

**THE INFLUENCE OF MOTIVATION STRATEGIES ON EMPLOYEE'S RETENTION
IN PRIVATE UNIVERSITIES IN TANZANIA: EXPERIENCES FROM CATHOLIC
UNIVERSITY COLLEGE OF MBEYA (CUCoM)**

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ABSTRACT

This research aimed to assess the influence of motivation strategies on employee retention in private institutions, using the Catholic University College of Mbeya as a case study. The study focused on the effects of extrinsic rewards, intrinsic rewards, and career development on retention. Employing a cross-sectional descriptive research design with a quantitative approach, the study utilized a sample size of 50 respondents selected through simple random sampling. Data were collected through a questionnaire and analyzed descriptively using SPSS version 20.0. Results showed that extrinsic rewards, intrinsic rewards, and career development significantly influence employee retention at the Catholic University College of Mbeya. The study concludes that combining extrinsic and intrinsic rewards with career development initiatives enhances long-term retention, emphasizing the importance of these factors in human resource strategies for private organizations.

Keywords: Employee retention, extrinsic rewards, intrinsic rewards, Motivation strategies.

1. INTRODUCTION

Preserving personnel is crucial for an institution's enduring well-being. This is because when an employee leaves the organization it incurred cost for the organization from recruitment till the employee start working with the organization (Mzava and Tarimo, 2023). Recognizing that staff retention contributes to customer satisfaction, increased sales, content colleagues, effective succession planning, and organizational knowledge, most organizations understand its significance. Failing to retain staff becomes a costly prospect (Singh & Dixit, 2011). Employee retention involves policies and strategies to prevent valuable employees from leaving (Osborne & Hammoud, 2017). It includes initiatives to encourage individuals to stay within an organization for an extended duration (Grancea, 2018). While recruiting skilled individuals is vital, retention surpasses the importance of hiring (Singh & Dixit, 2011). Organizations are increasingly emphasizing employee retention through diverse human resource techniques (Anis et al., 2011).

Retaining employees brings benefits not just to individuals but also has enduring positive effects on the organization. A stable workforce over time enhances profitability and contributes to a positive market image and reputation. This, in turn, builds trust among customers, clients, and applicants while expanding the talent pool for future positions within the organization. As companies aim to retain top talents, the demand for such skilled employees continues to grow. Additionally, as highlighted by Nyanjom (2013) and cited by Julius (2021), employee retention cultivates loyalty and commitment among potential staff. Satisfied individuals, who have benefited

from various perks and career advancement opportunities, are likely to recommend the organization to their network. This positive word-of-mouth promotion contributes to the organization's growth and advancement. Therefore, in order to attract and keep the best employees, a well-designed incentives and recognition program is essential (Lyimo and Tarimo, 2022). Dissatisfaction can prompt employees to seek alternative opportunities, making it essential for employers to proactively retain skilled staff. In today's competitive market, organizations must recruit and retain capable employees to gain a competitive edge. The retention of competent employees surpasses the importance of the initial hiring process (Magaisa & Musundire, 2022). Every organization, regardless of its status, aims to provide excellent services for a competitive advantage and customer loyalty. The quality of services relies on the talented workforce assembled by an organization. However, if employees become dissatisfied, they may seek alternative opportunities, given their high demand. Skilled employees play a critical role in an organization's success (Ali & Anwar, 2021). Despite technology advancements, human capital remains a paramount and dynamic asset. Even in technology-driven environments, organizational technology relies on human capital, making it the lifeblood of the organization (Mahapatro, 2022).

Globally, retaining proficient employees is a major concern due to rising turnover rates. In today's competitive business landscape, skilled employees are a crucial differentiator for organizations. Whether public or private, organizations rely on their workforce's expertise to compete internationally. However, recent research highlights the formidable challenge managers face in retaining highly skilled employees who are courted by multiple organizations with diverse incentives (Welch & Brantmeier, 2021).

