

**T. C.**

**ISTANBUL AYDIN UNIVERSITY**

**INSTITUTE OF SOCIAL SCIENCES**



**EXPLAINING THE RETENTION OF EMPLOYEES THROUGH  
EMPLOYEE SATISFACTION AND MOTIVATION:  
A STUDY ABOUT STATE OWNED ORGANIZATIONS IN CAMEROON**

**M.Sc. THESIS**

**JOSEPH OSOH MBONGAYA**

**Department of Business**

**Business Administration Program**

**Thesis Advisor: Asst. Prof. Dr. Burçin KAPLAN**

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## **ABBREVIATIONS**

|                  |  |
|------------------|--|
| <b>HRM</b>       | : Human Resource Management                  |
| <b>SONARA</b>    | : Cameroon Oil Refinery Company              |
| <b>Camair-Co</b> | : Cameroon Airlines Corporation              |
| <b>ASPA</b>      | : American Society for Public Administration |
| <b>WBG</b>       | : The World Bank Group                       |
| <b>CEO</b>       | : Chief Executive Officer                    |
| <b>CDC</b>       | : Cameroon Development Corporation           |
| <b>CAMRAIL</b>   | : Cameroon Railway Company                   |
| <b>CRTV</b>      | : Cameroon Radio Television                  |
| <b>HR</b>        | : Human Resource                             |
| <b>R &amp; D</b> | : Research and Development                   |
| <b>MAWA</b>      | : Management by Walking Around               |
| <b>CFA F</b>     | : Communauté Financière Africaine Franc      |
| <b>ILO</b>       | : International Labour Organization          |



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**ÇALIŞANLARI ELDE TUTMANIN ÇALIŞAN TATMINİ VE  
MOTİVASYONU ARACILIĞIYLA AÇIKLANMASI:  
KAMERUN'DA DEVLET KURUMLARI HAKKINDA BİR ÇALIŞMA**

**ÖZET**

Kamerun'da devlet kurumlarında çalışmanın gerçekten itibarı büyüktür ama çalışanların devletten özel sektöre geçişi özel sektördeki kurumların yeterli motivasyon ve iş tatmini politikaları nedeniyle tamamen daha fazla çalışan etkilenmekte ve onların ekonomik durumlarını yükseltmektedir

Bu çalışma Kamerun'da devlet kurumlarında çalışanların nasıl bu kurumlarda tutulabileceğini değerlendirmiştir. Dört bileşen arasındaki korelasyonu gösteren model geliştirilmiş ve test edilmiştir. Bu dört bileşen; iş doyumu, çalışan motivasyonu, çalışanları elde tutma, ve işgören devir hızıdır. Araştırma modelinden elde edilen üç temel hipotez, dört bileşeni odaklanılarak etkili bir şekilde tasarlanan 21 sorudan oluşan anket ile açıklanmaktadır.

Çalışanlar ve tüm yönetim düzeyleri tarafından tamamlanan soru sayısı 450'dir. Bu sorular, genel olarak Kamerun'daki devlete ait kuruluşlardaki çalışanların sürekliliğini değerlendirmek için veri analizi için tamamlanmıştır. Veri toplama yöntemi olarak yüz yüze anket yöntemi kullanılmıştır ve toplanan veriler, hipotezleri test etmek için araştırma modeli tarafından desteklenen yüzdeler kullanılarak hipotezler test edilmiştir.

Yanıtlayıcılardan bazı faydalı bilgiler, toplandıktan sonra verilere ayrıntılı bakıldığında göstermektedir ki, Kamerun'daki devlete ait kuruluşlardaki çalışanların (300 çalışanın ve bütün düzeylerdeki 150 yöneticinin) işte tutulması üzerine toplanmıştır, Bu sayılar göstermektedir ki 450 araştırmanın örneklem büyüklüğü güvenilirlidir.

Spearman Korelasyon Analizi katsayısı bulgulara kullanılmıştır ve daha sonraki analizlerde dört faktör arasındaki ilişkinin gücü belirlenmiştir. Ankete katılanların yanıtları, önemli alanlar olan iş tatmini ve motivasyon ile onların çalışan sürekliliğine ve iş gören devir hızı ile ilgili pozitif olarak ilişkili bulundu. Bu değişkenlerin ve bileşenlerin güvenilir olduğunu ve bileşenler arasındaki korelasyonun pozitif olduğunu gösterir.

Sonuçlar, çalışanların ve her düzeydeki yönetim düzeyinin, iş doyumu ve motivasyon üzerinde yüksek derecede bağımlılık gösterdiğini gösteriyor. Bulgulara göre, tüm değişkenler için güvenilirlik istatistikleri aslında dört faktörün seviyelerini ölçmektedir ve bu dört faktör arasında iş doyumu, çalışan motivasyonu, çalışanların elde tutulması ve iş gören devir hızı arasında pozitif bir korelasyon bulunmaktadır.

Örgütlerin günlük denetleyiciler organizasyon içindeki uygun olmayan insan kaynakları politikalarını göz önünde bulundurması gerekir. Bunu yaparak yönetim, iş tatmini ve motivasyonu başarabilir.

Ayrıca, akademisyenler, çalışanların elde tutulması kavramı hakkında kapsamlı bir araştırma yapmaya çalışabilirler. Bu bütün hizmet ve ürün organizasyonlarında önemli ve zihin karıştırıcı bir sorun olan çalışanların sürekliliğinin elde edilmesi için organizasyonlara gereken çözümleri sağlayabilmek için katkıda bulunacaktır; araştırmacının bu çalışmada bulduğu ve yazdığı bu sorunları iyileştirmek için yeterli değildir.

**Anahtar Kelimeler:** *İş Tatmini, Çalışan Motivasyonu, Çalışanları Elde Tutma, İş Gören Devir Hızı, Çalışanlar, Organizasyon, Yönetim*



**EXPLAINING THE RETENTION OF EMPLOYEES THROUGH  
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**ABSTRACT**

Working for a state owned organization in Cameroon is of a really high reputation but movement of employees from state to private owned organizations has been on the increase owing to adequate motivation and job satisfaction policies in the private owned organizations to absolutely attract more employees and to push up the economy from below.

This study was to examine how employees are retained in state owned organizations in Cameroon. A model showing the correlation among four components was developed and tested. The four components include: job satisfaction, employee motivation, employee retention, and employee turnover. Drawn from the research model were three main hypotheses explaining the four components with a focused and an effectively designed questionnaire which composed of twenty one questions.

The number of questions completed by the employees and all levels of management was 450. These questions were completed for the data analysis to mainly evaluate the employee retention in state owned organizations in Cameroon. The method of collecting data was face-to-face and the data collected were analyzed through the use of percentages supported by the research model to test the hypotheses.

After some useful data was collected from the respondents on the retention of employee in state owned organizations in Cameroon, an in-depth look at the data showed that there were 300 employees and 150 all levels of management. These numbers constituted 450 being the reliable sample size of the research.

Spearman correlation coefficient analysis was used in the findings and in the subsequent analysis to determine the strength of the relationship among four factors. Respondents' answers were positively correlated to key areas of job satisfaction and motivation and their challenges on employee retention and employee turnover. This indicates that the variables and the components are reliable and the correlation among the components is positive.

The results showed a high degree of dependence of the employees and all levels of management on job satisfaction and motivation. From the findings, the reliability statistics for all variables actually measures the levels of the four factors and there existed a positive correlation among these four factors which include: job satisfaction, employee motivation, employee retention, and employee turnover.

The day-to-day supervisors of the organizations may endeavour to consider, unconditionally human resource policies all through the organizations. In doing so, management would achieve job satisfaction and motivation.

Also, academicians may try hard to make a comprehensive research on the concept of employee retention. This would add to solutions organizations need to handle employee retention which has become a serious and perplexing problem for all service and product organizations as what the researcher found and written in this study is not sufficient to ameliorate these problems.

**Keywords:** *Job Satisfaction, Employee Motivation, Employee Retention, Employee Turnover, Employee, Organization, Management.*



## **1. INTRODUCTION**

### **1.1. Background to the Research**

Although the concept of Human Resource Management (HRM) has been commonly used for about the last ten to fifteen years, it could be argued that the idea of HRM had been in process even before the advent of industrial revolution in the 18<sup>th</sup> century.

The Industrial Revolution led to a rapid development of a new industrial approach, this brought a dramatic change and the world did not resist to this change. For this reason, factories hired many workers to work for long hours a day for cheap and quick production (Hannagan 2012).

Interestingly, owners of these factories came to realize that only satisfied workers were efficient and effective in performing their tasks and their output was different when compared with the depressed workers. As a result, some entrepreneurs started introducing voluntary programs in a bit to enhance their employees' comfort and satisfaction.

This also saw the implementation of some essential human rights and laws on work safety by governments just to retain employees at the workplace. Also, in 1986, Labour Day was established and celebrated annually on every May 1. On this day, international workers' achievements are celebrated and workers use this opportunity to organize rallies during which matters affecting them in their job places are discussed. This give them more comfort and are encouraged to work for their employers.

These workers working efficiently in their various job places enable organizations/companies to be more reorganized and to gain competitive edge. This also plays a significant role in helping companies to deal with a fast changing competitive environment and the greater demand for quality employees.

As organizations attract the best talents from the job market, retain them with the attractive compensation packages and development programs, employees become comfortable and satisfied with their employers (Singh2012).

Competition takes precedence in today's organizations or companies. So, if current skilled employees are not retained, they will eventually switch. Why would they want to switch? Employee retention is therefore the most crucial aspect in determining organizations' performance. Ask twenty people, you will receive almost same responses on the important place employee retention occupies in an organization's general performance.

During the last ten years, employee retention has become a serious and perplexing problem for all service and product organizations. This has made managing employee retention, keeping turnover rate below target and maximizing organizations' values the most challenging issues businesses are facing today.

In their book, Jack, and Connel (2003) classified employee retention and employee preservation as synonyms and defined them as the percentage of the employee remaining with an organization.

This percentage of employees has the required skills to perform the tasks needed to attain an organization's strategic directions. Also, this percentage represents the front line of each organization and plays the most important role in every organizational setup. As a result, management in organizations has the duty to handle these employees with precaution to spend a chunk of their whole lives working for them.

A survey in 2012 found that about fifty-two percent of skilled jobs were unoccupied because organizations found it more difficult to find the right candidates they needed and to keep the ones they already have.

Same study also found that fifty-three percent of surveyed companies or organizations across the world fear that lack of the right talent could harm them financially in the next twelve months of operation. If you want these skilled employees, you need to know where to find them, how to contact them and how to retain them (Haseltine 2013).

Just as the world has greatly changed the way it communicates and disseminates information, methods used to recruit and retain skilled employees in the correct position must change as well. Though recruiting and retaining these employees are two



important concepts, retaining employees to achieve the purpose for which an organization exist, is the most important (Robbins, DeCenzo & Coulter2013).

This is because when vacancies exist in organizations employers incur costs of advertising, finding, recruiting, training and retaining new employees. Better job satisfaction and development programs are also offered to these employees.

When an organization loses talented employees, it loses manpower and skills. Even experience is lost because the experienced employees have quit. Losing employees cause a disadvantage and this becomes a critical issue to management because organization's performance is greatly affected.

On their part, employees may find it a herculean task to get another job because as they leave their jobs, this affect employment relationship negatively, confidence and enthusiasm are lost and the workplace becomes unsafe.

For sure, the cost of replacing employees can be considerably high. Comparing the costs of recruiting, and retaining talented employees, recruiting costs more. Despite this disparity, more costs should be incurred on retaining existing employees. As a result, some companies are focusing on ways to increase employee retention, whilst others are not.

Those that are focusing understand that giving employees reasons to stay keeps turnover rate down and profits up. Having observed with keen interest, state owned organizations in Cameroon still need to focus on ways to increase employee retention.

## **1.2. Employee Retention**

The focus of this thesis is regarding the retention of employees to perform their tasks and achieve organizational goals in state owned organizations in Cameroon. Many scholars have argued that employees represent the front line of each organization and play the most important role in every organizational set up.

As a result, management in organizations has the duty to handle their employees with precaution to spend a chunk of their whole lives working for them. This is because retention has been seen as the strategies rather than the outcome. This situation is not the reverse in Cameroon, west of Africa where about ninety percent of its organizations are owned and managed by the state.

To increase the importance of human resource in such organizations, managers need to address with keen interest, employee retention. Employee retention does not occur until management recruits.

Recruiting helps organizations find enthusiastic employees but retaining them to achieve the purpose for which an organization exists is most important (Robbins, DeCenzo & Coulter 2013).

Human Resource Management as an academic field of study offers a number of insights into many organizations across the globe and Cameroon in particular and in the day-to-day life of their employees.

Enhancing employee engagement and job satisfaction in the workplace are worthy effects of every organization to curb employee turnover rates. Firing an employee with the required skills working for the Cameroon Oil Refinery Company (SONARA), could not have been failure to deliver quality service, but failure for management to provide the necessary tools. With tools available, an employee will become enthusiastic at work, accomplish his tasks because work makes him feel good (Skemp, Karen, Toupence, & Rachelle 2007).

Retaining this caliber of employees is an internal marketing strategy to wage back possible organizational threats. The use of current employees as a word-of-mouth advisor and an educator to the newly recruits, will make the current employees feel belonged and the newly recruits more committed to the organization. Applying this by management will lead to employee retention.

Not only to make profit, maximizing the value of an organization like the Cameroon Airlines Corporation (Camair-Co) created in 1971, is more desirable. Employees recruited to work for this organization will be satisfied with their new job, committed to the organization, better performing and more likely to remain with the organization. If state owned organizations have strong organizational culture, they will experience increased employee retention.

Receiving two new aircrafts from China on April 1, 2015, Dr. Mefiro Oumarou who is minister delegate to the Cameroon Minister of Transport explained that “the order of the new aircrafts was to boost the fleet of Camair-Co”.

Newly recruited employees were promised to be given adequate training and better working conditions, whilst those already working were also promised better working conditions (Sandjo 2015).

Demoting in the Cameroon Telecommunication Company (Camtel), were some competent employees declared untrustworthy. If their employer gave them the adequate training, this mishap could not have happened. Having hired employees, state owned organizations in Cameroon lack the adequate strategies to give current employees the training needed.

Educating employees will keep them informed about personal dignity and new knowledge they need to exercise as they perform their various tasks since human resource management have developed employees to knowledge workers (Burton 2012).

As employees perform their tasks and contribute enormously to organizational performance and effectiveness their wages need to be on the increase as well. Why an employee with increase in wages would feel uncomfortable in the workplace and decides to quit his/her job?

Management of state owned organizations in Cameroon need to look at increment of workers' wages with such great insight. If management cares to create a pleasant work environment, adequate training programs, social events, no bias for gender equality, performance appraisal, and promotion employee retention will be highly regarded. This will eventually be reflected on the organizations' performance supported by adaptation to the drastic changes in the workforce.

### **1.3. Changes in the Workforce**

Workforce in the workplaces available in the few existing organizations by the late seventeenth century was mostly supplied by manpower. Man had to utilize his energy to perform various tasks in the job place. With the availability of fewer machines and the use of physical strength, less labour was needed to perform the few tasks available.

As a result, there was no need for many labourers. In spite of the conditions under which these few labourers were working, job rotation was rare and switching from one job to another was a nightmare to employees because very few organizations existed

and provided limited jobs. Working permanently for an organization was the only option employees had.

As the number of organizations proliferated, many jobs were created and the workforce has drastically changed. Highly prudent and productive employees now understand that the greatest opportunities can be achieved by moving from one organization to another. Because of this, organizations have to compete for and retain the best talent (Vanover2001).

As companies compete to access, hire and retain a committed skilled workforce, employees on the other hand are also looking for the best employers who have adapted and will easily adapt to changes on the business environment in Cameroon.

Since employers in Cameroon cannot guarantee the stability of their employees' security of their jobs, the old contract of employee loyalty in exchange for job security and fair working condition has broken down (Mello1998).

Employers have not been able to meet changes in government regulations, socio-economic and environmental changes, changes in organizational culture and policies, and the breakdown of the psychological contract that existed between the employers and the employees.

This has caused employees to be less committed to their respective organizations, disengaged and leave Kreisman (2002) the today's business environment especially in Cameroon where employee retention in state owned organizations has to be regarded highly. This then calls for the attention of the human resource department to design policies and practices to enhance employees' comfort and satisfaction.

#### **1.4. The Impact of Human Resource Management (HRM) Policies on Employees**

HRM management is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them (Portolese 2011). When people (employees) become disengaged and leave an organization, this causes employee turnover. The more turnover rates, the more vacancies exist and this uncomfortable situation calls the attention of HRM which have designed policies and practices to enhance employees' comfort and satisfaction to reduce unnecessary and unwanted employee turnover rates.

HRM policy means an organizationally articulated proposal, with theoretical and practical constructions within human relations aiming to reach the desired results. Thereby, HRM policies define theoretical and practical referential built to make possible the reaching of an organization's objectives and purposes, operating as thinking and acting guides for the HRM area (Demo, Neiva, Nunes & Kesia 2012).

Every functioning service or product organization possesses this action guide in order to better manage its employees. As employees nowadays are highly prudent and productive, this gives them a good knowledge about these policies and practices and employers must respect these policies.

This explains why in Germany and in many other European countries, the Board Councils and Board Representatives of every organization have employees' representation (Robbins, DeCenzo, and Coulter 2013). This is to evaluate the level at which employers are respecting or infringing these policies and practices.

