotes trust, respect, and productivity. Also, a good few respondents commented on the survey saying that feeling like they are heard, appreciated, and included by their managers makes them feel more valued which has a very positive impact on their performance and willingness to give their best. A quote posted on LinkedIn by H.S.M Burns from Recruit North Ltd. that supports this feedback says: 'as a manager, don't worry about yourself, take care of those who work for you, and you will find yourself floating in the greatness of their achievements'. Since the nature of relationship with the managers influences the work environment and self-efficacy, it was noted that working in a positive atmosphere and with supportive managers plays a role in creating self-confidence and positive trust relationship between the managers and/or supervisors and their employees as mentioned on other good few comments provided by the respondents on the survey. Employees who are happy in their work atmosphere and the nature of the relationship they have with their managers/supervisors tend to have an increased self-competence with a high and constantly improving work performance and quality of work. Supportive and encouraging managers and/or supervisors have been proven to sustain employee engagement and motivation and therefore their willingness to remain in the organisation for a longer period (Gillet et al., 2012).

6.4 Employer Brand

As per the regression analysis done, employer branding has a significant positive effect on employee motivation. The organisation chosen for this study data collection process is one of the reputable well preforming public sector higher education institution in Ireland. There was a significant agreement among the respondents that the organisation's employer brand has a significant impact on their motivation and willingness to stay. The university having a good reputation as an educational institution not only attracts potential employees, but also keeps the existing talents, such as those supporting this factor and attract more students. Employees feel proud working somewhere that will be a great highlight in their job history. This factor was favoured mostly by younger respondents since having a well-known and good employer name on their CV is something very important now and mostly one of the requirements to compete in the job market. With the pandemic and the impact it had on the working conditions, organisations are working on maintaining their employer brand as compared to its competitors by establishing flexible working conditions that allow working remotely since this is what mostly makes an employer favourable now more than before since COVID-19 introduced flexible working conditions (remote). Work-life balance sets the bar too high, especially for working parents or those with educational commitments. In addition to that, the chosen organisation, as a public sector, was not very affected by COVID-19 when it comes to laying some of its staff off. It did not have to cut down a high number of jobs as it mostly provides essential service, which is higher education. Jobs within public sector in Ireland are mostly considered 'recession proof' since they support essential services like jobs in education, likes of the chosen organisation for this research. This provides an example of job security that it can provide which plays a role in its employer brand, especially after the job loss that the pandemic has caused in many industries and organisations. When the employees get to feel their employer is one of the reputable in their industry to work with and provides what meets their needs, they tend to be more motivated to be employed there for a longer period which improves their retention level.

7. **Chapter Seven: Conclusion**

To conclude, this research paper has provided an insight into some of the work motivation factors and how they can all impact employee motivation within an organisation, which itself has an impact on their retention level. A sample of 132 of a higher education institution in the public sector employees from different levels and departments (excluding senior management levels) with more than 1 year of service participated in this research by filling out digital surveys. The data were then analysed. The model adopted in this study gave a chance for analysing the independent factors which are presented in benefits and rewards, chance to develop and progress, relationship with supervisor/manager, and employer branding and used regression analysis which was deemed useful to rule the fit of the model. It was determined from carrying out the research that the independent variables discussed in this research have a significant influence on employee motivation excluding the independent variable of benefits and rewards which the analysis result did not identify as a factor that has significant impact on employee motivation. Based on this, the organisation's senior management from all the departments are advised to work along with Human Resources Department to further focus on the policies related to these motivation factors that the employees have indicated affect their work motivation and work on creating a positive atmosphere where employees feel satisfied. This is important because from an employee's preceptive, being satisfied at work can reduce the risk of having their mental health affected or any psychological issues for example depression or anxiety which itself will affect their work performance and have an impact on the organisation as whole (Faragher et al., 2013).