Human resources are crucial for competitive advantage, but staff turnover is inevitable. In the healthcare sector of developing nations, retaining skilled personnel is crucial. Managers must identify factors influencing employee retention. A study found that non-financial rewards, rather than financial packages, significantly fostered employee satisfaction and commitment to the Non-Governmental Organization. This suggests that retention strategies should go beyond monetary aspects, emphasizing intangible rewards for deeper and more enduring effects (Alhmoud & Rjoub, 2019). Chepkosgey, Namusonge, and Makokha (2019) asserted that employee turnover significantly impacts organizational performance, highlighting the global importance of retention. This study aimed to investigate the impact of training practices on employee retention in firms. Using a survey design, the research established relationships between variables, targeting 2940 employees in Kenyan beverage firms, with a sample size of 352 determined by Taro Yamanes formula. Structured questionnaires collected responses, and data analysis, presented in frequency tables, revealed a positive correlation between training practices and employee retention in beverage processing firms.

Private universities face challenges in attracting and retaining talented employees, intensified by the competitive academic sector. Resource constraints, limiting competitive financial packages compared to public institutions, contribute to difficulties in recruitment. Retention becomes a central issue, with high turnover rates risking the loss of institutional knowledge. Irema's (2015) study at Ifakara Health Institute emphasized key factors for retention, including a conducive work environment, employee involvement in decision-making, competitive salaries, and recognition of performance. Focused on non-Governmental Organizations in Tanzania, Irema's research examined factors influencing retention, revealing a notable turnover rate and identifying

insufficient salaries and benefits as primary drivers for employee exits. In today's competitive landscape, organizations must address the challenge of retaining skilled employees to achieve their strategic goals. The key lies in effectively recruiting, retaining, and motivating talented and satisfied individuals. The success of a company is inherently tied to these employees, forming the foundational support structure of the organization (Radović-Marković et al., 2019).

In today's organizational landscape, retaining and motivating employees are crucial for the overall success and sustainability of businesses. Dynamic changes, intense competition, and the recognition of human capital as a valuable asset highlight the importance of employee retention. High turnover, a pervasive challenge, incurs significant costs and disrupts institutional knowledge. Research by Bussin, Pregnolato & Schlechter (2017) underscores that losing skilled employees not only involves financial expenses for recruitment and training but also jeopardizes an organization's competitive edge. While the importance of employee retention is widely recognized, organizations across sectors face persistent challenges with high turnover rates. Despite documented benefits in studies by Leong & Rasli (2014), Nyanjom (2013), Shah and Asad (2018), Samuel and Chipunza (2009), and Irema (2015), a noticeable gap exists between these documented advantages and the practical challenges organizations encounter in retaining valuable employees.

This study explores the nuanced connection between motivation and employee retention, emphasizing the impact of extrinsic rewards. By investigating current employee retention dynamics, identifying turnover factors, and assessing motivational strategies, the research aims to provide actionable insights for organizations seeking to enhance their ability to attract, engage, and retain top talent. The study contributes both theoretically and practically to the field of human resource management in various organizational settings. The study is valuable for decision-makers and policymakers in formulating effective performance strategies. It also provides insights for future researchers, students, and academicians. The findings might be used as instrumental in enhancing policies and strategies to improve employee performance and overall service delivery in the organization.

2. LITERATURE REVIEW

This section covers the theoretical framework of the study, empirical review and conceptual framework.

2.1 Expectancy Theory

This paper is guided by expectancy theory. The Expectancy theory, explores how individuals are motivated by the anticipation of desired outcomes (Redmond, 2010). It posits that motivation is influenced by the perceived connection between performance and outcomes. Vroom's model, a key representation of the Expectancy Theory, emphasizes that employees may not maximize their efforts if they believe their contributions are not properly recognized and rewarded by the organization (Appelbaum, 2005). Expectancy Theory serves as a framework for predicting choices and is highly applicable in designing reward and advancement strategies (Panzano et al., 2004). It underscores the importance of understanding individual differences in employee expectations, suggesting that aligning job assignments with these differences enhances motivation and job satisfaction. Vroom's original expectancy theory and Porter & Lawler's extension both highlight the impact of perceived outcomes on motivation, with rewards categorized as intrinsic (satisfaction) or extrinsic (bonus, commission, pay hike). Porter and Lawler further emphasize the

significance of valence, instrumentality, and expectancy as individual components, providing more accurate predictions of motivational forces than overall scores (Redmond, 2010).