The HRM policies and practices involve four sound sets of aspects. These include; education and training, development and growth, work conditions and sanitation, and compensation and rewards. These policies assume special connotation in development, appreciation and retention of talents.

They also promote employee commitment and, as a result, goodwill on the employees' part to act in a flexible and adaptive manner towards excellence in organizations (Demo, Neiva, Nunes & Kesia 2012). An entrepreneurial strategy aiming at high quality production and adequate supply of added-value products and services must concern the development and the implementation of HRM policies resulting in well-qualified employees (Demo, Neiva, Nunes & Kesia 2012).

These HRM policies need to be well practiced and not to be violated. In state owned and other organizations in Cameroon, employees expect to be given adequate in - service education and training and better working conditions. This will enable them perform their tasks effectively.

Employees also need their employers to give them the opportunity for development and growth. In his theory on the hierarchy of needs, Abraham Maslow described this as self-actualization. This refers to employees reaching their potential state of well-being (Hagerty 1999).

Reaching the potential state of well-being is the wish for all employees in Cameroon. However, the government of Cameroon is seeking ways by which it can give support to citizens to find suitable jobs within the sectors in the fields of agriculture, education, health, industry, commerce, and transport. The government of Cameroon functions according to the constitution of the Republic of Cameroon. Where is Cameroon, and what is unique about it are worthy of note.

### **1.5 The Republic of Cameroon**

Cameroon, a small country situated at the coast of West Africa originally administered by local authorities or chiefs, saw a sudden change of governance when in 1922 the League of Nations decided to partition it between Britain and France, the two allied powers making it British and French Cameroons.

Although economic and political developments were realized in the French and British Cameroons through their administration, the “wind of change” blew across the continent of Africa and nationalism orchestrated by Kwame Nkrumah, took its course for an independent Africa (Birmingham, 1998).

Just like other African countries, the French and the British Cameroons gained independence in 1960 and 1961 respectively. The administration of Cameroon continued with Ahmadou Ahidjo as its first president who was able to rule the country for an unbroken period of twenty-two years and then handed the presidency peacefully in 1982 to a successor of his own choice, Paul Biya.

Cameroon under President Paul Biya from 1982 to present has grown tremendously in all dimensions but still remains a less developed country (The World Bank Group Report 2015). As a statesman with vision, the transformation of Cameroon into a vast construction site by 2035 is the target of the president.

Politically, Cameroon has ten regions consisting of decentralized divisions, sub divisions, departments and municipalities with headquarters in Yaoundé and Douala the largest city serves as the country's economic capital. The Senate and the National Assembly constitute the double-chamber (upper and lower chambers) Parliament. English and French are the official languages and the CFA Franc is the legal tender of Cameroon.

The population being made up of Christians and Muslims is estimated at 21, 7 million (The World Bank Group Report 2015). The Republic of Cameroon has diplomatic relations with many countries and a member of many international organizations like the Commonwealth (Taylor & Francis 1997).

On the socio-cultural aspect, Cameroon is rich and diverse. The close to 250 ethnic groups and a cross section of attractive sites serve as a pull factor to many people from different parts of the world for tourism (Nji 2002). Cameroon, a lower middle income and underdeveloped country still depends on the west despite availability of abundant natural resources.

This has increased the disparity between the various classes that exist in the society. The poor in Cameroon are desperately poor. The rich are doing well, because of the economic boom, but the differences between the rich and the poor are astronomical. A majority of the poor on the social class structure has distorted the development of Cameroon by directing it towards consumption rather than production.

International trade has vividly exposed Cameroon to the world of business through the many trade blocs that it is a member and does trade. As a result, the economy of Cameroon has to reflect international standards. This can only be achieved by making organizations especially product oriented organizations to act properly during this era of rapid change and technological advancement.

With many skilled and professional employees recruited to form the workforce of every organization in a bid to satisfy potential customers, has given an edge to adapt to new changes to meet with competition. Technological advancement and communication has connected different cultures and economic systems around the world and making them similar to each other (Budhwar & Mellahi 2016).

Running and controlling these diverse economic systems and cultures is the duty of managers of organizations. Their different cultural backgrounds, leadership styles,

how they operate, and what they do to pacify the workplace, give their employees impetus to perform their tasks more efficiently. Managers in state owned organizations in Cameroon are Muslims and Christians alike.

This entails that they are not ready to tolerate from their employees any behaviour that contradicts their cultural and religious beliefs. Some managers supervise their employees by walking around the workplace (Management by Walking around (MBWA)). Others consult, whilst some managers are autocratic (Robbins, DeCenzo & Coulter 2013). Managers or supervisors carry out their functions in the two kinds of organizations in Cameroon which consist of state owned and private owned organizations.

### **1.6 Aim of the Study**

The aim of this study is to examine how employees are retained in state owned organizations in Cameroon.

### **1.7 Objectives of the Study**

- To investigate the extent to which disregard of employee retention leads to employee turnover.
- To assess the important place employee retention occupies in an organization's general performance.
- To study the influence of motivation and job satisfaction on employee retention.
- To analyze the difficult tasks management of state owned organization in Cameroon encounter in relation to employee retention.



## 1.8 Statement of the Problem

In the world at large and Cameroon in particular, there is a high demand for skilled employees in state owned and private owned organizations in critical areas such as education, health care, information technology, engineering, accounting, auditing and agriculture.

Unfortunately, the supply of these qualified workers is limited. As a result, good planning strategies are needed to locate, recruit, train and most important retain skilled employees.

The problem is that, in state owned organizations in Cameroon, employee retention policies are not geared towards knocking out unwanted turnover rates. If management becomes unable to retain its employees, the costs incurred in the whole process of staffing become unprofitable.

Management has to focus on the constraints that hinder the retention of prudent and productive employees and has to adopt new strategies in order to achieve success and significant growth of state owned organizations in Cameroon.

## 1.9 Definition of Concepts

Here, main concepts used in the course of the research will be defined.

**Job Satisfaction:** Hoppock have defined job satisfaction as any combination of physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Aziri 2011). Job satisfaction is also defined as multidimensional psychological responses to one's job (Hulin & Judge 2003). In his definition of job satisfaction, Vroom focuses on the role of the employee in the workplace (Aziri 2011).

**Employee Motivation:** Employee motivation has been defined as the psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence (Jones & George 2008).

Abraham Maslow made a significant study on employee motivation in his theory on the hierarchy of needs where he ranked an employee's needs in five levels (Huitt 2007).

Sundheim(2013) studied on causes of employee motivation in which he puts pay, working condition, and job security as the first items on the priority list.

On his part, Burton (2012) researched on various types of employee motivation in which he said there are specifically two types of employee motivation namely: financial employee motivation and non financial employee motivation.

**Employee Retention:** Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth & Hom 2001).In his study on the role of employee retention on job performance, Ghansah (2011) looked at the factors of employee retention to be compensation levels, benefits, and performance-based.

**Employee Turnover:** Employee turnover is defined as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Ongori2007).

Melaku (2014) carried out a study on factors affecting employee turnover in which he explained that many employees in different industries leave their job because of multiple internal and external factors.

**Employee Satisfaction:** Employee satisfaction is whether the employee feels comfortable and happy with his or her job. Employee satisfaction is when the employee is contented with his work, likes and enjoys his work, feels management is faire and cares about him, and feels comfortable in his work environment, both with other staff, and with the resources to complete his job (Ghaibeh 2016).

In her careful and extensive study of employee satisfaction, Ghaibeh (2016) looked at factors contributing to employee satisfaction. Some of these factors include: employee recognition, empowering employees, benefits and compensation, opportunity for advancement, and working condition.

**Employee:** An employee is a person who works for another in return for financial or other compensation (Muhl 2002). Also, Muhl research investigated on the today's workplace with a variety of employees in contingent arrangement having independent contractors, leased employees, temporary employees, and on-call workers.

**Job Performance:** Job performance have been defined as the total expected value to the organization of discrete behavioural episodes that an individual carries out over a

standard period of time (Borman, Ilgen & Klimoski 2003). The studies of Sabine, Judith & Anne (2010) showed job performance as a multi-dimensional concept.

In their study, Heather & Sarah (2012) looked into the costs for replacing employees is high, regardless of the level of wages being paid to the departing or incoming employees.

**Workforce:** It is composed of individuals with little or no training who provide mainly custodial care without attention to educational goals at one end of the spectrum, to individuals with specialized postgraduate degrees providing carefully planned educational experiences at the other end, with many others in between (National Research Council 2012).

**Management:** Management is defined as the art of getting things done through and with people in formally organized groups (Koontz. 1961). Kotter (2011) conducted a study on management in which he posited that the most important aspects of management include: planning, budgeting, organizing, staffing, controlling, and problem solving.

Carpenter, Bauer, & Erdogan (2012) made a research on the levels of management in both public and private organizations. Their study showed that there are four levels which include: top management, middle management, first line management, and employees.

**An organization:** In one his selected number of definitions, Wrench (2012) stated that an organization is defined as a social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis.

Every organization needs to have structures. That is why in their book, Baligh & Helmy (2006) described organization structures as how to organize people to achieve a desired outcome. This is accomplished by establishing sets of rules from real world organization contexts.

**In-service education:** This is the additional training and education giving to employees in the course of working for an organization. In a jointly published report, Nuroshe, Rooyen, & Strumpher (2004), described in-service education as training that has been systematically planned, is carried out by a trainer within the institution and takes place during normal working hours.

**Knowledge Workers:** Are workers whose main capital is knowledge. Examples include software engineers, physicians, pharmacists, architects, engineers, scientists, public accountants, lawyers and academics, whose job is to think for a living (Drucker 1959). Horibe (1999) provides practical advice for managing, retaining and motivating knowledge workers in her book, *Managing knowledge workers*.

**Employee Engagement:** Is the emotional commitment the employee has to the organization and its goals (Kruse 2012). A report by Harvard Business Review Analytic Service (2013) looks at the impact of employee engagement on performance. According to the report, high level of customer service, effective communications, and high level of employee engagement, strong executive leadership, and effective productivity are factors which are most likely to bring success.

**Select search committee:** Is a group of people who choose someone to do a job. The select search committee identifies recruiting sources, identifies screening criteria, classifies positions, screens applications, develops job related questions, interviews candidates, and determines finalists (Roles and responsibility of search committee 2014).

**Recruitment:** A search for promising applicants to fill the vacancies that may arise in the organization (Durai 2010). This scholar went further to analyze the characteristics of recruitment and also wrote in his book that internal and external factors govern recruitment.

**Development:** Is a process of change. Human can change. Organizations can change. The world economy can change as well. Hameed & Waheed (2011), viewed employee development as one of the most important functions of human resource management and defined employee development to mean to develop the abilities of an individual employee and the organization as a whole.

**Attractive Compensation Packages:** Entail some basic features that tend to make employees satisfied on their job amongst which includes: salaries, bonuses, incentives, allowances, and promotion. All these have significant impact on employee performance (Osibanjo, Adeniji, Falola, & Heirsmac 2014).

**On-the-job training:** It refers to a structured or non structured system that occurs in the workplace (Orser 2001). On-the-job training has advantages and disadvantages that

is why in his study, Sravani (2016) took a keen interest in the advantages and disadvantages of on-the-job training.

Sending employees to frequent seminars to improve their skills and improve the value of the company could be seen as on-the-job training. Although on-the-job training is very expensive for companies, it is always the best way to train employees.

**Off-the-job training:** It can be compared with on-the-job training to mean employee training at a site away from the actual work environment. It often involves the effective use of lectures, case studies, role playing, and simulation (Business dictionary 2016).

**Skill:** The learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both (Robert 2012). It is most important to know that skill is a personal quality especially for employees and it is productive, expandable, and social (Green 2011).

**Employee Relationship Management:** A process used by companies to manage all interactions with employees, ultimately to achieve the goals of the organization (Richards 2016). The best way to manage employee relationship is to attract, develop and retain employees and to build a strong employee engagement (Mori Ipso 2015).

**Employee Continuity:** The desire of an employee to keep working for an organization.

**Smart Criteria:** The ability of an employee to attain set goals with no conflict in attaining them.

**Domain-General Skills:** General skills of work every employee should have. For example: management, organization, leadership, and control.

**Domain-Specific Skills:** Particular skills of work every employee should have.

### **1.10 Limitations of the Research**

Conducting this research in a labour intensive, demanding and fast-paced work environment where people prefer commerce to administration will present some limitations:

- Doing commerce in Cameroon generates fast and more money than spending many hours a day working for an organization. This restricts the size of the employment pool as many people prefer to try their own hand at running things themselves.
- Granting full employment to employees only after a considerable probationary period causes most employees to abandon their jobs even before probationary period elapses. This reduces the total number of people who end up being employees of the state.

### **1.11 Organization of the Research**

This study is divided into six chapters. Chapter one is devoted to introduction which comprises of background of the study, aim of the research, objectives of the research, statement of the problem, definition of concepts, limitations of the research, and organization of the research.

Chapter two explores extensive study on some theories of employee motivation. Employee turnover and job satisfaction which are two of the four components of the research model have been reviewed in this chapter.

Chapter three examines the method used to carry out this research. Secondary and primary data collection systems were used. A series of focused and effective questions were designed carefully from a formulated research model of the four components.

Chapter four is devoted to statistical analysis and results obtained from the research findings.

Chapter five is the last but one chapter, chapter six. Whilst chapter five dwells on suggestions to supervisors to be much more resourceful and aggressive in the improvement of work methods and to assume more responsibility, the last chapter, chapter six gives recommendations for further research and concludes this research study.



## **2 LITERATURE REVIEW OF EMPLOYEE RETENTION**

### **2.1 Introduction**

Review of literature will deal with recent findings that has to do with employee retention relating to state and private owned organizations in Cameroon, recruitment and selection of employees, how employees are trained and developed, employee turnover rates, employee motivation, and job satisfaction.

The first part of this chapter will focus on recruiting and selecting employees in the Republic of Cameroon with particular attention to state owned organizations. Also, emphasis will be placed on the ways in which the recruits are trained, managed and developed.

The second part will discuss issues of intentional and unintentional employee turnover rates, and factors affecting these employee turnover rates. Results of employee turnover rates in Cameroon will be looked into. Also in this literature review, employee motivation as postulated by some theorists will be analyzed.

Having been recruited and selected, employees need to garner skills through education and training. They also need good leadership and cordial relationships at the workplace so as to have maximum job satisfaction. Achieving organizational goals and outputs will come to play in this part of the research. This study opens with an interesting introduction that will make clear the study's purpose.

There is a disparity between getting employed to work for the public sector and to work for the private sector in the Republic of Cameroon. Many job seekers in the job market prefer employment in the public sector. This is because it is believed in this sector, good salaries, better working conditions, higher levels of job security, and shorter working hours are provided than in the private sector.



According to American Society for Public Administration (ASPA) (2010), the advantages perceived in the public sector, attract ninety percent of the workforce in Cameroon with just ten percent in the private sector.

The strong feeling Cameroonians have in favour of the public sector until recently, have not posed any major shortcomings. With the availability of a large number of state owned organizations, more job opportunities were created but these opportunities did not match the number of job seekers in Cameroon, a lower middle income country with a population of about 21,7 million (The World Bank Group Report 2015).

In whatever way, getting employed is not as easy as the public sector has many to provide jobs to in the recent years. As a result, many nationals turn to the private sector for employment with the uncertainty for jobs with better working conditions as enshrined into the HRM policies and practices.

## **2.2 State and Private Owned Organizations in Cameroon**

State owned organizations are organizations owned and managed by the state or the government of a particular country. The state sets up an organization, builds its structures, defines the organization's objectives, and then appoints the management team with the duty to arrange the different parts of the organization, control and direct people and resources according to the principles and values that have been established to achieve objectives.

Conversely, a group of trustworthy individuals garner their ideas to form an organization. These individuals are different from the state as owning and selling shares keep their organizations functional (Gitman & Zutter 2011). Such organizations are referred to as private organizations.

In Cameroon, there are principally two types of organizations. They include: nonprofit and profit organizations. A nonprofit organization exists to provide a particular service to the community.

The word nonprofit refers to a type of business, one which is organized under rules that forbid the distribution of profits to owners. Profit in this context is a relatively technical accounting term, related to but not identical with the notion of a surplus of revenues over expenditures (McNamara 2008). This description fits state owned organizations in Cameroon.

Private owned organizations are profit organizations, which exists primarily to generate a profit, that is, to take in more money than they spend. The owners can decide to keep all the profit themselves, or they can spend some or all of it on the business itself. Or, they may decide to share some of it with employees through the use of various types of compensation plans, for example employee profit sharing (McNamara2008).

All organizations share four common characteristics. According to Schein (2013), these characteristics include:

1. Coordination of efforts
2. Purpose
3. Division of labour
4. Hierarchy of authority

Limiting organizations just to these four characteristics may not be healthy in their performances. Adding to these four, an organization should offer training opportunities, has effective sharing of goals, and high employee morale.

Organizations should be able to adapt to new opportunities and changes, handle poor performances, and have effective leadership and management as well as competent and reliable followers. This is not enough. Organizations are supposed to conduct good leadership, have clearly defined structures, and follow their policies, laws of local, federal, and state governments (Dike, Odiwe & Ehujor 2015).