With the changing needs of employees that are affected by the changes in external factors such as the economy, future related research could come with more and different motivation factors that could be focused on to improve. This is because there are many more workplace motivation factors, other than the ones mentioned in this research, that will have a huge impact on the employee's performance and retention that this research paper won't have the capacity to cover. However, most of the factors analysed in this research can be considered constant motivation factors that will still need to be put into consideration but may be more developed to align with the changes in external factors and employees' needs. Despite it all, employers should put Yerkes-Dodson`s law into consideration which states that

performance grows by increasing motivation but only to a certain limit as once this limit is exceeded, it will give a negative impact that leads to a decrease in efficiency as there will be perturbation between production and production capacity (Nickerson, C., 2021). This means that most motivation factors are not always applicable as the needs of the employees change with time. Based on the study done and the literature review mentioned, the arguments/hypotheses related to the research were all tested and discussed where 'benefits and rewards will have a significant impact on employee motivation' was rejected based on the analysis. The hypothesis of 'chance to develop and progress within an organisation will have a significant impact on employee motivation' was accepted and proven to be applicable to the survey participants. The hypothesis of 'relationship with supervisors/line managers will have a significant impact on employee motivation' and 'employer branding will have a significant impact on employee retention' were also accepted and were applicable on the higher education institution employees based on their responses. Considering all of the above, the question of this research of '**Do employees' motivation factors affect their retention within an organisation?***'* can be answered as mostly (90%) yes, as the above proved that employees tend to be more motivated, committed, and have low intention to leave to different organisations where their needs, that differs based on their demographics or goals, are met which results in their retention and improved performance that reflect on the organisation as whole and adds a competitive advantage. This itself supports the argument/hypothesis of 'employee motivation will have a significant impact on employee retention' and 'employee motivation will have a significant impact on an organisation's performance'.

8. Recommendations

Based on the above research done in relation to employee motivation and retention in the workplace, below are some recommendations Human Resources personnel and senior management can consider in order to improve their employee's motivation and retention level with the organisations. This section will also include the potential timeline and financial cost that may be associated with implementing these recommendations in realistic measurement.

- Human Resources Department of an organisation needs to work on their benefits and rewards and try to make it as personalised and updated as possible to fit the employees' needs as looking at the analysis many did not see this factor as something that will make them for sure stay in the organisation. Being rewarded is deemed to have a positive impact on employees' self-confidence which will improve their willingness to perfume and give even more.

  - **Timeline for this recommendation**: Planning to improve the benefits and rewards budget might take almost 6 months to 1 year prior to of implementing it, depending on the change's suitability to the business.
  - **Estimated Cost:** The cost here will depend on the nature of benefits or rewards the organisation is planning to add or improve. For example, if its bounces, the cost of 10% of the annual gross salary of the employee might be considered. Also, employee of the month award of €500 gift voucher or annual recognition award that may cost €800 per award.

- The Human Resources Department is advised to work on their salary scales, bonuses, annual increments, and allowances. Some organisations, especially those within the public sector, might be tight to certain scales provided by the government, but then again, they can work on a solution to have their pay scales and promotional chances more attractive to employees. This is because financial stability with the increased life expenses is deemed to be important for employees and because there is a direct link between monetary reward and productivity.

  - **Timeline for this recommendation**: This might take 1 year of planning to shorten the durations of staff salary increments to be to be every 10 months rather than 1 year. This includes the study of budgets and salary scales to plan salary increase, study the available budget, and make proposals for extra budget when needed.
  - **Estimated Cost:** The cost associated with the increments here will depend on the salary of each employee by increasing their salary by 3%. Also, a salary increases across the organisation's all employees with an increase of 20% on each employee's annual salary.

- Human Resources Department is also advised to measure employee motivation regularly by providing surveys for employee satisfaction. This would be a great method to identify the factors that motivate them and what needs to be improved, then try to link the findings to their strategies and amend the policies to match that to the extent that will suit both the employer and the employees, putting into consideration the business needs. Ensuring employees' participation in surveys will make the feel like their voice is heard, matters, and considered for making important organisational decisions for finding solutions and best ways to improve their work conditions and creating comfortable work culture. This will lead to employee retention and resulting lower turnover rates in the university by doing what is needed.

  - **Timeline for this recommendation:** Can be implemented immediately
  - **Estimated cost:** Very low cost to zero associated with it as the HR department of the organisation can organise these surveys or work on creating the survey alongside with the IT or communications division

- It is also recommended to the organisation's management to work on providing more flexible working conditions. As mentioned in the research flexible or remote working has become one of the characteristics candidates look for in originations and contributes to their employer brand. This also includes flexible working hours to allow employees to perform their duties in times that will not affect their personal interests. Also shared implementing shared working schedules between employees in all departments where complex and big tasks are divided between a suitable number of employees to avoid pressure and at the same time assure effectiveness, efficiency, and shared knowledge.