2.3 Empirical Literature Review

Mpugusi (2015) investigates the impact of motivation on employee retention at the Government Procurement Services Agency. Using a case study with 47 participants, the research identifies factors such as education, age, decision-making involvement, work environment, salary, promotion, and training as predictors of employees' intention to leave. Interestingly, job security is found to be a less significant variable in predicting retention, in contrast to its primary role as an influencer of employee motivation.

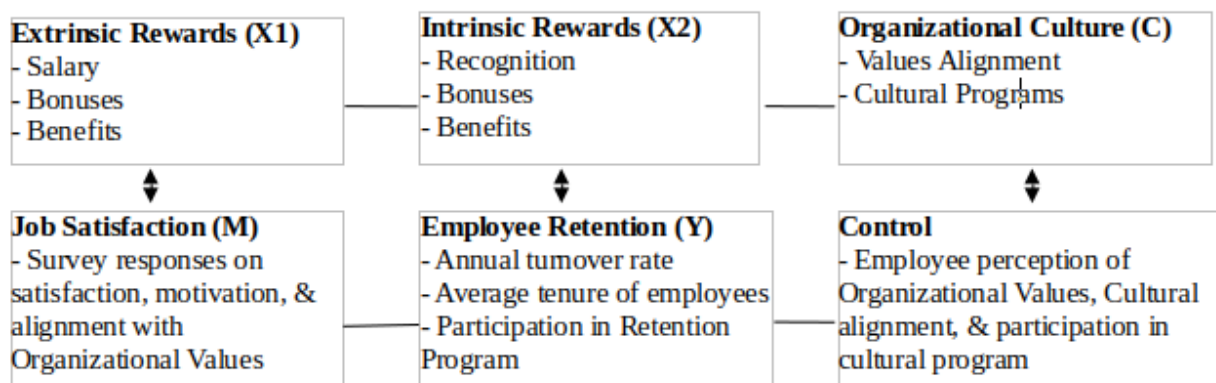
Nyamekye (2012) explores the impact of motivation on employee retention at Standard Chartered Bank in Ghana Limited. With 180 respondents, the study emphasizes salary, fringe benefits, job security, and relationships with co-workers as crucial motivational factors. Additionally, it identifies recognition, training opportunities, openness, trust, promotional opportunities, and effective communication as key strategies for retaining employees.

Mburu (2019) examines the impact of career development and employee rewards on employee retention at Care for AIDS in Kenya. Using a descriptive research design with 45 respondents, the study identifies a significant relationship between career development practices and employee retention. Furthermore, it observes a moderate association between intrinsic reward practices and retention, while extrinsic rewards show no significant correlation with employee retention.

Lipumbu's (2022) study explores the influence of career development practices on employee retention at Rossing Uranium Mine Limited in Namibia. Involving 61 participants, the research highlights that career management plans frequently diverge from employees' individual career aspirations. It underscores the positive effects of structured career planning on employee commitment and performance within the mining industry.

Conceptual Framework: Employee Retention and Motivation

Figure 1.0 Conceptual Framework



Source: Researcher 2023

This conceptual framework delves into the dynamics of employee retention and motivation in an organizational context. The independent variables, Extrinsic Rewards (X1) and Intrinsic Rewards

(X2), are measured by factors like salary increase, bonus frequency, and perceived benefit value, as well as employee satisfaction surveys focusing on recognition, autonomy, and appreciation. The dependent variable, Employee Retention (Y), is assessed by turnover rate, employee tenure, and participation in retention programs. Job Satisfaction (M) acts as a mediator, gauged through survey responses on overall job satisfaction, motivation, and alignment with organizational values. A control variable, Organizational Culture (C), evaluates perceptions of organizational values, cultural alignment, and participation in cultural initiatives. This comprehensive framework aims to uncover the interplay between rewards, job satisfaction, organizational culture, and their collective impact on employee retention, offering insights for organizations striving to nurture a motivated and committed workforce.