Generally, state and private owned organizations in Cameroon function with ten clearly defined characteristics. Some of these characteristics include: Effective sharing of goals, team work, high employee morale, clearly defined structure, well-known company policies (Johnson2008).Belonging to the state and belonging to some individuals, means that organizations or companies differ from one another in the following ways:

**Table 2.1:** Differences between private and public companies.

| <b>BASIS</b>                                 | <b>PRIVATE COMPANY</b>  | <b>PUBLIC COMPANY</b>  |
|--|---|--|
| 1. Minimum number of shareholders            | The minimum number of shareholders is two (2).  | The minimum number of shareholders is seven (7).   |
| 2. Maximum number of shareholders            | Maximum number of shareholders is fifty (50). This number excludes employees of the organization.   | The maximum number of shareholders is that with which the company is registered.   |
| 3. Invitation to the public for subscription | A private company has no powers to invite the public for subscription of shares. Persons who establish the company becomes its members.   | It is obligatory for the public company to invite the public for subscribing shares. It cannot allot shares without filing a copy of its prospectus to the registrar of the company. |
| 4. Legal formalities                         | A private company is not bound to observe so many formalities. For example, it need not hold a statutory meeting and file its report to the registrar of the joint stock company. | A public company is bound to observe a large number of legal formalities. It is a must for it.   |
| 5. Commencement of business                  | A private company can commence business soon after receipt of certificate of incorporation from the Registrar of Joint Stock Company.   | But a public company cannot do so. It can commence its business only when it has received the certificate of commencement of the business.   |

**Source:** The Republic of Cameroon Country Administrative Profile, March, 2014

Basically, management comes in four different levels in both public and private organizations (Carpenter, Bauer & Erdogan 2010). These include:

1. Top management
2. Middle management
3. First line management
4. Employees

The top management comprises of:

**Chairman:** A chairman is the highest rank holder in a company. A chairman acts as a representative of the company to the outside world.

**Vice-Presidents:** Their responsibilities vary as per the size of the organization and the specific area of expertise of the professional. Generally, they account for organizing meetings of the Board members and develop reports on the accomplishments of the business organization.

**Board of Directors:** This is a group of stakeholders and they are the main decision makers of the organization. They choose the chief executive officer (CEO). They also review the various on-going activities of the company at regular intervals of time.

**Chief Executive Officer (CEO):** Also known as CEO, the Chief Executive Officer undertakes the most important activities of the organization. In some mid-range companies, the chief executive officer is the highest position. He reports to the board of directors regarding the various functions of the organization.

The middle management also comprises of:

**General Manager:** The general Manager is the top tier officer of the middle management of the company management hierarchy. A general manager undertakes job functions relating to different sections such as sales and marketing, client relations, operation management, financial management, and team management.

**Regional Manager:** The regional manager is responsible for managing the business of a particular region. The regional manager develops detailed sales plans and strategies, develops promotional strategies for the products and reports to the general manager.

Also, first-line management includes:

**Supervisor:** A supervisor is at the highest rank of a first-line management. Supervisor(s) act as communicator between the first-line employees and the middle management of the corporation. They supervise all the essential aspects of a project.

**Office Manager:** Office managers coordinate the various operations performed by the employees of the corporation. They also undertake the payroll duties of the company.

**Team Leader:** A team leader is responsible for the successful coordination between the employees. Team leaders play a vital role because they are associated with the grass root level of the organization.

**Employees:** The fourth level of management is the strategic level which comprises of employees. An employee is one employed by another usually four wages or salary and in a position below the executive level (Merriam-Webster 2011).

Employees are hired in all three major sectors of the economy of Cameroon with the agriculture sector employing the largest number because agriculture is the backbone of the country's economy.

**Table 2.2:** Level of Cameroonians employed in various sectors.

| <b>SOURCE</b> | <b>INDICATOR (% OF TOTAL EMPLOYEES)</b>         | <b>LEVEL</b> | <b>YEAR AS OF</b> |
|---------------|---|--------------|-------------------|
| World Bank    | Employment in Agriculture sector                | 53.30%       | 2015              |
| World Bank    | Employment in the Industry sector               | 12.60%       | 2015              |
| World Bank    | Employment in the service/Administrative sector | 34.10%       | 2015              |
| <b>TOTAL</b>  |   | <b>100%</b>  |                   |

**Source:** The Republic of Cameroon Country Administrative Profile, March, 2014

The percentage of employees in state owned organizations in Cameroon outweighs that of private owned organizations.

**Table 2.3:** Level of Employees in both state and private owned organizations.

| <b>ORGANIZATION</b> | <b>AGRICULTURE</b> | <b>INDUSTRY</b> | <b>SERVICE</b> | <b>YEAR AS OF</b> |
|---------------------|--------------------|-----------------|----------------|-------------------|
| State owned         | % 78.25            | % 88.50         | % 90           | 2015              |
| Private owned       | % 21.75            | % 11.50         | % 10           | 2015              |
| <b>TOTAL</b>        | <b>% 100</b>       | <b>% 100</b>    | <b>% 100</b>   |                   |

**Source:** Elements of Book-Keeping and Accountancy for Intermediate Commerce, 1999

Although employees occupy the fourth level of management, they must recognize that most of the responsibility for development of an organization falls within their level.

Backed by HRM policies and practices, employees are protected by employee rights to a fair treatment at the workplace which enable them perform their various tasks effectively and efficiently. Employees constitute the greatest assets that make an organization profitable.

When they neglect their roles of technical expertise, team playing, management, and development, then the profitability of the business is threatened substantially (Wicks2014). Efforts to retain these organizations' greatest assets should be high on the mind of the state. Retaining them comes after these employees have been recruited and selected in an employee recruitment and selection exercise.

### **2.3 Employee Recruitment and Selection**

With the high demand for talented workers in organizations, the department in charge of staffing known as HRM, plans good strategies for advertising vacant posts in organizations. Advertisement defines job requirements, attracts potential employees, and selects the right people during an interview.

Recruitment can be defined as the process of leading, managing and developing people (Ray, & Rees2010). People refer to the employees who are already performing their tasks and need to be developed by receiving adequate training.

Making profit every year goes in line with hiring people to maintain the existence of organizations. Cameroon Development Corporation (CDC) is the largest state owned organization in Cameroon and hires thousands of workers every year through its recruitment and selection programs coordinated by the HRM department.

The HRM department identifies vacant posts in the CDC and evaluates the need for these posts to be occupied. Recruitment description and good planning are developed to make sure a select search committee is established which decides what vacant positions to be posted on company's information board, website, and on other medias like newsletters, radio and television.

This will attract qualified job seekers who will be shortlisted for interview and the selected will be contracted. Call this, the recruitment process. The process is both long and costly, and when a mistake is made it can be catastrophic for the organization and the individuals involved. The process is complex and offers as many opportunities for making a bad selection decision as a good one (Dale 2003).

The right number and the right people have been put in the right place at the right time. Orientation introduces the new hires to the CDC with a goal to be achieved if employees do not neglect their roles by receiving adequate training and development in order to know their attitude and behaviour in the workplace.

## **2.4 Employee Training and Development**

The world has changed dramatically and organizations have to adapt to these changes to reflect their operations and performance. This means their employees need to be informed of these changes by giving them adequate education and training.

Education and training will develop employees to get along with other people, authorities, and the way work is done. Management organizes intensive and adequate training on-the-job and off-the-job training programs.

Adequate on-the-job training is given to employees. The employees are moved from one distinct operation to another performing different task. The more employees are moved or rotated, the more they gain experience and can perform efficiently.

Rotating them is not enough. More experienced employees like unit heads, project leaders, and supervisors have the duty to put inexperienced employees understudy and

give them assignments. These experienced employees also play the role of mentors to employees in need of training. Doing these assignments over and over and with the supervision of their trainers, employees become skillful.

In situations where required training cannot be given within the workplace, management organizes off-the-job training where classroom lectures are designed and given to employees to convey specific skills like technical, interpersonal, or problem solving skills. Also, films and videos are projected to explicitly demonstrate other skills not easily presented by other training methods.

As a result, employees will be trained and set for themselves even more difficult goals to increase efforts. This will enable them to work more effectively and more efficiently and work until retirement with an organization (Robbins, DeCenzo & Coulter 2013).

Although education and training have been given to the “people”, they need some extra abilities to perform their tasks well because their tasks need skills and an eye for detail. It is imperative to possess skills because irrespective of the nature of job, every employer expects that its employees are skillful enough. According to Lauby (2013) every employee should have some basic skills.

These basic skills include; communication skills, computer skills, customer service skills, empathy skills, learning skills, arithmetic/mathematics skills, organizational skills, problem solving skills, research and information gathering skills, and team work skills. In the course of education and training, employers should give their employees the opportunity to develop themselves in some of these their skills to better gain some kind of expertise.

The concept of skills can be defined as the learned ability to carry out a task with pre-determined results often within a given amount of time, energy, or both (Robert2012). Skills can often be divided into domain-general and domain-specific skills.

For example, in the domain of work in an organization, some general skills would include; time management, team work and leadership, self motivation and other skills, whereas domain-specific skills would be useful only for certain jobs like Information Technology. Skill usually requires certain environmental stimuli and situations to assess the level of skill being shown and used.

While working in an organization, the employee needs a broad range of skills in order to affect organizational performance, hence contributing to the growth of this modern



economy. An employee working at the information desk in the Tiko Robber Estate department of CDC can become a journalist with the Cameroon Radio Television.

As the employee works diligently at his/her desk, opportunities for advancement and development should be given by management. Sending this employee for further studies in journalism in another organization like the University of Buea in Cameroon, the learner will receive a diploma with the qualification of a journalist. No employee will want to quit under such a good working condition.

Employees who are not exposed to such opportunities for advancement are likely to leave intentionally or will want to leave unintentionally. This would eventually cause employee turnover in the organizations.

## **2.5 Employee Turnover**

It is a wise decision to quit an organization for another if working conditions are not favourable. At retirement age, it is also an honourable thing to quit an organization. On the other side, if management decides to downsize its workforce, some employees would have to leave the organization.

The uncomfortable qualified and trained employees will abandon their job with the intention of not returning for another job and this creates a vacuum in the former organization which can not easily be filled. Indeed, a big vacuum is created as employees leave. They carry away their acquired skills and talents to the latter which now booms leaving the former on the verge of collapse.

To some extent, turnover is a natural phenomenon for any organization. In fact, a certain amount of turnover may even be taken as desirable, as the new employees may come with new ideas to give renewed vibrancy to the organization. In addition, as the Human Capital Theory suggests, resignations deprive organizations of the skills and abilities necessary for high performance among the workforce, and hence negatively impact organizational effectiveness (Rakesh, Dash, Sharma, Mishra & Kar2015).

Threatened by this state of absolute devastation, managers become rekindled of the important place employees occupy in the business and want to make amends to avoid such further mishaps. This is to ensure employee continuity in their organizations to enhance global competitiveness in terms of providing quality products and services to the society.

In the long-run, returns on investments on the employees would be achieved. Therefore, regarding the retention of employees in organizations at the global scale is the only option managers are left with not relegating employee retention in state owned organizations in Cameroon, the center of this research work.

Employee turnover is defined as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Ongori 2007).

Frequently, managers refer to turnover as the entire process associated with filling a vacancy. Each time a position is vacated, either unintentionally or intentionally, a new employee must be hired and trained. This replacement cycle is known as employee turnover (Ongori 2007).

### **2.5.1 Unintentional employee turnover**

Death or incapacity of an employee are some factors that are, in part, beyond the control of management. To provide care for children or aged relatives has also been seen as a factor of unintentional turnover. Today, such factors should not be considered unintentional turnover as both government regulations and company policies create the chance for such staff to come back to work or to continue to work on a more flexible basis (Simon & Kristian2007).

Though employees leave unintentionally, this cripples the company's ability to grow, calling for concern as new employees must be hired and trained to fill the gap.

### **2.5.2 Intentional employee turnover**

In order to explain the reasons behind voluntary resignation which results to intentional employee turnover, (Arthur2001) gives a list that includes:

- Incompatibility with corporate values
- Feelings of not being appreciated or valued
- Not feeling part of the company
- Not knowing how one is doing for lack of feedback
- Inadequate supervision
- Lack of opportunity for growth
- Lack of training
- Unequal salaries and benefits

- Lack of flexible work schedules
- Unsatisfactory relationships at work
- Too much work and not enough staff
- Inadequate or substandard equipment, tools, or facilities

### 2.5.3 Employee turnover rate in Cameroon

Employee turnover rate is the results got from dividing the total number of voluntary resignations during a year by the total number of employees in that year and multiplied by 100. Turnover reports should be done using only voluntary resignations.

For example, assuming that for the last 12 months of 2015, employee turnover rate for SHARE MUSIC COMPANY, SWEDEN was as follows:

**Table 2.4 :** Turnover Rates for SHARE MUSIC Company in Sweden for 2015.

| INDICATOR              | YEAR | RATE |
|------------------------|------|------|
| Voluntary Resignations | 2015 | 64   |
| Number of Employees    | 2015 | 800  |
| Employee Turnover Rate | 2015 | 8%   |

**Source:** Share Music Sweden 2015

Turnover rate can be calculated as:

$$\frac{\text{Number of Employee Resignations during the month} \times 100}{\text{Number of Employees at midmonth}}$$

Number of Employees at midmonth

$$64 / 800 = 0.08 \text{ or } 8\%$$

**Turnover Rate for SHARE MUSIC COMPANY= 0.08% or 8%**

As organizations exist, they hire and fire employees. Other employees could, for a more or less reasons, voluntarily resign. This gives rise to employee turnover rates, a situation not different from state owned organizations in Cameroon.

Some state owned organizations (companies) in Cameroon include:

- Cameroon Development Corporation (CDC)
- Cameroon Telecommunications Company (Camtel)

- The International Bank of Cameroon for Savings and Credits (BICEC)
- Eneo Cameroun S.A (Energy of Cameroon)
- Cameroon Oil Refinery Company (SONARA)
- Cameroon Airlines Corporation (Camair-Co)
- La Camerounaise des Eaux (CDE)
- Les Cimenteries du Cameroun (CIMENCAM)
- Cameroon Railway Corporation (Camrail)
- Cameroon Chocolate Company (CHOCOCAM)
- Société Nationale De Hydrocarbures (SNH)
- Doula Stock Exchange (DSX)
- Section Liaison Air Yaounde
- Air Leasing Cameroon
- Cargo Airways International
- Elysian Airlines
- National Investment Corporation of Cameroon (SNI)
- Paper Pulp Cameroon Corporation Limited
- Société de développement du Cotton du Cameroun (SODECOTON)
- Cameroon Postal Service (CAMPOST)
- Nationa Social Insurrance Fund (CNPS)

**Table 2.5:** Employee Turnover rate in Cameroon.

| <b>COMPANY</b> | <b>YEAR</b> | <b>NO. OF EMPLOYEES</b> | <b>RESIGNATIONS</b> | <b>TURNOVER RATE</b> |
|----------------|-------------|-------------------------|---------------------|----------------------|
| CDC            | 2015        | 25,000                  | 60                  | <b>0,24%</b>         |
| Camtel         | 2015        | 1,000                   | 16                  | <b>1,6%</b>          |
| Eneo Cameroon  | 2015        | 12,300                  | 30                  | <b>0,243%</b>        |
| SONARA         | 2015        | 5,500                   | 30                  | <b>0,54%</b>         |

|                                |      |       |    |      |
|--------------------------------|------|-------|----|------|
| Camair-Co                      | 2015 | 520   | 9  | 2%   |
| CDE                            | 2015 | 1550  | 30 | 2%   |
| CHOCOCAM                       | 2015 | 470   | 17 | 3,5% |
| CIMENCAM                       | 2015 | 2,500 | 21 | 1%   |
| Camrail                        | 2015 | 2,700 | 25 | 1%   |
| BICEC                          | 2015 | 1000  | 18 | 1,8% |
| Section Liaison<br>Air Yaounde | 2015 | 300   | 13 | 4,3% |
| Air Leasing<br>Cameroon        | 2015 | 310   | 15 | 5%   |
| Cargo Airways<br>International | 2015 | 280   | 10 | 3,5% |
| Elysian Airlines               | 2015 | 350   | 12 | 3,5% |
| SNH                            | 2015 | 295   | 16 | 5,5% |
| DSX                            | 2015 | 200   | 10 | 5%   |
| SNI                            | 2015 | 200   | 16 | 8%   |
| Paper Pulp Cam.<br>Co. Ltd     | 2015 | 207   | 19 | 9,1% |
| SODECOTON                      | 2015 | 503   | 25 | 5%   |
| CNPS                           | 2015 | 300   | 13 | 4,3% |
| CAMPOST                        | 2015 | 338   | 16 | 5%   |

**Source:** Cameroon's Ministry of Labour and Social Security, 09/2014 report

#### **2.5.4 Factors affecting employee turnover in Cameroon**

According to HR policies backed by globalization, every organization will have to carefully manage their employee turnover to meet basic necessities of good pay, work environment and benefits, organizations thrive to achieve high productivity, fewer employee turnover rate, and to maximize profit.

Unfortunately, meeting this target is difficult and cumbersome. Hence, employee turnover must always occur. Studies carried out explain that several factors influence employee turnover in all organizations including state owned organizations in

Cameroon. These factors range from organizational, causal, personal, and external factors.

### **Organizational factors**

Organizational factors include: organizational stability, personnel policies, and grievances in handling opportunities for advancements or promotions, supervisory practices and the work environment. Other factors include: job security, financial crisis, lack of benefits, inadequate research and development programs, and unsatisfactory performance appraisals. Employee motivation, work pressure, job stress, partiality and favoritism constitute other factors.

Also, employee egos and attitudes, poor employee management, and failure to match employees with the right jobs (tasks) cause employee turnover (Hissom 2009).

### **Causal factors**

They include: Lack of commitment and job dissatisfaction.