- **Timeline for this recommendation:** The sooner the better, but it is understandable that organisations can't change their work conditions overnight and a proper planning will need to be done. Based on this, an initial period of 3 month of planning is advised to implement even 50% hybrid work module for 2 years to see how it works with the business needs.
- **Estimated cost:** The costs here might be more associated with providing working from home kit such as laptops, desks, monitors, etc. with an estimated cost of €1,300 per employee for the expenses of the WFH kit. It is important to add that this recommendation might assist the employers in saving office associated costs such as heating, power, catering, housekeeping, stationary, etc.

- It is also recommended to focus on improving the employee personal support such as employee assistance programs for mental health support where they provide confidential and free in or out of organisation counselling sessions. This is because how the employees feel on the inside and out of work hours affects their productivity and motivations at work. Also, especially post COVID-19 and the lockdown, the loss of loved ones or traumatic or emotional difficulties employees may have endured during that hard time will leave a print on their mental health even after life is back to normal

  - **Timeline for this recommendation**: The sooner the better as having this in place ready for whenever an employee needs it will make it effective
  - **Estimated cost:** This will depend on the number of employee who would seek the employee assistance program so it might differ, but an estimated cost of €150 per each therapy sessions (50 per hour, so one session duration is 1.5 hours) with giving the employee the time needed to attend during work hours without wages cut.

- Human Resources Department should also include support and training for managers to identify which managerial approach and leadership style that works best based on the nature of the task and the people they manage by providing them with the needed support, constructive feedback, and communication. This will allow them to improve and tighten their relationship with their direct reports considering the relationship with managers has a significant impact on the employee's motivation and willingness to stay within an organisation.

  - **Timeline for this recommendation**: Should be immediate, if possible, with a minimum of 1-2 months of external courses and trainings allocations and purchase when needed. This also depends on the number of interest shown in enrolling into training and courses.

- **Estimated Cost:** An estimated cost €300 per course putting onto consideration that the day the time the employee needs for this training is paid. Also, a higher cost of €900 if the course requires travel or accommodation.

- As the alternative hypothesis of the chance to progress and develop is a significant motivation factor, organisations Human Resources should focus on improving their training and development by aligning them to their business strategy and providing contentious performance management and evaluation tools. This is the identify the gaps in performance and where they should focus on improving so employees don't feel like they are behind, overwhelmed, or anxious which will affect their work confidence and performance. Also providing promotional opportunities that allow employees to have career progress or expansion within or out of their departments. Keeping the talent and promoting it will help the organisation in retaining and developing the existing skills which may also reduce recruiting expenses and prevent the loss of valuable experiences or skills. Also, as discussed before, employees will tend to stay where they see themselves progressing and that there is a promising future for them which promotes employee motivation, loyalty, and retention.

  - **Timeline for this recommendation**: As the training provided for managers, this training should also be immediate, if possible, with a minimum of 1-2 months of external courses and trainings allocations and purchase when needed. This also depends on the number of interest shown in enrolling into training and courses. Also minimum of 1 year to plan for progressive promotions for the staff who have been on the top of scales for more than 3 years or those who successfully pass an internal promotional completion proposed by the organisation.
  - **Estimated Cost:** An estimated cost €200 per course putting into consideration that the day the time the employee needs for this training is paid. Also, a higher cost of €500 if the course requires travel or accommodation. Cost of promotions will be associated with the interview process would the increase in salary the employee will get, and this again depends on how much their promotional annual salary is. An example is promoting an employee from being a Professional 2 to Professional 3 with salary increase from €34,800 to 38,500 per annum

- Moreover, organisations should clearly communicate their mission, visions, and goals to their employees to let them know what to expect and what is expected from them and allow them the chance to communicate and take part in providing suggestions on how these missions, visions, and gaols can be attained and increase their pride in working for the organisation. As mentioned in the research, employer brand has a significant impact on employee motivation. Knowing the visions, missions, and goals their employer has provides a glimpse of the future

of the organisation and its success within the industry. This includes communicating the corporate social responsibility the organisation has so employees feel like they are contributing positively to the society and environment. Keeping the promises of the visions, mission, and goals will create a sense of loyalty and retention over time as employees appreciate seeing what is promised being achieved and implemented.

- **Timeline for this recommendation**: Can be implemented immediately. The visions, missions, and goals can be added to the onboarding procedure of new employees to familiarise them with their employer expectations by holding an induction session.
- **Estimated cost:** The cost would depend on the form the organisation is engaging in the corporate social responsibility. For example, donating a share of profit for a good cause or charity with an estimated cost of €30,000 per year or organisation fundraising marathons or events with an estimated cost of €5,000 per event. Inductions sessions would be associated with the L&D part of HR department and should have low costs other than catering, which is estimated to be €600 per induction session varying with numbers of attendees.