3. METHODOLOGY

This study employed a cross-sectional descriptive research design with a quantitative approach, utilizing simple random sampling to select 50 respondents from various departments and management personnel at Catholic University College of Mbeya. The sample size adheres to the accepted range for researchers. Primary data was collected through questionnaires, and descriptive statistical techniques, including coding and analysis using SPSS version 20.0, were applied for quantitative data interpretation.

4. FINDINGS AND DISCUSSION

This section presents findings based on specific objectives

4.1. The influence of Extrinsic Rewards on employee retention

Within this aim, the researcher sought to understand the impact of extrinsic rewards on employee retention at Catholic University College of Mbeya. The assessment of this influence was conducted by evaluating factors such as Salary Structure, Retirement benefits, social security fund, the timely provision of leave and overtime allowance, acknowledgment and reward for employees' good performance, provision of staff bonuses (Christmas bonus pay), and the offering of awards for outstanding employees (Best Employee). The results of this evaluation are detailed in Table 4.2, illustrating the findings regarding the influence of extrinsic rewards on employee retention at Catholic University College of Mbeya.

According to the table, the results indicate that a majority of respondents, 38 (76.7%), agreed, while 8 (16.0%) disagreed, and only 4 (8.0%) neither agreed nor disagreed regarding the satisfaction with the salary structure and its influence on employee retention at Catholic University College of Mbeya. When asked about the timely provision of retirement benefits, social security fund, leave, and overtime allowance, 26 (52%) agreed, 10 (20.0%) disagreed, and 14 (28%) neither agreed nor disagreed. Findings from the table also reveal that 35 (70%) agreed, 10 (20%) disagreed, and only 6 (12%) neither agreed nor disagreed on the impact of appreciating and rewarding employees' good work on employee retention at Catholic University College of Mbeya. Regarding the provision of staff bonuses and awards, 41 (82%) agreed, 4 (8%) disagreed, and 5 (10%) were neither agreed nor disagreed. These findings suggest that extrinsic rewards may play a significant role in influencing employee retention.

Table 1: Extrinsic rewards

Extrinsic Rewards	SD	D	N	A	SA	Total
Salary Structure is Satisfactory	3 (6%)	5 (10%)	4 (8%)	23 (46%)	15 (30%)	50 (100%)
Retirement benefits, social security fund, leave and overtime allowance are provided timely	8 (16%)	2 (4%)	14 (28%)	18 (36%)	8 (16%)	50 (100%)
Employees' good work done is appreciated and rewarded (Good Performance)	3 (6%)	6 (12%)	6 (12%)	20 (40%)	15 (30%)	50 (100%)
Staff bonuses (Christmas bonus pay), Awards (Best Employee) are provided	2 (4%)	2 (4%)	5 (10%)	25 (50%)	16 (32%)	50 (100%)

Source: Researchers, 2023

Key = SD Strong disagree D Disagree N Neutral A Agree SA Strongly agree

The findings concurred with Nyamekye (2012) who explores the impact of motivation on employee retention at Standard Chartered Bank in Ghana Limited. The study emphasizes salary, fringe benefits, job security, and relationships with co-workers as crucial motivational factors. Additionally, it identifies recognition, training opportunities, openness, trust, promotional opportunities, and effective communication as key strategies for retaining employees.

The findings also agreed with Mpugusi (2015) who investigates the impact of motivation on employee retention at the Government Procurement Services Agency. The research identifies factors such as education, age, decision-making involvement, work environment, salary, promotion, and training as predictors of employees' intention to leave. Interestingly, job security is found to be a less significant variable in predicting retention, in contrast to its primary role as an influencer of employee motivation.