### **Demography factors**

Empirical studies have demonstrated that turnover is associated in particular situations like demographical and biographical characteristics of employees.

### **Personal factors**

In a like vein, adding to the factors above are also factors which are specific to the employee's person and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these factors, there are also trait-based or personality features that are associated with employee turnover.

### **External factors**

These factors are; Economy, inadequate use of opportunities and organizational threats like financial crisis, and government regulations.

### **Results of employee turnover**

Even a one percent turnover rate can hinder the progress of an organization and the global economy will be on a risk. On the economic point of view, Cameroon was not on the list of top ten fastest growing-economies in Africa published by WBG in 2012.

This was effectuated by inadequate performance of its organizations especially product organizations caused solely by employee turnover rate.

Table 2.5 (above) shows that in 2015, Cameroon state owned organizations registered employee turnover rates. This explains why most of these organizations are shrinking and there is the need for organizational re-structuring to boost the Cameroon's economy by 2025. Failure of the economy was a direct result of employee turnover rate. In order to avoid turnover, employees should be motivated.

## **2.6 Employee Motivation**

Getting employees to do their best work even in strenuous circumstances is one of the employees' most greasy challenges and this can be made possible through motivating them (Manzoor 2011). In their book *Contemporary management*, Jones & George, (2008) saw employee motivation to be; the psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence.

Employees need to be lobbied or motivated to work and better perform their tasks for a fairly long period of time in an organization with no intentions of leaving. Therefore, management in organizations has the responsibility to handle employee motivation with precaution in order to prevent employee turnover.

Some theories have been postulated to aid managers of organizations regard the retention of their employees.

### **2.6.1 Maslow's hierarchy of needs**

Abraham Maslow viewed motivation as being based on a hierarchy of needs. According to this theorist, a person (an employee) cannot move to the next level without satisfying the previous level. He based his 1954 theory on two groups.

These include: deficiency needs and growth needs. According to these two groups of needs, every need at the lower level must be met first before any movement to the next higher level of needs. Once each of these needs has been satisfied, and if in the future a deficiency is detected, the individual (employee) will act to remove this deficiency. Maslow ranked the psychological needs of an employee in five levels, beginning with the first level (Huitt 2007).

**Level 1:** It is disgusting that most organizations do not provide employees with basic necessities. Maslow's hierarchy of needs then starts at the lowest level where the employees should be provided with basic psychological needs like; well ventilated workplace (cold air during hot weather and warm air during cold weather), water and food.

**Level 2:** With basic psychological needs met, the employee needs safety and security. According to this theory, it is the manager's responsibility to ensure that having satisfied his employees with basic necessities the employees need to be safe and secured. Employers can meet this need by ensuring that employees have a place to live in and are safe from physical, verbal, and emotional hazards that have a sense of job security. *"Finding out by an employer where an employee lives, under what conditions, and under what degree of security, is enough to say an employee is safe and secured"*.

**Level 3:** Knowing that safety and security now surround the employee, Maslow opines that the employee needs to be socially affiliated. At this third level, the employee should have a social affiliation of belonging. The worker should socialize, have friends and feel like one is belonged to a family and loved.

**Level 4:** The fourth level of hierarchy of needs is the need for esteem. This level describes employees feeling good about them and knowing that their life is meaningful, valuable and have a sense of purpose.

**Level 5:** Maslow describes this level as self-actualization for the employees being self-fulfilled. This last level refers to employees reaching their potential states of well-being. That is understanding, knowledgeable, beauty, and peaceful. This is the highest of all needs.

As a result, an employer who knows that an employee have had the needs of the other four levels met, can help the employee to realize this highest needs.

### **2.6.2 Frederick Herzberg's two-factor theory**

Frederick developed his theory based on hygiene and motivation of employees after his investigation of two hundred accountants and engineers in the United States of America. These two factors influence the employee's degree of satisfaction and level of performance in the workplace.

This two-factor theory is needed to measure and know:



- ❖ Employees who are dissatisfied and unmotivated
- ❖ Employees who are satisfied and motivated

Hygiene factors include; the organization's policies and administration, working conditions, quality of supervision, salary, status, interpersonal relations, security, company value, and the job.

Whilst motivation factors define the organization's duties to satisfy the employee, motivational factors focus on; achievement, recognition for achievement, responsibility for task, interest in the job, advancement to higher level tasks, and growth.

A fusion of these two factors give rise to:-

- ❖ A situation where employees are highly motivated and have a few complaints
- ❖ A situation where employees have a few complains but are not highly motivated
- ❖ A situation where employees are motivated but have a lot of complaints
- ❖ Unmotivated employees with a lot of complaints

In his theory, Herzberg expresses the opinion that employers should design techniques for effective employee motivation and employee retention in an organization. This will enable employee's task to be arranged in a way that though challenging, it should be interesting. As a result, the employee would work effectively for getting the job done. Herzberg's suggested techniques include: job enlargement, job simplification, job rotation, and job enrichment (Herzberg, Mausner & Snyderman 2010).

### **2.6.3 Victor Vroom expectancy theory**

The expectancy theory of employee motivation was developed by Victor Vroom. Looking at some scholarly articles, this theory is one of the most widely accepted theories of employee motivation.

He based his theory on the premise that, a person (employee) will be motivated to accomplish his task by putting in more efforts if he believes that his efforts will lead to high performance and better results.

This theory is based on three concepts:-

- Expectancy
- Performance
- Reward

**Expectancy:** A keen look at the concept of expectancy in an organization will show that an employee needs to put in more efforts to accomplish his task with the notion that increase in his efforts will lead to high performance in the organization. As a result, hard work is needed from the employee because both the employee and the organization expect to reach a high level of organization's performance.

**Performance:** As an employee works to accomplish his task, the end result is high performance. Achieving high performance, an employee is aware that his performance will lead to reward because employees have seen that there is a close connection between performance and reward.

**Reward:** Although weekends are sacrosanct, employees who do extra work during this period should be rewarded with a positive appraisal, promotion from the position of team leader to the position of office manager. Promotion is a vertical movement of an employee from current job to another job that is higher in pay, responsibility, status, and organizational level (Zhu 2012).

Having been rewarded with promotion, the employee should find this reward valuable. The value of the reward should entail increased responsibility and enhanced pay. This will give an employee high motivation and working for an organization until retirement will not be a problem for the employee. There is therefore the need for employee retention in organizations.

#### **2.6.4 Edwin Locke goal theory**

Researched some fifty years ago, this theory has been the most used and established goal-setting and goal-achieving theory for a productive performance in the concept of employee motivation and retention in organizational/industrial psychology. This theory describes setting more specific goals and more difficult goals to increase efforts and achieve success.

It is clear that the source of employee motivation is the desire of an employee to reach a goal, the domain of task performance. Performing a task as an individual or as a group and discovering that the current performance is not achieving goals as desired,

employees become typically motivated to increase efforts or better still, change their strategy (Edwin & Garry2012).

These two leading goal-setting theorists argue that, specific high (hard) goals lead to a higher level of task performance than do easy goals or vague, abstract goals such as exhortation to do one's best (Edwin& Garry 2012).

Hard goals produce a higher level of performance than easy goals. If specific goals are set, this will produce a higher level of performance than goals of hope because hope does not yield great results.

As long as the person accepts his job, he accepts the task and has the ability to attain the set goals and has no conflicting goals with the aid of smart criteria. As a result, it is not sufficient to urge employees to do their best, but managers need to regard employee retention in organizations. This will motivate them, since the passport to a high level of organizational productive performance is goal setting, goal managing, and goal reaching (Edwin & Garry2012).

Edwin opined that through employee participation in goal setting, the employee will certainly accept the goals and have a greater job satisfaction.

To be a goal setter and goal achiever, an organization must be interested and committed in its goal as interest and commitment in goal setting and goal achieving do not have excuses.

Employees who participate in goal setting will set for themselves more difficult goals and will yield superior performance but logically achieving or attaining increased efforts.

With their explicit beliefs, organizations set targets which are rarely attained by employees. If goals are not attained, there is no motivation to try motivating them.

According to this theory, there are five basic principles to improve chances of an organization's success. These principles include:

1. Setting specific goals
2. Setting challenging but achievable goals
3. Team members involvement in setting goals
4. Feed back

## 5. Taking account of task complexity.

In a nutshell, goal setting must be specific, measureable, achievable, realistic, and time-targeted (Mikoluk 2014).

### **2.7 Job Satisfaction**

It is so easy for an employer to hire someone to be called an employee but it is a lot more difficult for the hired (employee) to determine whether or not he likes the job. Liking the job is based on the employee's personal perception of satisfaction to be derived from the job.

Job satisfaction is a major determinant of the employee to stay or not with an organization because this determinant occupies a central role in many theories and models of employee's behaviours and attitudes. Employers need to exploit this opportunity to retain employee by guaranteeing employee satisfaction at the workplace.

The formal definition of job satisfaction could be traced back to the studies of Fisher and Hanna in the year 1931. Based on the amounts of case studies, Fisher and Hanna described the job satisfaction as a product of non-regulatory mood tendency (Zhu 2012). In their 1974 article, 'measuring the job satisfaction of industrial salesmen', Churchill, Ford & Walker made it clear that the job satisfaction, as a constitutional concept, contains the features of the job and the features of job-related environment.

In a positive measurement of the constitutional concept of the job satisfaction, Churchill, Ford & Walker gave an operational definition of the job satisfaction that is the work-related affection states covering five aspects, namely; the supervisors, the jobs, the work colleagues, the compensation, and the promotion opportunities (Zhu 2012). This will have practical applications for the enhancement of employee's lives and organizational effectiveness.

Job satisfaction is an interesting area of study in Business Administration. As a result, major studies have been carried out in this area of study by some scholars. Anuar (2011) studied the relationship between job satisfaction and job performance among employees.

Employees would stay on the job if the organization guarantees job satisfaction. To guarantee job satisfaction effectively in the workplace, the organization needs to take necessary measures. These measures will include education and training which will enable employees to acquire more skills. Also, good leadership and employee-manager relations will keep employees satisfied and would stay on the job.

### **2.7.1 Education and training**

Education and training are two important components in every organizational set up. Organizations arrange for education and training programs in an efficient way to aid employees better perform their tasks. Change is the only variable that is constant and with respect to these dramatic changes in today's world, organizational or industrial psychology has to change as well.

Organizations have to adapt to these changes to reflect their operations and performances. This means their employees need to be informed of these changes by giving them adequate education and training through seminars, workshops, and classroom lectures.

Education and training will develop employees to get along with other people, authorities and the way work is done. Employees will set for themselves even more difficult goals to increase efforts. This will enable them to work more effectively and more efficiently and work until retirement with an organization (Robbins, DeCenzo & Coulter 2013).

Having received adequate education and training and with this a routine in the organizational structure, this will have evaluative, effective, and behavioural outcomes of job satisfaction. These tripartite outcomes influence the employee's thoughts from the moment the employee wakes in the morning, to the moment the employee returns home from work.

The new general statute of the civil service of the Republic of Cameroon recognizes among the rights of the civil servant or employee that of continuous education and training in the Cameroon constitution with a view to increase performance, efficiency and professional output. This continuous organization and supervision of education and training at all levels shall be the burden duty of the state in line with a system laid down by decree signed and put into force every year by the Prime Minister.

Work has been done to set up a system of rational organization of this continuous education and training, along the following three main lines:

- Restructuring for administrative vocational training of the National School of Administration and Magistracy and the Higher Institute of Public Management (The Republic of Cameroon 2004).
- Existence of numerous colleges of technology: Polytechnic Colleges, the School of Post and Telecommunications, Higher Teacher Training Colleges, the Faculty of Medicine and Biomedical Sciences, the Police College, agricultural schools and military schools (The Republic of Cameroon 2004).
- Restructuring for on-the-job training and off-the-job training by management of state owned organizations according to the HR policies and practices to curb employee turnover rates and increase employee retention (The Republic of Cameroon 2004).

### **2.7.2 Acquiring skills**

Some job-related skills is a prerequisite for employment in most organizations after which it will be the responsibility of the employer to ensure that the hired acquires more skills to better perform the task. To have skills is important because irrespective of the task an employee will be assigned to, the employer expects that the employee is skillful enough.

According to Lauby (2013) every employee should have some basic skills. These basic skills include; communication skills, computer skills, customer service skills, empathy skills, learning skills, arithmetic/mathematics skills, organizational skills, problem solving skills, research and information gathering skills, and team work skills.

In the course of education and training, the employer should give the employee the opportunity to develop self in some of these skills to better gain some kind of expertise. It is then obvious here that, doing this is an extreme high regard for employee retention in organizations.

Skill is an important concept which has been widely used in the field of research in employee retention and has varied working definitions. The learned ability to carry out

a task with predetermined results often within a given amount of time, energy, or both is how a scholar, Robert (2012) defined the concept of skills.

Skills can be categorized into domain-general skills and domain-specific skills. In the domain-general skills of work in an organization, some general skills would include; efficient time management, team work and leadership, communication, self-motivation and problem solving skills. While domain-specific skills would be useful only for certain jobs like Information Technology.

Whilst working for an organization, the employee needs a broad range of skills in order to contribute his own quota to effect organizational performance, hence contributing to the growth of this modern economy. Therefore, to quit such an organization will be far below memory lane of the employee who will maintain his job and the organization until retirement.

As the employee performs his duties devotedly, opportunities for advancement should be given the employee by management. Sending this employee for further training to another organization like the Training School for State Registered Nurses in Bamenda, Cameroon is a good initiative. This will enable the employee to acquire more skills and receive a diploma with the qualification of a nurse and will then be moved to the Buea regional hospital as a nurse (Eta, Atanga, Atashili & D’Cruz 2011).

### **2.7.3 Leadership**

Establishing an airlines company will not be valuable and profitable if the company has not got competent pilots and cabin crew members to lead the plane to a defined direction and for the welfare and safety of passengers and for their comfort as the plane fly through the sky with unpredictable weather conditions. Without these facilities, the only viable option for many customers of this airlines company is to quit the company to another.

Leadership plays an important role in communication, decision making process, and change in the organization to actually take the organization from where it is, to achieving set goals and outputs (Nicolas 2014). An employee will be satisfied with the good leadership styles of the manager and will be attracted in the way such a manager directs, implements plans, and motivates by getting everyone’s contributions in the organization.

When organizations became an entity and many people brought together to achieve a goal, a leader was needed to set the goal and lead the people towards the right direction to achieve the set goal.

Many varieties of leadership styles exist with none fitting in all situations. The leader should therefore have the ability to adapt to which approach to fit in his workplace. That is why a renowned management scientist, Kurt Lewin introduced three styles of leadership. These include; autocratic, participative, and laissez-faire (Igbal 2011).

In the autocratic style of leadership, all major decisions are taken by the leader himself and the employee left with no option than to obey. Such a leader is referred to as a dictator. He tells the employee what to do and carries out very strict and close supervision.

Another style of leadership is participative. In this style of leadership, the leader implements high degree of democracy by involving teams and groups in the decision making process. The employee is consulted and then the leader gives his instructions. The leader works in close collaboration with the employee as the employee performs the task with little supervision.

At some point in time, the leader does not lead. He gives the employee in a group/team a great amount of independence to freely make their own decisions and using their own methods. In the course of the group's decision making process, the leader's role is passive. The leader can be part of the decision making process when things have already been set by the group. Kurt Lewin terms this laissez-faire style of leadership (Igbal 2011).

Every situation in the organization has a type of leadership style to be applied. The type of leadership style applied by the leader will determine whether the employee should quit the job or not. It is infinitely preferable that the leader should have the ability to adapt to which of the varieties of leadership style that will be satisfying to the employee. Doing this will highly regard employee retention in the organization.

#### **2.7.4 Employee-manager relations**

The employer hires the employee and entrust the employee in to the hands of manager. The employee needs to be assigned by manager, manager needs to apply the best



leadership style to supervise the employee whose feedbacks/reports determine whether or not the organization is achieving goals and outputs.

The employee and manager work hand-in-hand and between them should exist a strong bond of trust and loyalty that will enhance working together and behave towards each other or deal with each other in an amicable manner for a strong organizational culture.

Improving employee's skills of workplace productivity will mean high dependence on manager for career development and guidance. The employee trusts that the manager's guidance is accurate and manager on the other hand trusts that the employee will exactly execute plans as implemented (Singh 2012).

Manager helps the employee to know about some important changes in the organization and how these changes affect the employee. An organization may introduce a new research and development (R & D) program which will consequently have an effect on the organizational structure. The bond of trust between manager and employee will enable the employee know how to respond to these R&D changes.

A cordial relationship between the employee and manager will make the employee feel belonged in the workplace, serve as an eye-opener to the employee and this will obviously increase efforts. Everyday salutation, communication, and good attitude towards each other will depict a sense intimate relationship between the two parties. When workplace trust is intact, the employee-manager dynamism works well.

Conversely, when trust is violated, their relationship suffers. The strain relationship between employee and manager can act as a push catalyst, pushing the employee to leave his job for another organization.

Pushed to leave an organization will mean the employee's relationship has not been well managed. In her article 'What is employee relationship management?' Richards (2016) defines employee relationship management as a process that companies use to manage all interactions with employees, ultimately to achieve the goals of the organization. She adds that, managing relationships with employees requires commitment, monitoring and follow-up. Why would the employee quit his job when relationships in the organization are well managed?



### **3 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This part of the research seeks to clarify the methods used to know how employees are retained in state owned organizations in Cameroon. In this part of the study, the research questions would be stated and a model showing correlations between components.