- Furthermore, Human Resources Department should spend more effort on conducting confidential exit interviews, feedback, and communication even after employees resign or show no interest in having their contract with the organisation extended. This will allow them to identify the gaps by hearing what they should improve from those who are leaving, let it be for progression or any other reasons related to the work culture or conditions. It will also assist them in creating effective retention plans and programs for the future considering any feedback given as a learning experience on how and what to do better to retain both future candidates and those who are still employed by the organisation.

  - **Timeline for this recommendation**: Can be implemented immediately
  - **Estimated cost:** Very low cost to zero associated with it as the HR of the organisation, represented by the concerned HRBP, will be able to conduct the face-to-face exit interview when possible. The exits surveys can also be implemented by IT working alongside with HR

10. CIPD Personal Learning Statement

When doing this research paper, I had a total of 6 years of work experience in Human Resources Management, mostly with organisations within the public sector in Ireland such as a higher education institution and a banking service provider, in addition to some private organisations in the United Arab Emirates which gave me an overview on the international Human Resources practices. I realised that regardless of what country the business is running in, it has always been a challenge to maintain employees' motivation and retention to reserve their valuable skills and experiences within the organisation from being lost. This is one of the main reasons I decided to go for this topic as by working in the Human Resources Department, I'm not only representing the employer, but I am also an employee myself and I can predict what factors would motivate me to stay longer within an organisation and compare it to what the organisation is offering applying my gained experience in this research. The motivation factors within the workplace are almost uncountable and differ based on the nature of the business or the country that the business running in. However, in my research, I decided to choose the four factors that during my experience in Human Resources were the ones standing out as being the ones focused on or enquired about more when it comes to providing job offers for successful candidates.

Keeping my Human Resources experience in mind, I started reading articles and factsheets from CIPD website. Most of what I stumbled upon were in relation to employee motivation and retention to prepare for the literature review and gain further knowledge on the topic. What gapped my attention was a CIPD article titled as 'HR practices in Ireland 2022' (published on 18 May 2022) that discussed the shortage of skills in organisations within Ireland and how it is becoming an issue that could affect Ireland's economic growth. A survey from the article completed by employers stated that 85% of the respondent represented in employers, which are the majority, are facing skills shortage with one third and 36% indicated they are facing skills shortage especially in the last 12 months which happened to be during the pandemic, so COVID-19 indeed played a role in this shortage which was very concerning. I initially had the plan to have the topic of 'employee motivation factors and their impact on loyalty and employee performance, but after reading this articles, I set my mind to the topic that related employee motivation factors directly to their retention and a small glimpse on how that all can affect the organisation performance which itself will have an impact on the country economy as whole.

Based on that, I wanted to look deeper and analyse what independent variables affect the dependent variable, which is motivation that affects retention. I narrowed down the independent variables to the four motivation factors mentioned in my study which are benefits and rewards, chance to develop and progress, relationship with supervisor/manager, and employer branding. Working in Human Resources within a higher education institution allowed me the greater chance to request from the Human Resources management directly to conduct the study within the university in order to carry on my research in which they were very supportive of and encouraged me to proceed with after the review of the nature of questions I'm using in my survey and ensuring the anonymity of the respondents. Also, ensuing no confidential information concerning the department or the university will be shared which was agreed on from my end.

After submitting my proposal for the topic of *'Motivation factors and their impact on Employees Loyalty and Retention'* which was approved and a great feedback was given for, I communicated to my supervisor, Dr Robert Fox, that I'm planning to change the topic to be *"Employee Motivation Effect on retention and their Impact on Organisation performance'* in which he advised that this topic would require a longitudinal dataset to test and generally, some more complex analyses that is more time consuming considering the time frame I had. So, I decided to take his advice and work on my original chosen topic that was a little bit modified and title my dissertation as '*Motivation Factors in The Workplace and Their Effect on Employee Retention'* which will allow me a simpler analysis by testing the workplace motivation factors effect on employee motivation and then connecting it to retention.