4.1.3 The influence of Intrinsic Rewards on employee retention

According to the table, the results indicate that a majority of respondents, 38 (76.7%), agreed, while 8 (16.0%) disagreed, and only 4 (8.0%) neither agreed nor disagreed regarding the satisfaction with the salary structure and its influence on employee retention at Catholic University College of Mbeya. When asked about the timely provision of retirement benefits, social security fund, leave, and overtime allowance, 26 (52%) agreed, 10 (20.0%) disagreed, and 14 (28%) neither agreed nor disagreed. Findings from the table also reveal that 35 (70%) agreed, 10 (20%) disagreed, and only 6 (12%) neither agreed nor disagreed on the impact of appreciating and rewarding employees' good work on employee retention at Catholic University College of Mbeya. Regarding the provision of staff bonuses and awards, 41 (82%) agreed, 4 (8%) disagreed, and 5 (10%) were neither agreed nor disagreed. These findings suggest that intrinsic rewards may play a significant role in influencing employee retention.

Table 2: Intrinsic Rewards

Intrinsic Rewards	SD	D	N	A	SA	Total
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There is equal and fair treatment to all employees	8 (16%)	6 (12%)	13 (26%)	14 (28%)	9 (18%)	50 (100%)
Employees' ideas are accepted by the management	4 (8%)	6 (12%)	13 (26%)	22 (44%)	5 (10%)	50 (100%)
Organization provides job security to the employees	7 (14%)	7 (14%)	15 (30%)	14 (28%)	7 (14%)	50 (100%)
Management ensures safe and healthy working environment to the employees	3 (6%)	9 (18%)	14 (28%)	17 (34%)	7 (14%)	50 (100%)
Every employee holds the freedom to decide how to perform work in the organization	5 (10%)	8 (16%)	16 (32%)	16 (32%)	5 (10%)	50 (100%)

Source: Researcher 2023

Key = SD Strong disagree D Disagree N Neutral A Agree SA Strongly agree

The findings differ with Mburu (2019) who examines the impact of career development and employee rewards on employee retention at Care for AIDS in Kenya. The study observes a moderate association between intrinsic reward practices and retention.

4.1.4 The Influence of Career Development on employee retention

In pursuit of this objective, the researcher aimed to explore the impact of career development on employee retention at Catholic University College of Mbeya. The assessment of career development in this study involved factors such as the existence of a formalized career development plan within the organization, equal opportunities for promotions for all employees, a clearly defined career path across job categories, and clearly outlined advancement opportunities. Regarding the existence of a formalized career development plan, 17 (34.0%) respondents agreed, 18 (38%) disagreed, and 14 (28.0%) neither agreed nor disagreed. The perception of equal opportunities for promotions showed that 17 (34.0%) agreed, 17 (34.0%) disagreed, and 16 (32.0%) neither agreed nor disagreed. On the existence of a clearly defined path across job categories, 19 (38.0%) agreed, 14 (28.0%) disagreed, and 17 (34.0%) neither agreed nor disagreed. Most employees, 28 (56.0%), agreed, while 10 (20.0%) disagreed, and 13 (26.0%) neither agreed nor disagreed when asked about career development's influence on employee retention. This implies that career development plays a significant role in influencing employee retention at Catholic University College of Mbeya.

Table 3: Career Development

Career Development	SD	D	N	A	SA	Total
There is a formalized career development plan in the organization	8 (16%)	11 (22%)	14 (28%)	11 (22%)	6 (12%)	50 (100%)

There are equal opportunities for promotions for all employees in the organization	6 (12%)	11 (22%)	16 (32%)	12 (24%)	5 (10%)	50 (100%)
There is a clearly defined path across all the job categories in the organization	5 (10%)	9 (18%)	17 (34%)	12 (24%)	7 (14%)	50 (100%)
There are clearly defined advancement opportunities in the organization	4 (8%)	6 (12%)	13 (26%)	19 (38%)	8 (16%)	50 (100%)

Source: Researcher 2023

Key = SD Strong disagree D Disagree N Neutral A Agree SA Strongly agree

The findings agreed with Mburu (2019) who examines the impact of career development and employee rewards on employee retention at Care for AIDS in Kenya. the study identifies a significant relationship between career development practices and employee retention.

Lipumbu's (2022) study explores the influence of career development practices on employee retention at Rossing Uranium Mine Limited in Namibia. The research highlights that career management plans frequently diverge from employees' individual career aspirations. It underscores the positive effects of structured career planning on employee commitment and performance within the mining industry.