There will be main hypotheses that would be drawn from the research model and questionnaire that has been effectively designed according to the components in the model. The population and sample size of the research would be determined here.

The sample size is the representation of the total number of employees under study. The employees are the respondents to the questions on the questionnaire and their responses will be collected to form the data for the research. Respondents' answers and percentages to demographic questions will be part of this chapter.

#### **3.2 Research Questions**

The central part of this research is an attempt to validate how management regards the retention of employees in state owned organizations in Cameroon. It is in this light that this research makes an attempt to respond to these questions:

1. Can good job satisfaction policies motivate employees in state owned organizations in Cameroon?
2. Will motivation stimulate employees towards working with more energy and dedication to the organization for a long time?
3. Why would an employee want to move from one organization to another?



### 3.3 Research Model

The focal point of this research is regarding the retention of employees in state owned organizations in Cameroon. Holding retention in high regard reduces turnover rate, whilst employees' performance increase significantly. To make a careful search on this topic, an approach will be needed based on the population under study.

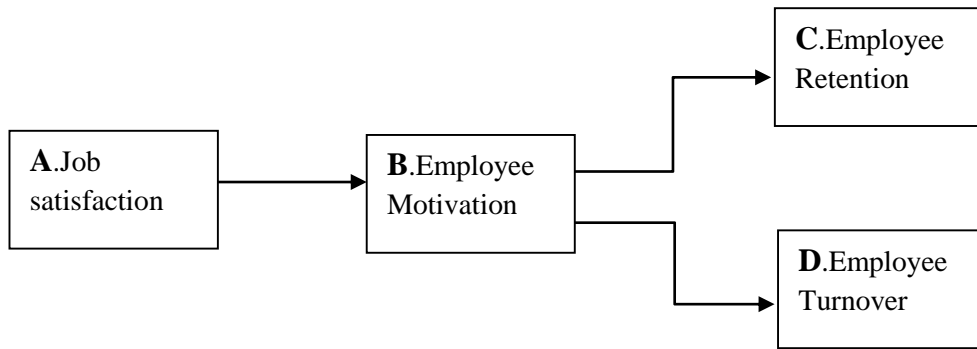
As a result, a survey method which was highly descriptive of collection of some data was used. This was with the intention of testing the purpose of the research questions concerning the retention of employees. For the purpose of research, this approach was seen extremely suitable as a method of gathering useful information needed to come out with a succinct conclusion from the research.

The research model below shows four main components and how these components are correlated with each other and how their correlation impact on each other.

Job satisfaction is positively correlated to employee motivation. This positive correlation implies that if employees are highly motivated in their job, they will perform their tasks well and meet the company's target. This will motivate them to continue working for the organization for a very long period of time.

The model also shows that employee motivation is positively correlated to employee retention. When employees are motivated, they tend to like their job more and work even harder for a long time. This will act as a retention factor to the employees who would then find it not necessary to move from one organization to another. Employees being retained in the organization will contribute greatly to maximizing the value of that organization.

This model also demonstrates that employee motivation is positively correlated to employee turnover. This implies that no motivation of employees will encourage employees to move their jobs with no intentions to return. They quit the job with all skills they had acquired and leaving the organization with high employee turnover rates. Although the model explains that the correlation between employee motivation and employee turnover is positive one, this puts a negative effect to the organization's performance.



**Figure 3.1:** Research Model Showing Correlation among 4 Components

**Where:-**

- A. Job Satisfaction
- B. Employee Motivation
- C. Employee Retention
- D. Employee Turnover

**From model:-**

Job Satisfaction has an impact on Employee Motivation.

Employee Motivation has an impact on Employee Retention.

Employee Motivation has an impact on Employee Turnover.

Drawn from the model are the hypotheses.

### 3.4 Hypothesis

The main hypotheses of the research will be delved into. There are three main hypotheses. These include: Hypothesis one (1), hypothesis two (2), and hypothesis there (3).

#### **Hypothesis 1:**

Job satisfaction makes employees' job interesting and having higher involvement in their work enables them perform their tasks well. Upholding good job satisfaction policies keeps employees on their job. Anuar (2011) studied the relationship between job satisfaction and job performance among employees where he stated that employees would stay on the job if the organization guarantees job satisfaction.

The hypothesis here is that:

**H<sub>1</sub>:** Job satisfaction is positively correlated with employee motivation.

**Hypothesis 2:**

Appreciation and recognition of employees and employees' tasks motivate them towards working with more energy and dedication for the organization for a long time. According to Maslow's hierarchy of needs, the five levels of an employee's needs must be met in order to say the employee is motivated highly in the job (Huitt 2007).

The hypothesis here is that:

**H<sub>2</sub>:** Employee motivation is positively correlated with employee retention

**Hypothesis 3:**

Looking keenly, incentives like career development plan, more pay, superior work environment, and additional work responsibility of the employees play an important role in the motivation process. Not providing these incentives to employees will cause dissatisfaction and encourage employees to move their job. In his theory of motivation, Herzberg expresses the opinion that employers should design techniques for effective employee motivation and employee retention in an organization. This will enable employee's task to be arranged in a way that though challenging, it should be interesting. If these techniques are not designed, employees will not be motivated to work Tan & Waheed (2011) and they will move from one job to another.

The hypothesis here is that:

**H<sub>3</sub>:** Employee motivation is negatively correlated with employee turnover.

### **3.5 Questionnaire**

This focused and effectively designed questionnaire is composed of 21 questions. These 21 questions have been drawn from Robert (2012) master's thesis. These questions will be analyzed according to four components. These components include: Job Satisfaction has 7 questions, Employee Motivation has 7 questions, and Employee Retention has 3 questions, and employee turnover 4 questions.

**Job satisfaction questions** include: question 1 - My pay meets my needs, question 2 - My job has good promotions, question 3 - compared to the same job in other companies, my pay is the same, question 5 - My supervisor keeps me well informed on work issues, question 7 - My job is interesting to me, question 10 - My job has good

working conditions, question 15 - My promotion opportunities are equal to other companies.

**Employee motivation questions** include: question 8 - I feel am rejected at work, question 9 - I feel I am appreciated at work, question 16 - My employer is sympathetic of my personal problems, question 17 - I feel respected in my job, question 18 - My benefits package is equal to other companies, question 19 - My benefits package meets my needs, and question 21 - My benefits package is something I do not use.

**Employee retention questions** include: question 12 - I have the ability to grow in my job, question 13 - I feel my employer has a sense of loyalty to me and my fellow employees, and question 14 - My supervisors use tactful discipline.

**Employee turnover questions** include: question 4 - I understand the goals of my organization, question 6 - I feel secure in my job, question 11 -I understand the goals of my department, and question 20 - I feel I have input on the job.

Most employees and managers are not satisfied and not motivated to work. As a result, they tend to quit their job leaving the organizations with high employee turnover rates.

From the research, respondents have five clearly understood preferences to show their level of agreement by circling their best choice. The level of agreement consists of: Strongly Disagree, Disagree, No idea, Agree, Strongly Agree.

The respondents had to choose only one preference from every question after which an average is calculated for each question and each category. This calculation is done separately.

Since every question expresses a positive work-related attitude or a negative work-related attitude, a high average indicates a negative work condition and a low average indicates a positive work condition.

A high average indicating a negative work condition means the larger number of respondents is not satisfied with the conditions of their job, while a low average indicating a positive work condition means a lesser number of respondents are satisfied with the work condition of their job.

The number of employees under study is 520. Of this number, 450 participated in the survey. These 450 respondents consist of the two levels of employees considered for

this study. These two levels of employees include employees and all levels of management and their findings will be compared.

### **3.6 Population and Sample of the Research**

This research covers the population under study. That is the total number of employees in state owned organizations in Cameroon. There are around 55.823 employees working in around 52 state owned organizations in Cameroon. But for simplicity's reasons and accuracy, this research was conducted only in 21 organizations with around 22.543as number of employees.

Many reasons account for why these 21 organizations were chosen.

Why chose these 21 organizations?

1. These are the largest state owned organizations in Cameroon employing many Cameroonians.
2. These organizations greatly contribute to the social welfare of Cameroonians.
3. These organizations enhance and diversify the economy of Cameroon.
4. These organizations widen the investment possibilities available to the public and to the international community.
5. These organizations facilitate privatization programs and the granting of credit.
6. These organizations ensure the transparency of economic and financial information (Mouangue 2014).

Five hundred and twenty numbers of employees was the population sampled for this research. This number of employees composed of employees and all levels of management in the 21 organizations chosen for this research study.

If this population was chosen, then it is because relevant information on regarding employee retention in state owned organizations in Cameroon will be given the researcher.

To narrow the range of this research, a purposeful random sampling was used to determine the participants of the study. Purposeful random sampling involves randomly selecting cases that meet some predetermined criterion of importance, to narrow the range of variation and focus on similarities (Suri 2011). This strategy adds



credibility to a sample when the potential purposeful sample is large enough to involve the entire population.

All the employees and managers in the population under study had the equality to be selected. But the number of respondents to the survey was 450 out of 520 employees targeted.

Therefore, the number of employees who responded to the survey was 450. The rate was 86.54%. This makes it clear that the result is very good one for the analysis.

To succeed in the selection, a random sampling was applied with the following results obtained.

**Table 3.1:** A Portrayal of Respondents' Job Category.

| <b>JOB CATEGORY</b>      | <b>FREQUENC<br/>Y</b> | <b>PERCENTAG<br/>E</b> |
|--------------------------|-----------------------|------------------------|
| Employees                | 300                   | 66.67%                 |
| All levels of Management | 150                   | 33.33%                 |
| <b>Total</b>             | <b>450</b>            | <b>100 %</b>           |

### 3.6.1 Data collection tools

Questionnaires were distributed to respondents who according to their job schedules had adequate time to complete them. Questions on the questionnaires were well structured, related to the research, and directed to respondents who gave the information needed. Two categories of questions were on the questionnaire in which case the respondents chose the best options:

1. Put a tick (√) against your best response to the following statements.
2. Circle your best response to the following statements.

In given answers to the questions, respondents were not under any sort of influence and harassment. They answered the questions privately. Also, the questions were in English language spoken by the population under study. As a result, responding to these questions was not a problem to the respondents.

Both secondary and primary data constitute sources of this research.

### Secondary sources

Secondary sources include extensive use of books, magazines, statistics from organizations and organizations' profiles, web pages, journals, and articles relevant to this research

### **Primary Sources**

Primary data were collected for this research using all affordable means of communication. Also, questionnaire that was designed mainly to evaluate the retention of employees in state owned organizations in Cameroon as an academic exercise was administered.

### **3.6.2 Data for demographic frequencies**

Data for demographic frequencies would include data collected from respondents' answers to demographic questions. The number of respondents was 300 for employees and 150 for all levels of management.

### **Demographic response from employees (300)**

**Table 3.2:** Gender Frequencies.

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1            | Female          | 209             | 70%               |
| 2            | Male            | 91              | 30%               |
| <b>Total</b> |                 | <b>300</b>      | <b>100%</b>       |

Respondents' gender is presented in the table above. The table shows there are 209 female respondents and 91 male respondents.

**Table 3.3:** Age Frequencies.

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | 25-34 years old | 48              | 16%               |
| 2.           | 35-44 years old | 150             | 50%               |
| 3.           | 45-54 years old | 102             | 34%               |
| 4.           | 55-64 years old | 0               | 0%                |
| <b>Total</b> |                 | <b>300</b>      | <b>100%</b>       |

From Table 3.3 above, the largest number of respondents falls between the ages 35-44 and 45-54. There are 252 respondents from these two active, productive, and highly experienced age groups who are eager to quit their jobs because of low job satisfaction and insufficient employee motivation.

**Table 3.4:** Marital Status.

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | Single          | 0               | 0%                |
| 2.           | Married         | 297             | 99%               |
| 3.           | Divorced        | 3               | 1%                |
| <b>TOTAL</b> |                 | <b>300</b>      | <b>100%</b>       |

Almost all employees under study are married. This indicates that with their marital status, they would want to work in an organization where working conditions are favourable. Therefore, they would like to move their jobs because job satisfaction and employee motivation are inadequate in their organizations.

**Table 3.5:** Education Level Frequencies.

| No.          | Category          | Response   | Percentage  |
|--------------|-------------------|------------|-------------|
| 1.           | FSLC              | 20         | 7%          |
| 2.           | GCE O/L           | 55         | 18%         |
| 3.           | GCE A/L           | 91         | 30%         |
| 4.           | BACHELOR'S DEGREE | 104        | 35%         |
| 5.           | MASTER DEGREE     | 20         | 7%          |
| 6.           | DOCTORATE DEGREE  | 10         | 3%          |
| <b>TOTAL</b> |                   | <b>300</b> | <b>100%</b> |

Most employees have bachelor's degree. Others have completed master degree and GCE A/L being the minimum qualifications to be hired as an employee. Responding to questions on the questionnaire was backed by their educational qualification.

**Table 3.6:** Religious Frequencies.

| No.          | Category            | Response   | Percentage  |
|--------------|---------------------|------------|-------------|
| 1.           | Muslim              | 65         | 22%         |
| 2.           | Roman Catholic      | 118        | 39%         |
| 3.           | Protestant          | 92         | 30%         |
| 4.           | Seven-Day Adventist | 17         | 6%          |
| 5.           | Something Else      | 8          | 3%          |
| <b>TOTAL</b> |                     | <b>300</b> | <b>100%</b> |

Being religious gave respondents an in-depth understanding of their organizations and this positively influenced their answers to the various statements.

Looking at the table above, most respondents are members of Christianity and Islam, the two main religions in Cameroon and persons who do not associate themselves with any religious movement. This is no problem because the constitution provides for freedom of religion in Cameroon, and the government generally accepts this right in place.

**Table 3.7: Ethnicity.**

| <b>N0.</b>   | <b>Category</b>  | <b>Response</b> | <b>Percentage</b> |
|--------------|------------------|-----------------|-------------------|
| 1.           | Cameroonian      | 300             | 100%              |
| 2.           | White            | 0               | 0%                |
| 3.           | African-American | 0               | 0%                |
| <b>TOTAL</b> |                  | <b>300</b>      | <b>100%</b>       |

From their responses, 300 respondents indicated that they are Cameroonians. This implies their responses to all statements in this research are accurate to give the expected results.

**Table 3.8: Monthly Income before Taxes CFA F 300,000 (\$480.233).**

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | More            | 74              | 25%               |
| 2.           | Less than       | 226             | 75%               |
| <b>TOTAL</b> |                 | <b>300</b>      | <b>100%</b>       |

The table above shows that 226 employees earn less than CFA F 300, 000 (\$480.233). This amount is relatively small for these workers to cater for their every need. As a result, they would want to quit their job and work where they will earn more money. What is your employment status?

**Table 3.9: Employment Status.**

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | Employed        | 300             | 100%              |
| 2.           | Retired         | 0               | 0%                |
| <b>TOTAL</b> |                 | <b>300</b>      | <b>100%</b>       |

From the table above, 300 responses indicated they are employed. This means that all employees under study are currently employed and have given the researcher relevant information on regarding employee retention in state owned organizations in Cameroon.

**Table 3.10:** Length of Time Worked for the Organization.

| No.          | Category           | Response   | Percentage  |
|--------------|--------------------|------------|-------------|
| 1.           | Less than 6 months | 37         | 12%         |
| 2.           | 6 months – 1 year  | 30         | 10%         |
| 3.           | 1-3 years          | 88         | 29%         |
| 4            | 3-5 years          | 145        | 48%         |
| <b>TOTAL</b> |                    | <b>300</b> | <b>100%</b> |

Table 14 above shows that 145 employees have been working for 3-5 years for their organizations and 88 employees have been working for 1-3 years respectively. This length of time worked for the organizations show that employees want to stay even longer with the organization but inadequate retention policies in these organizations would not allow them. As a result, they want to move their job.

#### **Demographic response from all levels of management (150)**

**Table 3.11:** Gender Frequencies.

| No.          | Category | Response   | Percentage  |
|--------------|----------|------------|-------------|
| 1.           | Female   | 106        | 71%         |
| 2.           | Male     | 44         | 29%         |
| <b>Total</b> |          | <b>150</b> | <b>100%</b> |

In the context of Cameroon, female workers are more reliable than male workers in given information to researchers. 106 female respondents means that a larger number of the workers in the group asserted job satisfaction and employee motivation the two most important aspects related to regarding employee retention in state owned organizations in Cameroon.

**Table 3.12: Age Frequencies.**

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | 25-34 years old | 13              | 9%                |
| 2.           | 35-44 years old | 30              | 20%               |
| 3.           | 45-54 years old | 57              | 38%               |
| 4.           | 55-64 years old | 50              | 33%               |
| <b>Total</b> |                 | <b>150</b>      | <b>100%</b>       |

From table 16 above, a larger number of respondents fall between the ages 45-54 and 55-64. There are 107 respondents from these two active, productive, and highly experienced age groups who are eager to quit their jobs because of low job satisfaction and insufficient employee motivation.

**Table 3.13: Marital Status Frequencies.**

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | Single          | 0               | 0%                |
| 2.           | Married         | 150             | 100%              |
| 3.           | Divorced        | 0               | 0%                |
| <b>TOTAL</b> |                 | <b>150</b>      | <b>100%</b>       |

All the 150 employees under study are married. This indicates that with their marital status, they would want to work in an organization where working conditions are favourable. They would like to move their jobs because job satisfaction and employee motivation are inadequate in state owned organization in Cameroon.