What added a great general knowledge to me throughout the research process was mostly the literature review that talked about the different motivation factors, which in most cases people from different organisations around the world agreed on. The literature also provided a great insight on the HR practices that can be adopted to keep the employees motivated and so retained which were very valuable suggestions and ideas that I'm planning to propose to my organisation's Human Resources Department

management within my workplace. It was also great seeing the result of the analysis from the questionnaires answered by some of the staff of the higher education institution I work in knowing it was them speaking out and sharing their opinion on the topic anonymously. The analysis results and this research itself can be used to detect what motivates a good sample of the university employee and work on setting plans on how to improve these aspects. As mentioned in the research before, I have chosen the quantitative method for different reasons including that it will be easier for the type of research I'm conducting and the existing hybrid work conditions. I have also read a book on SPSS software written by Rachad Antonius and it interpreted quantitative data with SPSS which also helped me gain more knowledge on what type of analysis to conduct using it and how it helps with quantitative analysis.

It was also great gaining some knowledge on the SPSS software in general. I might have faced some difficulties in the beginning, but once I got a grip of it, it was great and I'm planning to continue doing Ph.D.. So, with me developing my knowledge on how to use SPSS, this will assist me in conducting future research and do my analysis using this software. I started a new role within my HR Department while working on this thesis, which added a lot of stress trying to tackle between learning the new tasks and having the time and capacity to work on this research and have it presented as best as it can be but here, I am, all done with it. Last but not least, something that I will defiantly take with me after this dissertation, other than the need for better time management and having more patience, would be that keeping an employee happy must be the best marketing technique an employer would have for their employer brand regardless of the nature of business.

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10. Appendices

10.1 Questionnaire

Motivation Factors and Their Effect on Employee Retention

This research is carried out by myself, Fatima Ali, as part of my dissertation for MSc in Human Resources Management at The National College of Ireland. The purpose of this research is to investigate the impact of the different work motivation factors on employee motivation and retention.

Your responses will be 100% confidential and anonymously collected. The survey takes only 5-10 minutes, and I would appreciate it if you dedicated a little of your time to help me with this research project. The decision to participate in this study is completely voluntary, the participant can withdraw at any point before completion.

If you have any questions, please email me directly on x20124961@student.ncirl.ie. Thank you in advance!

* Required

This research requests your permission to use the anonymous information collected, which is going to be used as part of the research project titled as 'Motivation **Factors and Their Effect on Employee Retention**'. Do you consent to the above? *

Yes

No

Educational Level

Postgraduate Education

College Degree

Some College

Leaving Certificate (High School)

Other:

Gender*

Male

Female

Prefer not to say

Other:

Age*

Your answer

How long have you worked with the organisation? *

Your answer

How motivated do you feel at work? *

Not Motivated

1

2

3

4

5

Very Motivated

What is your main motivator at work? (You can choose more than one option) *

Benefits and rewards

Career Growth

Employer Branding

Job Recognition

Relationship with supervisor/line manager

Personal Achievements

Other:

Please indicate 3 motivation triggers that inspire you and mention why*

Your answer

Benefits and rewards provided by the organisation have a positive impact on my work motivation

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

Knowing that I have the chance to develop and progress within the organisation have a positive impact on my work motivation

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

Relationship with my supervisors/line managers have a positive impact on my motivation

Strongly disagree

Disagree

Neutral

Agree

Strongly Agree

My organisation employer brand (reputation) motivates me to stay

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

Do you feel motivated by your organisation's vision? *

Yes

No

I rarely think about leaving this organisation to work somewhere else*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Leadership/management has a significant impact on my performance and willingness to stay with the organisation*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Reward and recognition within the organisation motivate me to perform better and give my best*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

This organisation is considered one of the best and trusted places to work in the area*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Employer brand has a huge impact on my longevity, motivation, and loyalty to the organisation*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

When your work is recognised by your manager it motivates you to do your best*

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Do you feel empowered and motivated to do something extra aligned with the organisation's goals? *

Yes

No

Maybe

What impacts your performance at work? (You can choose more than one option) *

Job Satisfaction

Autonomy

Recognition

Organisation's Values/Mission

Work Environment

Personal Goals

How would you rate your job satisfaction? *

Not Satisfied

1

2

3

4

5

Very Satisfied

Do you think that the culture of your organisation impacts your performance? *

Yes

No

Do you see yourself working with the organisation in the next 5 years? *

Yes

No

Maybe

Do you plan to make this organisation your own career prospect? *

Yes

No

In your area of work, do you see strategies to improve motivation and retention? *

Yes

No

If yes, please give an example

Your answer

Do you feel like you have autonomy in the decision-making process? *

Yes

No

Does being included have a positive influence on your performance and work motivation? *

Yes

No

Finally, can you please indicate at least two ideas that would improve motivation and retention in your organisation?