4.1.5 Employee Retention factors

In this objective, the researcher aimed to identify factors influencing employee retention, focusing on motivations for staying. Respondents rated various factors, including compensation, employee engagement, job placement, organizational communication, and the workplace environment.

The results in Table 4.4 indicate that 30 (60.0%) respondents agreed, 7 (14.0%) disagreed, and 13 (26.0%) neither agreed nor disagreed on the significance of compensation in attracting and retaining quality employees. Regarding employee engagement in organizational issues, most respondents, 33 (66.0%), agreed, while 6 (12.0%) disagreed, and 11 (22.0%) neither agreed nor disagreed. When asked about proper job placement, 19 (38.0%) agreed, 14 (28.0%) disagreed, and 17 (34.0%) neither agreed nor disagreed.

Additionally, 28 (56.0%) agreed, 10 (20.0%) disagreed, and 13 (26.0%) neither agreed nor disagreed that management effectively communicates its strategies and goals to all employees. Finally, in terms of an environment characterized by openness, trust, and respect for employees, 28 (56.0%) agreed, 12 (24.0%) disagreed, and 10 (20.0%) neither agreed nor disagreed with the statement.

Table 4.0 Employee retention

Retention Factors	SD	D	N	A	SA	Total
Compensation plays a significant role in attracting and retaining good	2 (4%)	5 (10%)	13 (26%)	18 (36%)	12 (24%)	50 (100%)

employees						
Employees are engaged in various issues affecting the organization	0 (0%)	6 (12%)	11 (22%)	22 (44%)	11 (22%)	50 (100%)
There is a proper job placement in the organization	2 (4%)	7 (14%)	19 (38%)	17 (34%)	5 (10%)	50 (100%)
Management communicates its strategies and goals to all employees	4 (8%)	7 (14%)	9 (18%)	17 (34%)	13 (26%)	50 (100%)
There is an environment of openness and trust, and respect to the employees	4 (8%)	8 (16%)	10 (20%)	21 (42%)	7 (14%)	50 (100%)

Source: Researcher 2023

Key = SD Strong disagree D Disagree N Neutral A Agree SA Strongly agree

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The study at Catholic University College of Mbeya explored factors influencing retention, focusing on extrinsic rewards like salary, retirement benefits, and performance acknowledgment. Results indicate overall satisfaction, with many expressing contentment in these areas, especially recognizing good performance.

In career development, the study examined aspects like a formalized career plan, equal promotion opportunities, and defined career paths, revealing diverse employee perceptions. Improvement opportunities exist, particularly in formalized career plans and equal promotion opportunities.

In examining motivational factors for retention, the study focused on compensation, employee engagement, job placement, organizational communication, and a culture of openness and trust. While most respondents acknowledged the importance of compensation and employee engagement, improvements in communicating organizational strategies and fostering an open and trusting environment are needed for enhanced satisfaction and retention.

The study highlights the importance of a holistic approach to employee retention, covering extrinsic rewards, career development, and motivational factors. To enhance satisfaction, targeted improvements such as refining career development plans, ensuring equal opportunities, and strengthening communication and trust-building initiatives are crucial. Addressing these aspects will strengthen Catholic University College of Mbeya's employee retention strategies, fostering a more engaged and motivated workforce.

5.2 Recommendations

The study recommends addressing salary concerns through a thorough review and benchmarking against industry standards. Periodic adjustments should be made for fairness and competitiveness.

Timely provision of retirement benefits and other allowances is crucial for employee satisfaction and retention. Recognition and rewards programs need enhancement, incorporating bonuses and awards. Improved communication of appreciation and strengthened job security measures are advised. Formalized career development plans, equal promotion opportunities, and transparent communication of advancement prospects can motivate and retain employees. Building openness and trust, conducting manager training, and regular employee surveys are essential for a positive work environment. Flexible work arrangements and a continuous improvement framework for retention strategies are recommended. Implementation of these measures aims to create an employee-centric culture at Catholic University College of Mbeya, fostering long-term retention.

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