**Table 3.14:** Level of Education Frequencies.

| No.          | Category          | Response   | Percentage  |
|--------------|-------------------|------------|-------------|
| 1.           | FSLC              | 0          | 0%          |
| 2.           | GCE O/L           | 2          | 1%          |
| 3.           | GCE A/L           | 15         | 10%         |
| 4.           | BACHELOR'S DEGREE | 80         | 53%         |
| 5.           | MASTER DEGREE     | 44         | 29%         |
| 6.           | DOCTORATE DEGREE  | 9          | 6%          |
| <b>TOTAL</b> |                   | <b>150</b> | <b>100%</b> |

Most of the managers have completed GCE A/L, bachelor's degree, and master degree being the minimum qualification to hold a managerial position. Responding to these questions was backed by this condition.

**Table 3.15:** Religious Frequencies.

| No.          | Category            | Response   | Percentage  |
|--------------|---------------------|------------|-------------|
| 1.           | Muslim              | 21         | 14%         |
| 2.           | Roman Catholic      | 52         | 35%         |
| 3.           | Protestant          | 64         | 43%         |
| 4.           | Seven-Day Adventist | 6          | 4           |
| 5.           | Something Else      | 7          | 5%          |
| <b>TOTAL</b> |                     | <b>150</b> | <b>100%</b> |

Being religious gave respondents an in-depth understanding of their organizations and this positively influenced their answers to the various statements.

Looking at the table above, most respondents are members of Christianity and Islam, the two main religions in Cameroon and persons who do not associate themselves with any religious movement. This is no problem because the constitution provides for freedom of religion in Cameroon, and the government generally accepts this right in place.



**Table 3.16:** Ethnicity.

| <b>N0.</b>   | <b>Category</b>  | <b>Response</b> | <b>Percentage</b> |
|--------------|------------------|-----------------|-------------------|
| 1.           | African          | 150             | 100%              |
| 2.           | White            | 0               | 0%                |
| 3.           | African-American | 0               | 0%                |
| <b>TOTAL</b> |                  | <b>150</b>      | <b>100%</b>       |

From their responses, 150 respondents indicated that they are Africans. This implies their responses to all statements in this research are accurate to give the expected results.

**Table 3.17:** Monthly Income before Taxes CFA F 300.000 (\$480.233).

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | More            | 34              | 23%               |
| 2.           | Less than       | 116             | 77%               |
| <b>TOTAL</b> |                 | <b>150</b>      | <b>100%</b>       |

The table above shows that 116 managers earn less than CFA F300.000 (\$480.233). This amount is relatively small for these workers to cater for their every need. As a result, they would want to quit their job and work where they will earn more money.

**Table 3.18:** Employment Status.

| <b>No.</b>   | <b>Category</b> | <b>Response</b> | <b>Percentage</b> |
|--------------|-----------------|-----------------|-------------------|
| 1.           | Employed        | 150             | 100%              |
| 2.           | Retired         | 0               | 0%                |
| <b>TOTAL</b> |                 | <b>150</b>      | <b>100%</b>       |

From the table above, 150 responses indicated they are employed. This means that all upper levels of management personnel under study are currently employed and will give the researcher relevant information on regarding employee retention in state owned organizations in Cameroon.

**Table 3.19:** Length of Time Worked for the Organization.

| <b>No.</b>   | <b>Category</b>    | <b>Response</b> | <b>Percentage</b> |
|--------------|--------------------|-----------------|-------------------|
| 1.           | Less than 6 months | 0               | 0%                |
| 2.           | 6 months – 1 year  | 7               | 5%                |
| 3.           | 1-3 years          | 20              | 13%               |
| 4            | 3-5 years          | 123             | 82%               |
| <b>TOTAL</b> |                    | <b>150</b>      | <b>100%</b>       |

If 123 managers with a 3-5 year work experience desire to leave their jobs then these organizations need to uphold their employee retention policies.

### **3.6.3 Chi-Square test results for demographic frequencies**

Gender, age, and education are the main demographic questions for this research. Their frequencies would be shown in a tabulated Chi-Square independent test results.

Chi-Square independent test results are used to determine if there is a significant relationship between variables. The frequency of one variable is compared with different values of the second variable.

When a contingency table which deals with two or more variables is given, it would be necessary to know whether the results indicate that the two or more variables are related. Also, there is relation among these variables, then its important to see if the two or more variables are independent of one another.

If the variables are independent, then a change in one should not be related with change in the other.

If they are dependent, one variable will change in concert with the other.

In the Chi-Squared Test, the goal is to compare the values in a contingency table that would be expected if the variables are independent with the values actually observed. If the observed numbers differs too much from what is expected if they are independent, the null hypothesis of independence can be rejected. (Montgomery 2016).

**Table 3.20: Chi-Square Test Results for Demographic Frequencies**

A

| Chi-Square Test Results |                  |    |           |
|-------------------------|------------------|----|-----------|
| Frequencies             | Chi-Square Value | Df | Asymp.Sig |
| Gender -JS1             | 287.223          | 4  | .000      |
| Gender -JS2             | 271.714          | 4  | .000      |
| Gender -JS3             | 398.970          | 4  | .000      |
| Gender -JS5             | 375.714          | 4  | .000      |
| Gender -JS7             | 262.542          | 4  | .000      |
| Gender -JS10            | 269.167          | 4  | .000      |
| Gender -JS15            | 271.127          | 4  | .000      |
| Gender -EM8             | 297.048          | 4  | .000      |
| Gender -EM9             | 275.598          | 4  | .000      |
| Gender-EM16             | 292.650          | 4  | .000      |
| Gender-EM17             | 334.221          | 4  | .000      |
| Gender-EM18             | 368.752          | 4  | .000      |
| Gender-EM19             | 254.317          | 4  | .000      |
| Gender -EM21            | 152.290          | 4  | .000      |
| Gender-ER12             | 320.044          | 4  | .000      |
| Gender-ER13             | 346.629          | 4  | .000      |
| Gender-ER14             | 397.568          | 4  | .000      |
| Gender-ET4              | 336.450          | 3  | .000      |
| Gender-ET6              | 278.042          | 4  | .000      |
| Gender-ET11             | 316.637          | 4  | .000      |
| Gender-ET20             | 205.589          | 4  | .000      |

Chi-Square Test Results

|          | Chi-Square Value | Df | Asymp. Sig |
|----------|------------------|----|------------|
| Age-JS2  | 463.749          | 12 | .000       |
| Age-JS3  | 273.470          | 12 | .000       |
| Age-JS5  | 306.577          | 12 | .000       |
| Age-JS7  | 193.813          | 12 | .000       |
| Age-JS10 | 192.247          | 12 | .000       |
| Age-JS15 | 169.623          | 12 | .000       |
| Age-EM8  | 524.158          | 12 | .000       |
| Age-EM9  | 165.717          | 12 | .000       |
| Age-EM16 | 187.453          | 12 | .000       |
| Age-EM17 | 235.121          | 12 | .000       |
| Age-EM18 | 243.036          | 12 | .000       |
| Age-EM19 | 162.322          | 12 | .000       |
| Age-EM21 | 243.421          | 12 | .000       |
| Age-ER12 | 222.105          | 12 | .000       |
| Age-ER12 | 315.531          | 12 | .000       |
| Age-ER14 | 320.583          | 12 | .000       |
| Age-ET4  | 353.250          | 9  | .000       |
| Age-ET6  | 437.126          | 12 | .000       |
| Age-ET11 | 304.108          | 12 | .000       |
| Age-ET20 | 586.279          | 12 | .000       |

Chi-Square Test Results

|                | Chi-Square Value | Df | Asymp. Sig |
|----------------|------------------|----|------------|
| Education-JS1  | 622.837          | 20 | .000       |
| Education-JS2  | 694.885          | 20 | .000       |
| Education-JS3  | 452.145          | 20 | .000       |
| Education-JS5  | 397.271          | 20 | .000       |
| Education-JS7  | 522.911          | 20 | .000       |
| Education-JS10 | 430.299          | 20 | .000       |
| Education-JS15 | 431.023          | 20 | .000       |
| Education-EM8  | 560.432          | 20 | .000       |
| Education-EM9  | 503.037          | 20 | .000       |
| Education-EM16 | 358.091          | 20 | .000       |
| Education-EM17 | 333.016          | 20 | .000       |
| Education-EM18 | 443.569          | 20 | .000       |
| Education-EM19 | 560.619          | 20 | .000       |
| Education-EM21 | 638.080          | 20 | .000       |
| Education-ER12 | 381.049          | 20 | .000       |
| Education-ER13 | 440.816          | 20 | .000       |
| Education-ER14 | 346.555          | 20 | .000       |
| Education-ET4  | 312.521          | 15 | .000       |

|                |         |    |      |
|----------------|---------|----|------|
| Education-ET6  | 511.400 | 20 | .000 |
| Education-ET11 | 256.423 | 20 | .000 |
| Education-ET20 | 783.835 | 20 | .000 |

Results from table 3.20 (A) (B) (C) indicate that there is a significant relationship between frequencies and variables. Since the P-value (0.0000) is less than the significance level (0.05), we cannot accept the null hypothesis. Thus, we conclude that there is a relationship between the variables

### 3.7 Data for Responses from Employees and All Levels of Management

Data collected from the research has to be made clear and easy to understand. The use of tables and their interpretations make this a reality. The answers got from the 450 respondents that is 300 responses from employees and 150 responses from all levels of management will be seen in the following analysis.

A total number of 520 surveys were distributed and a time frame of three weeks was given to complete and mail all surveys. During this period of time, the total number of surveys collected was 450. This number includes response from employees and responses from all levels of management. That is to say there were 300 responses from employees and 150 responses from all levels of management.

#### 3.7.1 Data for levels of agreement from employees

Results obtained from 300 employees can be portrayed in the table below.

**Table 3.21:** Data Showing Level of Agreement from Employees.

| No. | Questions                  | Strongly Disagree | Disagree | No idea | Strongly Agree | Agree | Total |
|-----|----------------------------|-------------------|----------|---------|----------------|-------|-------|
| 1.  | My pay meets my needs      | 238               | 42       | 0       | 09             | 11    | 300   |
| 2.  | My job has good promotions | 206               | 64       | 5       | 10             | 15    | 300   |

|     |  |     |     |   |     |     |     |
|-----|--|-----|-----|---|-----|-----|-----|
| 3.  | Compared to the same job in other companies, my pay is the same          | 200 | 50  | 6 | 20  | 24  | 300 |
| 4.  | I understand the goals of my organization.                               | 1   | 4   | 0 | 215 | 80  | 300 |
| 5.  | My supervisor keeps me well informed on work issues.                     | 114 | 101 | 5 | 41  | 39  | 300 |
| 6.  | I feel secure in my job.   | 20  | 18  | 4 | 136 | 122 | 300 |
| 7.  | My job is interesting to me.   | 110 | 140 | 8 | 24  | 18  | 300 |
| 8.  | I feel rejected at work.   | 32  | 39  | 9 | 118 | 102 | 300 |
| 9.  | I feel I am appreciated at work.   | 136 | 121 | 6 | 21  | 16  | 300 |
| 10. | My job has good working conditions                                       | 127 | 119 | 7 | 20  | 27  | 300 |
| 11. | I understand the goals of my department.                                 | 4   | 6   | 2 | 205 | 83  | 300 |
| 12. | I have the ability to grow in my job.                                    | 123 | 109 | 5 | 27  | 36  | 300 |
| 13. | I feel my employer has a sense of loyalty to me and my fellow employees. | 127 | 104 | 9 | 21  | 39  | 300 |
| 14. | My supervisors use tactful discipline.                                   | 133 | 65  | 3 | 47  | 52  | 300 |
| 15. | My promotion opportunities are equal to other companies.                 | 127 | 119 | 4 | 29  | 21  | 300 |

|     |   |     |     |   |     |    |     |
|-----|---|-----|-----|---|-----|----|-----|
| 16. | My employer is sympathetic of my personal problems. | 127 | 112 | 2 | 28  | 31 | 300 |
| 17. | I feel respected in my job.                         | 117 | 100 | 5 | 44  | 34 | 300 |
| 18. | My benefits package is equal to other companies.    | 200 | 88  | 2 | 6   | 4  | 300 |
| 19. | My benefits package meets my needs.                 | 154 | 130 | 0 | 9   | 7  | 300 |
| 20. | I feel I have input on the job.                     | 21  | 27  | 6 | 207 | 39 | 300 |
| 21. | My benefits package is something I do not use.      | 280 | 8   | 0 | 5   | 7  | 300 |

**Source:** Robert, JAMasters Thesis, University of Wisconsin-Stout, Menomonie 2012.

### **Job Satisfaction**

The initials for Job Satisfaction are JS.

Job Satisfaction questions include: JS1, JS 2, JS3, JS5, JS 7, JS 10, and JS 15.

As illustrated in Table 4.1 above, the response to question 1 show that 238 employees strongly disagreed that pay they receive does not meet their needs. Also, in responding to question 2, 206 employees strongly disagree that their jobs does not have good promotions.

Compared to same job in other companies as stated in question 3, 200 employees strongly disagreed that their pay is not the same.

114 and 101 employees strongly disagreed and disagreed with question 5. They said their supervisors do not keep them well informed on job issues. Also, 110 and 140 employees strongly disagreed and disagreed with question 7 stating that their job is not interesting to them. Responding to question 10, 127 and 119 responses from employees strongly disagreed and disagreed that their job hasn't got good working conditions.



Responding to question 15, most employees strongly disagreed and disagreed that their promotion opportunities are equal to other companies. The responses to question 15 were 127 for strongly disagree and 119 for disagree respectively.

From the analyses above, employees are dissatisfied with their jobs.

### **Employee motivation**

The initials for Employee Motivation are EM.

Employee Motivation questions include: EM 8, EM 9, EM 16, EM 17, EM 18, E 19, and 21.

Employees were asked in question 8 whether they feel rejected at their job. The responses to this question were 118 employees who strongly agreed to this question and 102 employees who agreed they feel rejected at their job.

In question 9, employees were asked to give their opinion about them feeling appreciated at work. Answers to this question show that 136 respondents strongly disagree they are appreciated at work, while 121 responses disagreed to this question.

As indicated in question 16, the responses were 127 employees who strongly disagreed that there was no sympathy for any personal problems they were experiencing at their workplace.

Responses in question 17 show that employees strongly disagreed and disagreed to the question. 117 employees strongly disagreed and 100 employees disagreed they feel respected in their job.

In addition, 200 employees strongly disagreed and 88 employees disagreed to question 18 that their benefits package was comparable to that of other companies.

In the statement related to benefits package meeting needs of employees as pointed out in question 19, 154 respondents strongly disagreed and 130 respondents disagreed that their benefits package meet their needs.

Also, 280 respondents strongly disagreed to question 21 that their benefits package is something they do not use. This means that they use their benefits package.

From all that which have been mentioned above, it is obvious employees are not motivated in the workplace.

### **Employee Retention**

The initials for Employee Retention are ER.

Employee Retention questions include: ER 12, ER 13, and EM 14.

Most employees like working for the state owned organizations for a long time but would not want to. This is because of the lack of ability to grow in their job, no sense of loyalty towards them from their employer, and their employer's inadequate use of tactful discipline.

As a result, quite a large number of the employees responded negatively to statements 12, 13, and 14 as demonstrated in table above.

Employees sharp retort clearly show that 123 respondents strongly disagreed and 109 respondents disagreed to question 12 that they have the ability to grow in their job.

In question 13, most employees showed disagreement to the statement. 127 respondents strongly disagreed and 104 respondents disagreed to the statement that their employer has a sense of loyalty to them and their fellow employees.

Most responses to question 14 were negative. 133 employees strongly disagreed that their supervisors use tactful discipline. This implies that regarding the retention of employees in state owned organizations in Cameroon is still to be considered seriously.

### **Employee Turnover**

The initials for Employee Turnover are ET.

Turnover questions include: ET 4, ET 6, ET 11, and ET 20.

In their response to question 4, most employees that is 215, strongly agreed that the goals of their organization are well understood.

In question 6, there were 136 responses which strongly disagreed they are secured on their job. Close to this number were 122 employees who also agreed they are secured on their job. This means employees have assurance or lack assurance about the continuity of gaining full employment for their work life since they are contracted first, then full employment.

In question 11, there were 205 and 83 responses in which respondents strongly agreed and agreed they understand the goals of their various departments.

Almost all employees strongly agreed with question 20 that they feel they have input on their job. The numbers of responses were 207 employees who strongly agreed to this question.

As a result, employees would not want to stay or remain with these organizations. This causes them to move their jobs creating employee turnover rate in the organizations.

### Summary

To help validate the survey responses from the employees under study, it was necessary to design a survey that will incorporate the four different components to regarding the retention of employees in state owned organizations in Cameroon.

These four components exploited the likert scale questions which requested employees and managers to rank responses in their own words.

A critical look at the survey data indicated that employees considered seriously job satisfaction and employee motivation the two most important aspects related to regarding employee retention in state owned organizations in Cameroon.

### 3.7.2 Data for levels of agreement from management

Results obtained from 150 employees being all levels of management can be portrayed in the table below.

**Table 3.22:** Data showing levels of Agreement from Management.

| No. | Questions  | Strongly Disagree | Disagree | No Idea | Strongly Agree | Agree | Total |
|-----|--|-------------------|----------|---------|----------------|-------|-------|
| 1.  | My pay meets my needs  | 97                | 20       | 4       | 13             | 16    | 150   |
| 2.  | My job has good promotions.                                      | 31                | 86       | 2       | 9              | 22    | 150   |
| 3.  | Compared to the same job at other companies, my pay is the same. | 104               | 24       | 3       | 10             | 9     | 150   |
| 4.  | I understand the goals of my organization.                       | 4                 | 6        | 0       | 80             | 60    | 150   |
| 5.  | My supervisor keeps me well informed on work issues.             | 84                | 34       | 7       | 9              | 16    | 150   |

|     |  |     |    |   |     |    |     |
|-----|--|-----|----|---|-----|----|-----|
| 6.  | I feel secure in my job.   | 86  | 16 | 5 | 11  | 32 | 150 |
| 7.  | My job is interesting to me.   | 94  | 32 | 3 | 12  | 9  | 150 |
| 8.  | I feel rejected at work.   | 17  | 15 | 0 | 99  | 19 | 150 |
| 9.  | I feel I am appreciated at work.   | 107 | 18 | 3 | 9   | 13 | 150 |
| 10  | My job has good working conditions                                       | 90  | 41 | 3 | 7   | 9  | 150 |
| 11. | I understand the goals of my department.                                 | 5   | 7  | 2 | 116 | 20 | 150 |
| 12. | I have the ability to grow in my job.                                    | 88  | 32 | 2 | 13  | 15 | 150 |
| 13. | I feel my employer has a sense of loyalty to me and my fellow employees. | 81  | 20 | 9 | 21  | 19 | 150 |
| 14. | My supervisors use tactful discipline.                                   | 90  | 18 | 6 | 21  | 15 | 150 |
| 15. | My promotion opportunities are equal to other companies.                 | 107 | 29 | 0 | 5   | 9  | 150 |
| 16. | My employer is sympathetic of my personal problems.                      | 108 | 21 | 4 | 10  | 7  | 150 |
| 17. | I feel respected in my job.  | 109 | 21 | 3 | 11  | 6  | 150 |
| 18. | My benefits package is equal to other companies.                         | 115 | 31 | 4 | 0   | 0  | 150 |

|     |  |     |    |   |     |    |     |
|-----|--|-----|----|---|-----|----|-----|
| 19. | My benefits package meets my needs.            | 112 | 23 | 2 | 6   | 7  | 150 |
| 20. | I feel I have input on the job.                | 6   | 7  | 4 | 103 | 30 | 150 |
| 21. | My benefits package is something I do not use. | 113 | 24 | 5 | 0   | 8  | 150 |

**Source:**Robert, JAMasters Thesis, University of Wisconsin-Stout, Menomonie, 2012

### **Job Satisfaction**

The initials for Job Satisfaction are JS.

Job Satisfaction questions include: JS1, JS 2, JS3, JS5, JS 7, JS 10, and JS 15.

As illustrated in table 4.2 above, the response to question 1 show that 97 managers strongly disagreed that pay they receive does not meet their needs. Also, in responding to question 2, managers disagree with 86 responses that their jobs do not have good promotions.

Compared to same job in other companies as stated in question 3, managers strongly disagreed with 104 responses to the questions.

84 managers strongly disagreed with question 5. From their retorts, their supervisors do not keep them well informed on job issues.

Also, 94 managers strongly disagreed with question 7 stating that their job is not interesting to them. Looking at the table above, 90 respondents strongly disagreed that their job has good working conditions as stated in question 10. This is opposed to question 15 in which 107 respondents strongly disagreed that their promotion opportunities are equal to other companies.

From the analyses above, all levels of management are dissatisfied with their job.

### **Employee motivation**

The initials for Employee Motivation are EM.

Employee Motivation questions include: EM 8, EM 9, EM 16, EM 17, EM 18, E 19, and 21.

Managers were asked in question 8 whether they feel rejected at their job. The responses to this question were 99 who strongly agreed they feel rejected at their job.

In question 9, employees were asked to give their opinion about them feeling appreciated at work. Answers to this question show that 107 respondents strongly disagree they are appreciated at work,

As indicated in question 16, the responses were 108 managers who strongly disagreed that there was no sympathy for any personal problems they were experiencing at their workplace.

Responses to question 17 show that managers strongly disagreed to this statement. 109 managers strongly disagreed they feel respected in their job.

In addition, 115 managers strongly disagreed to question 18 that their benefits package was comparable to that of other companies.

In the statement related to benefits package meeting needs of managers as pinpointed in question 19, 112 respondents strongly disagreed that their benefits package meet their needs.

Also, 113 managers strongly disagreed to question 21 that their benefits package is something they do not use. This means that they use their benefits package.

From all that which have been mentioned above, it is obvious those managers are not motivated in the workplace.

### **Employee Retention**

The initials for Employee Retention are ER.

Employee Retention questions include: ER 12, ER 13, and EM 14.

Most managers like working for the organizations for a long time but would not want to. This is because of the lack of ability to grow in their job, no sense of loyalty towards them from their employer, and the inadequate use of tactful discipline by their employer.

As a result, quite a large number of the employees and managers responded negatively to statements 12, 13, and 14 as demonstrated in the table above.

The responses to question 12 show that 88 managers strongly disagreed that they have the ability to grow in their job.

In question 13, 81 respondents strongly disagreed that their employer has a sense of loyalty to them and their fellow employees.

The responses to question 14 were mostly negative. 90 respondents strongly disagreed that their supervisors use tactful discipline. This implies that regarding the retention of employees in state owned organizations in Cameroon is still to be considered seriously.

### **Employee Turnover**

The initials for Employee Turnover are ET.

Employee Turnover questions include: ET 4, ET 6, ET 11, and ET 20.

In their response to question 4, 80 managers strongly agreed and 60 managers agreed that the goals of their organization are well understood.

In question 6, there were 86 responses which strongly agreed they are secured on their job. This means managers have assurance or lack assurance about the continuity of gaining full employment for their work life since they are contracted first, then full employment.

In spite of their positive responses to statement 11 above, 107 managers strongly disagreed with question 15 that their promotion opportunities are equal to those of other companies.

Taking a look at the table above, managers are convinced they have inputs on their job. The results show that 103 responses strongly agreed with question 20 that they feel they have inputs on their jobs.

Taking a look at the table above, managers are convinced they have inputs on their job. The results show that 103 responses strongly agreed with question 20 that they feel they have inputs on their jobs.

As a result, managers would not want to stay or remain with these organizations. This causes them to move jobs creating employee turnover rate in the organizations.

### **3.7.3 Difficulties faced in the course of the research**

Collecting data to achieve good results is always associated with limitations. Hence, limitations faced by this researcher in the course of this research were quite enormous. At some points, respondents were not met in their workplaces. Some of those who were reached had misplaced their questionnaires and no choice did the researcher had than to give new ones.

Vehement refusal by some respondents to participate in the research also constitutes a great challenge. Although secondary data was readily available, not all the published books the researcher badly needed were found in the libraries and on the internet.

### **3.8 Questionnaire Validity**

Validity is often defined as the extent to which an instrument measures what it purports to measure (Kimberlin & Winterstein 2008). A research is valid if it actually measures what it claims to, and if there are no logical errors in drawing conclusions from the data.

In this incident, the question is: do the questions on the questionnaire actually measure the levels of the four factors being; job satisfaction, employee motivation, employee retention, and employee turnover?

Answering this question will require having a look at the various statements/questions and determine their relevance to the four dimensions.

#### **3.8.1 Questionnaire reliability**

According to this survey, results should only be interpreted within the context of state owned organizations in Cameroon. How research model (research tool) produces stable and consistent results, is reliability.

Reliability is the process of developing and validating an instrument is in large part focused on reducing error in the measurement process (Kimberlin & Winterstein 2008).

Repeating this research in a different setting should give the same results. All the same, it is clear that the number of respondents in this research is limited and the survey questions in these organizations are different.

Therefore, it is evident that this same research model will produce different results if applicable to same organizations after a period of time.

Questionnaire reliability for the four components and the 21 items on the questionnaire are analyzed below.

#### **Reliability statistics for all variables and factors**



**Table 3.23:** Reliability Statistics for all Variables.

| Cronbach's Alpha | Number of Items (Variables) |
|------------------|-----------------------------|
| .981             | 21                          |

Table 4.3 above shows that number of items (variables) is 21 and cronbach's alpha is .981

Reliability statistics for all variables is reliable because cronbach alpha .939 > 0.70

**Reliability for each factor**

There are 4 factors and each factor has got reliability statistics. These factors include: job satisfaction, employee motivation, employee retention, and employee turnover.

Their reliability statistics with cronbach alpha and number of items (variables) are shown in the tables below.

**Table 3.24:** Reliability Statistics for Job Satisfaction.

| Cronbach's Alpha | Number of Items (Variables) |
|------------------|-----------------------------|
| .939             | 7                           |

Table 4.4 above shows that number of items is 7 and cronbach's alpha is .939

Reliability statistics for Job Satisfaction is reliable because cronbach alpha .939 > 0.70

**Table 3.25:** Reliability Statistics for Employee Motivation.

| Cronbach's Alpha | Number of Items |
|------------------|-----------------|
| .939             | 7               |

Table 4.5 above shows that number of items is 7 and cronbach's alpha is .939

Reliability statistics for Employee Motivation is reliable because cronbach alpha .939 > 0.70

**Table 3.26:** Reliability Statistics for Employee Retention.

| Cronbach's Alpha | Number of Items |
|------------------|-----------------|
| .950             | 3               |

Table 4.6 above shows number of items is 3 and cronbach's alpha is .950

Reliability statistics for Employee Retention is reliable because cronbach alpha .950 > 0.70

**Table 3.27:** Reliability Statistics for Employee Turnover.

| Cronbach's Alpha | Number of Items |
|------------------|-----------------|
| .785             | 4               |

Table 4.7 above shows that number of items is 4 and cronbach's alpha is .785

Reliability statistics for Employee Turnover is reliable because cronbach alpha .785 > 0.70

From the research findings the reliability statistics for all 21 variables actually measures the levels of the 4 factors; job satisfaction, employee motivation, employee retention, and employee turnover. The Cronbach alphas for all four factors are greater than 0.70 indicating that the four factors are reliable.

### **3.9 Correlation among Factors**

After collecting some useful data from respondents on the retention of employees in state owned organizations in Cameroon, an in-depth look at the correlation among the four factors is necessary. These findings and the subsequent analysis conducted on

respondents' answers are correlated to the key areas of job satisfaction, employee motivation, employee retention, and employee turnover.

Correlation analysis attempts to determine the degree of relationship between variables (Sharma 2005). In this study there is a positive correlation between the four variables which indicate the extent to which the four variables increase or decrease in parallel. There is a positive correlation among the four variables.

This is because movements in one variable are accompanied by movements in the other variable. These four variables include: job satisfaction, employee motivation, employee retention and employee turnover. The degree of correlation between these variables is measured evaluated through pearson correlation coefficient analysis due to the fact that the data collected were all categorical.

### **3.9.1 Spearman correlation coefficient analysis**

In study, Spearman correlation coefficient was used to show how variables are related with each other. Spearman correlation is a nonparametric measure of rank correlation. That is statistical dependence between the ranking of two or more variables. Spearman correlation coefficient also shows whether there is a linear correlation among variables or not (Myers L & Sirois MJ 2006).

The table below shows how four variables or factors are correlated with each other. These four variables include Job Satisfaction, Employee Motivation, Employee Retention and Employee Turnover.

**Table 3.28:** Spearman Correlation Coefficient Analysis.

|                          |                            | Job Satisfaction Factor | Employee Motivation Factor | Employee Retention Factor | Employee Turnover Factor |
|--------------------------|----------------------------|-------------------------|----------------------------|---------------------------|--------------------------|
| Spearman's rho           | Job Satisfaction Factor    | 1.000                   | .788**                     | .775**                    | .753**                   |
|                          | Correlation Coefficient    |                         |                            |                           |                          |
|                          | Sig. (2-tailed)            | .                       | .000                       | .000                      | .000                     |
|                          | N                          | 450                     | 450                        | 450                       | 450                      |
|                          | Employee Motivation Factor | .753**                  | 1.000                      | .921**                    | .894**                   |
|                          | Correlation Coefficient    |                         |                            |                           |                          |
|                          | Sig. (2-tailed)            | .000                    | .                          | .000                      | .000                     |
|                          | N                          | 450                     | 450                        | 450                       | 450                      |
|                          | Employee Retention Factor  | .775**                  | .920**                     | 1.000                     | .894**                   |
|                          | Correlation Coefficient    |                         |                            |                           |                          |
|                          | Sig. (2-tailed)            | .000                    | .000                       | .                         | .000                     |
|                          | N                          | 450                     | 450                        | 450                       | 450                      |
| Employee Turnover Factor | .788**                     | .921**                  | .920**                     | 1.000                     |                          |
| Correlation Coefficient  |                            |                         |                            |                           |                          |
| Sig. (2-tailed)          | .000                       | .000                    | .000                       | .                         |                          |
| N                        | 450                        | 450                     | 450                        | 450                       |                          |

The table above shows a positive correlation among four factors and their correlation coefficients.

The correlation coefficient for all variables is  $>0.70$

### **3.10 Results**

For the 21 variables on the questionnaire, Cronbach Alpha is  $> 0.70$

For the four components on the research model, Cronbach Alpha is  $> 0.70$

For the correlation among the four components, Spearman Correlation Coefficient is  $> 0.70$

These indicate that the 21 variables and the four components are reliable and the correlation among the four components is positive. The reliability of the components and the positive correlation among the components further explain that employee retention in state owned organizations in Cameroon can be very successful through employee satisfaction and motivation.

## **4 RECOMMENDATIONS TO PRACTITIONERS**

### **4.1 Introduction**

The previous chapters were dedicated solely to what some renowned scholars have written and what has been analyzed statistically about employee retention. Employee is the most important asset every organization is having with no attempts to ideologically torpedo the employee's quest to perform his task.

This chapter will then focus on recommendations to supervisors. The concept of supervision is multi-dimensional in the sense that a good organizational structure, leadership and achievement of set goals and outputs are credited to supervisors. To regard employee retention effectively, supervisors should be much more resourceful and aggressive in the improvement of work methods and should assume more responsibility.

### **4.2 Matching Employees to the Right Job**

Although it provides adequate services to the people, the target of Camtel is to raise sufficient revenue for the state of Cameroon. This implies the accounts department of this company should have employees with experience or knowledge in accounting. Assigning graphic designers to such position will instead harm the organization.

A key ingredient to retain employees in an organization is to ensure that employees are matched to their jobs in terms of what they can do, their interests in the job, and their personalities. Every employee is intelligent and can work well where management assigns. The vertical relationship between employee turnover and productivity will be that, as turnover rate decreases, productivity increases.

Matching all tasks to the right employees strongly supports an organization in strategic workforce and succession planning. This will also reveal an employee's thinking and reasoning style, behavioural traits, and occupational interests.

To be successful, management needs to determine the requirements of each position to be filled in terms of abilities, interests, and personalities. After which management can match employees to their jobs by providing, where necessary, training and support for the employees to excel throughout the employees' life cycle and also to remain someone who is proactive, creative, and willing to take risks (Bauer & Erdogan 2010).

### **4.3 Providing Proper Work Methods and Tools**

In 2010, over twenty-five thousands young certificate holders were recruited into state owned organizations in Cameroon so that quality can be improved but management did undermine work methods and tools in the various organizations.

As a result, most of the young employees preferred to try their hand at running things themselves or join the private sector where work methods and tools are provided than to work for the state owned organizations.

Designing, planning, implementing, and follow-up are effective work methods every organization is supposed to have. Management needs to design employees' tasks in a way that though challenging, it should be interesting.

Making a good plan on when and how the designed task will be performed should be noted by management. According to SALTO-YOUTH (2015), performing or implementing the task entails that management follows-up the employees.

It is essential for management to make available adequate working tools for the employee to use. This great commitment of management will direct the employees' activities in the organization. Training methods and exercises, checks and balances, reports and presentations are some of the tools. Other tools the manager needs to provide include: simulation games, and feedbacks.

Breaking down the employee's task into manageable pieces is a must provide working tool for the employee. This will enable the employee to have the required support, knowledge, skills and capacity and to use the best available evidence in their workplace (Lauby 2013).

#### **4.4 Employees' Pay, Benefit, and Work Conditions**

Retention of employees is what managers of state owned organizations in Cameroon are pre-occupied with in recent years. But if the employee cannot be motivated by receiving his pay, social benefits, and work under acceptable conditions, then all efforts exhausted by management to keep the employees are futile.

Paying employees or new hires according to ten, five or three years of work experience is a thing of the past. It is reasonable that management pays these new hires instead according to their level of education because within the education they have acquired, theory and practice can be diagnosed leading to a continuous professional development and accountability (Thompson 2000).

Therefore, there is no need for a company to hire a student who holds a master degree in business administration (MBA) for the position of Marketing with a starting monthly salary below 4,500 US dollars (PayScale 2015). Management should pay this MBA student the required salary from his first month in service.

“Keep your jobs, we are graduates”. Some disgruntled employees told management and this resulted in close to five thousands of them abandoning their jobs with state owned organizations in Cameroon because of poor pay and working conditions (Etahoben 2012).

Management must take into cognizance its financial strengths before hiring the people. No compromise. Management should hire and pay accordingly in order to lessen the weight of turnover.

In addition to the salaries, every employee feels to have certain benefits from the organization for which the employee is working. If management offers employees the benefits they value, they will be satisfied, punctual and present every day at work with very few days of absence. This will increase the economic security of the employees and to quit the organization will not be an option. Instead, employees will be highly committed in performing their tasks to meet the organization's goals.

According to Ohio University (2015), every business should offer benefits to its employees. These specialized benefits include:

- Medical insurance
- Social security



- Transportation services
- Time off to vote, attend conferences and other programs like disability programs, delivery of lectures to an academy and to do military training (in countries where military training is compulsory).
- Retirement and disability benefits
- Family and medical leave and religious holidays
- Funding for education or tuition (reimburse) during back to school periods.

All employees perform their tasks well but there are some who are doing extremely well. Managers are supposed to acknowledge such employees by giving them take home vehicles, hotels stays, free refreshments, leisure activities at work time. These special benefits are referred to as perks (Half 2016).

If working conditions are not good then the organization will have to register frequent employee turnover rates. The important role working conditions play in the organization's general performance attracts the attention of management.

Working time is a very critical point. If work closes at 18:00 and service bus drivers, working on instruction leave same time, the employee will not have time to round-off the day before getting the bus. Missing the bus twice, may push the employee to anger. It is important for management to properly schedule closing time. Either work closes at 18:00 and the staff shuttle buses leave at 18:15 PM, or staff shuttle buses leave at 18:00, whilst work closes at 17:45 PM.

In order to improve efficiency and output, management may want employees to work without rest periods. This is dangerous because the employees deserve rest. Managers should clearly define employees' rest periods. Remuneration constitutes an important element for making the workplace comfortable. Management should also ensure that employees are remunerated at clearly defined periods.

It is not enough to provide employees with tea in the morning. It is sufficient for employees go to the refectory for lunch and also have coffee at specific intervals. Irrespective of the employees' tasks, management needs to make his work environment spacious, good lighting and network systems. Well ventilated workplace with temperature regulators will make workplace conducive.

As a manager, the work environment requires recreational activities like playgrounds and clubs. Generally speaking, not all the state owned organizations in Cameroon have the adequate budget to provide these facilities. But providing reduced cost games like badminton, racket sports, table tennis, Ping-Pong tables, and video games can go a long way to retain the employee.

It is the right for employees to enjoy these benefits. That is why as management has the primary responsibility for protecting and upholding these benefits, the International Labour Organization (ILO) (2015) adds more value to it.

The ILO makes it crystal clear in its mission and objectives to help advance the creation of decent work and the economic and working conditions that give working and business people of Cameroon a stake in lasting peace, security and progress at the workplace. The ILO's tripartite structure provides a unique platform for promoting decent work for all men and women (International Labour Organization 2015). It is wise for management of state owned organizations in Cameroon to consider these recommendations because a happy employee means increased productivity and better output.

#### **4.5 Workplace Decentralization and Reduced Hierarchy**

The Republic of Cameroon is a decentralized unitary state with some power of the central government given to small parts around the country (Constitution of the Republic of Cameroon 1996). This increases efforts because everyone is involved in the process of decision-making.

Though there ought to be a central administration for major decisions to be taken, every organization should have a decentralized organizational structure. This will increase employee retention in the organization.

The central administration which is made up of top managers should transfer some daily operations and decision-making responsibilities to other departments which constitute other levels of management, which are the employees. Delegating some central administrative power to the employees, will empower them and make them feel that they have more input from the general output of the organization.

In the foreign trade department of the CDC, the department manager should allow sales specialists to perform tasks such as advertisement of new products, arranging

ordering supplies, and meeting with new clients. The manager will have much time to focus on expansion of the department and meeting with other important customers.

Obviously, an employee will better perform in an environment where there is reduced hierarchy and chain of command. Management should endeavour to make employees be acquainted with working independently. In a situation where the manager ought to be away for an extended period or in a type of emergency, the organization reacts timely because the employees are accustomed and can work autonomously (Chris 2015).

If hierarchy is not reduced, employees will be scared of managers and consequently they will want to abandon their job. It is important but not fixed that the employee must go to the manager, standing and waiting in front of his office to be attended to.

Also, the manager should create time, go to the employee's workplace, do some supervision, give assistance and endorse some documents. Working for such a company for a long time will not be a thing to regret.

#### **4.6 Workplace Culture, Environment, and Adaptation to Change**

Here, workplace culture, environment, and adaptation to change will come to play. Shared values, beliefs, systems, language, assumptions, habits, dressing, architecture and norms characterize the culture of an organization. Caring about workplace culture motivates employees, coordinates their behaviour, and improves organizational performance. The workplace culture brings employees together towards a common goal being that of the organization and makes the organization one of its kinds.

Workplace culture also known as organizational culture consist of unseen elements such as assumptions and values that affect organizational life, redirects the attention of the employees to organizational priorities which then helps to guide their behaviour and decision-making(Carpenter, Bauer & Erdogan 2010).

New employees are taught the norms, beliefs, systems, and values of the organization and are expected to showcase good character. Employees will want to stay with such an organization because workplace culture gives more strength to the cultural environment.

If the employee-manager relation is well managed by management, the employee will easily visualize the mission and vision or philosophy of the organization. This will guide the employee to whether or not build a lasting good behaviour towards the organization. The set up criteria will be restructured and culturally-consistent of getting new employees. This will help maintain the organizational culture and improve output.

Culture is the values, norms, guiding beliefs, and understanding that act as a bond between the employees. Being the hottest field of study in business today, management of state owned organizations in Cameroon need to ensure that workplace culture is respected by employees because of their psychological beliefs.

When an employee goes contrary to an aspect of organization's culture, there may not be any enforcement to give punishment but the defaulter will be psychologically punished, the mind will be unrest because management taught the workplace culture.

Culture is a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration (Schein 2013). Culture integrates members to know how to relate with each other and this internal integration will collectively identify employees and how to work together.

Employees will perform their tasks to meet organizational goals. In return, employees expect to be awarded with half gold by the organization. As a result, management of state owned organizations in Cameroon is required to uphold the value of culture in the workplace for the employees to be motivated, retained, and work for the organization for a long time.

#### **4.6.1 Workplace environment**

Making the organization adapted to the external environment is what management should focus on. Management of such organizations in Cameroon is recommended to take ethical decisions to meet organizational goals and deal with outsiders by giving what customers want; good brands, creative designs, efficient production, quality goods, good pricing, trust, just-in-time delivery, and a word of welcome. To satisfy the customer, many innovations and creativity associated with risks has to be carried out in the workplace by management.

Employees will want to continue working for an organization if management focuses on research and development and involve organizational members to participate in the workplace activities. There is also the need for management to be environmentally sensitive in operations and productions.

This will give attention to rapid change expected from the external environment. The company's products and packages should minimize resource use, recycled and environmentally friendly (Heizer & Render 2013).

In order to ensure sustainability and the quality of productions, management is supposed to be smart and not to be stupid. A smart manager with smart employees will guard against unnecessary over time. The result will be reduced employee turnover, increased production and profit.

But when management is stupid likewise employees, this will result to everyday over time at the workplace. Surely, this action will be annoying to the employees who may decide to leave the organization for another.

Management should make the organizational environment comfortable, interesting, joyful, and very pleasant to employees. The organizational environment is a set of forces that surround the organization and affect performance, operations and resources.

Internal and external are the two basic factors of organizational environment that seek to explain the strengths, weaknesses, opportunities, and treats (SWOT) of all organizations including state owned organizations in Cameroon. The SWOT analyses are tools management needs to analyze an organization's current situation and find the right strategy for successful development (Böhn 2009).

Internal factors constitute the strengths and weaknesses. This means the organization's structure, physical environment and culture, while external factors look at the organization's opportunities and treats. These include; economic, technology, socio-political and culture aspects of an organization. The management of Camair-co should use SWOT as an important instrument to carefully examine the functioning of the company.

#### **4.6.2 Adaptation to change**

Change is the only variable that is constant and all functioning mechanisms are affected by it. Usually, such changes are positive but this depends on how a functioning

mechanism like the Cameroon Railway Company (CAMRAIL) reacts to these changes through its managers who act as change agents and initiate organizational change.

The management of this organization is likening to a sea captain making a predictable trip across a calm sea and experiencing an occasional storm. If flexible to this sudden change, the ship will be saved from a possible wreck, lives and properties will be saved and the ship will reach its destination.

Enormous changes have occurred across the world in this transport sector. Technological changes on state of coaches, their routes, coach stations, and government laws and regulations to safeguard employees' interest have brought lots of changes in this transport sector. As a result, management needs to react to these changes to enhance the organization's performance.

Conversely, the management of CAMRAIL is adamantly opposing to these changes as at least six hundred were taken to hospital after seventy killed in Cameroon rail derailment. As a result, employees with the technical know-how are left with no option than to quit, thus leaving CAMRAIL in a deplorable state.

In his three-step change process, Kurt Lewin opined that management in every organization and with strong support from upper management has to determine what needs to be changed (Sarayreh, Khudair & Barakat 2013). The people (employees) working for the organization need to be involved in the change process. As that is not all, these changes have to be anchored into the organizational culture. Thereafter, ways to sustain them has to be developed into the organization.

It is true that if the steering committee of Eneo Cameroon focuses on the changes caused by pressure from the external environment steered by modern technological advancement, the organization will be up-to-date. Its employees will feel elated by the modern technological changes in the organization.

They will use advanced systems in carrying out their various tasks and this will greatly enhance production. Although challenging, employees will want to work all the time for this organization and their retention will be highly regarded by management.

Supervisors have to uphold human resource policies in all the levels of the organizations to reaching job satisfaction and motivation in a bid to lift by pushing up employee retention from below. This would cause a sharp reduction in employee turnover rates.



## **5 CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH**

### **5.1 Conclusion**

The purpose of this study was to find answers to the following questions:

1. Can good job satisfaction policies motivate employees in state owned organizations in Cameroon?
2. Will motivation stimulate employees towards working with more energy and dedication to the organization for a long time?
3. Why would an employee want to move from one organization to another?

In order to discuss these questions, general theories of employee motivation explaining employee retention were examined. These theories include Maslow's Hierarchy of Needs, Frederick's two factor theory, Victor vroom expectancy theory, and Edwin Locke goal theory. Arguments advanced by these theorists showed that job satisfaction and employee motivation play an important role in retention of employees.

Their theories were also applicable to Cameroon where this research was carried out. From the research, it was examined that employees of state owned organizations in Cameroon have the skills and willingness to work for the state but the state lacks the ability to provide them with adequate satisfaction and motivation. As a result, these employees have to quit their jobs to work in different organizations, preferably private owned organizations where working conditions are better.

This study examined that in state owned organizations in Cameroon, the social security's full-benefit retirement age is not increasing and retirement benefits were hardly available until five years later opposed to other organizations like the private owned organizations. Traditionally, the full benefit age was 65, and early retirement benefits were first available at the age of 62.



Currently, the social security's full-benefit retirement age is unchanged in state owned organizations and retirement benefits are only made available five years later. Compare with private owned organizations, the social security's full-benefit retirement age is increasing and early retirement benefits are first available at the age of 62. Looking at this situation, employees prefer private to state owned organizations in Cameroon.

In this study, education and Training, acquiring skills, Leadership and the relations between employees and management were examined as aspects of job satisfaction and employee motivation. These aspects put forth a vivid account of giving employees the best satisfaction in the workplace. Employees of state owned organizations in Cameroon undergo inadequate training, poor leadership and relations. Unable to cope with this state of affairs, employees tend to voluntarily quit their jobs. This situation is absolutely different in the private sector and employees would really want to stay here.

Cameroon is a bilingual country where English and French are its official languages and these languages should have the same status. Unfortunately, most government appointed directors and managers to organizations do not have a good mastery of the two working languages in Cameroon. This makes the process of dealing with or controlling resources and employees of these organizations very poor making it surprisingly easy for this poor management practices to unravel the organization's culture. Employees who are the most important assets of the organizations would not be comfortable and would not want to keep working.

In the state owned organizations in Cameroon, granting full employment to most employees only after a prolonged probationary period discourages many people. Even after this prolonged probationary period is over and the employment followed, employee would have to work for on a contract basis for a particular period without salary. This working condition scares many who prefer to embrace the private sector.

It was examined in this study that a research model showing correlation among four components being job satisfaction, employee motivation, employee retention, and employee turnover was used. It was hypothesized in this study that the correlation among these factors was positive.

Having tested the hypothesis on a reliability statistics and Spearman correlation coefficient analysis, results showed that for all 21 variables on the questionnaire and the four components on the research model, their coefficients were  $> 0.70$

These indicate that the 21 variables and the four components are reliable and the correlation among the four components is positive. The reliability of the components and the positive correlation among the components further explain employee retention through job satisfaction and motivation.

This implies that in order to uphold retention of employees in state owned organizations in Cameroon, job satisfaction and motivation have to be taken seriously.

Employees and all levels of management considered seriously job satisfaction and motivation the two paramount aspects to sidestepping turnover rates and retaining them in the organization because they remain the most significant assets of the organizations.

Supervisors have to uphold human resource policies in all the levels of the organizations to reaching job satisfaction and motivation in a bid to lift by pushing up employee retention from below. This would cause a sharp reduction in employee turnover rates.

## **5.2 Recommendations for Further Research**

Until recently, retaining the best and the brightest employees is what all organizations are focusing on. About 70% of employees will want to quit their jobs after some sort of vacations. Definitely, if quitting their jobs for new ones becomes real, then the affected organizations will need approximately 20% of a year's salary to hire a new employee.

Therefore, management should endeavour to consider unconditionally human resource policies all through the organizations. In doing so, management would achieve job satisfaction and employee motivation which would avoid turnover but retaining employees.

It would be quite more sufficient when academics continue to make research on retention of employees. Their findings will add more to what managers need to better retain their employees. This would add to solutions organizations need to handle

retention of employees which has become a serious and perplexing problem for all service and product organizations. This is because what the researcher have written in this study is not sufficient to ameliorate these problems.



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## APPENDICES

### Questionnaire

**My name is Joseph Osoh MBONGAYA. I am a final year master's student of Istanbul Aydın University, Turkey. I am doing my research on employee retention in state owned organizations in Cameroon.**

**Please, fill out this questionnaire which is purposely about my research.**

This survey is designed to collect your opinions regarding the retention of employees in state owned organizations in Cameroon.

**DIRECTIONS:** Please, put a tick (✓) against your best response to the following statements.

**What is your gender?**

| No.          | Category | Response |
|--------------|----------|----------|
| 1            | Female   |          |
| 2            | Male     |          |
| <b>Total</b> |          |          |

**What is your age?**

| No.          | Category        | Response |
|--------------|-----------------|----------|
| 1.           | 25-34 years old |          |
| 2.           | 35-44 years old |          |
| 3.           | 45-54 years old |          |
| 4.           | 55-64 years old |          |
| <b>TOTAL</b> |                 |          |

**What is your marital status?**

| No.          | Category | Response |
|--------------|----------|----------|
| 1.           | Single   |          |
| 2.           | Married  |          |
| 3.           | Divorced |          |
| <b>TOTAL</b> |          |          |

**What is the highest level of education you have completed?**

| No.          | Category          | Response |
|--------------|-------------------|----------|
| 1.           | FSLC              |          |
| 2.           | GCE O/L           |          |
| 3.           | GCE A/L           |          |
| 4.           | BACHELOR'S DEGREE |          |
| 5.           | MASTER DEGREE     |          |
| 6.           | DOCTORATE DEGREE  |          |
| <b>TOTAL</b> |                   |          |

**What is your religious preference?**

| No.          | Category            | Response |
|--------------|---------------------|----------|
| 1.           | Muslim              |          |
| 2.           | Roman Catholic      |          |
| 3.           | Protestant          |          |
| 4.           | Seven-Day Adventist |          |
| 5.           | Something Else      |          |
| <b>TOTAL</b> |                     |          |

**What is your ethnicity?**

| N0.          | Category         | Response |
|--------------|------------------|----------|
| 1.           | African          |          |
| 2.           | White            |          |
| 3.           | African-American |          |
| <b>TOTAL</b> |                  |          |

**Is your total annual income before taxes CFA F 300.000 (\$480.233) more, or is it less than?**

| No.          | Category  | Response |
|--------------|-----------|----------|
| 1.           | More      |          |
| 2.           | Less than |          |
| <b>TOTAL</b> |           |          |

**What is your employment status?**

| No. | Category | Response |
|-----|----------|----------|
| 1.  | Employed |          |
| 2.  | Retired  |          |

|              |  |  |
|--------------|--|--|
| <b>TOTAL</b> |  |  |
|--------------|--|--|

**How long have you been working for this organization?**

| No. | Category           | Response |
|-----|--------------------|----------|
| 1.  | Less than 6 months |          |
| 2.  | 6 months – 1 year  |          |
| 3.  | 1-3 years          |          |
| 4   | 3-5 years          |          |

**DIRECTIONS:** Using the key below, please circle your best response to the following statements.

**Key:** 1. Strongly Disagree 2. Disagree 3. No idea 4.Strongly Agree 5. Agree

|     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 1.  | My pay meets my needs  | 1 | 2 | 3 | 4 | 5 |
| 2.  | My job has good promotions.  | 1 | 2 | 3 | 4 | 5 |
| 3.  | Compared to the same job in other companies, my pay is the same.         | 1 | 2 | 3 | 4 | 5 |
| 4.  | I understand the goals of my organization.                               | 1 | 2 | 3 | 4 | 5 |
| 5.  | My supervisor keeps me well informed on work issues.                     | 1 | 2 | 3 | 4 | 5 |
| 6.  | I feel secure in my job.   | 1 | 2 | 3 | 4 | 5 |
| 7.  | My job is interesting to me  | 1 | 2 | 3 | 4 | 5 |
| 8.  | I feel I am rejected at work   | 1 | 2 | 3 | 4 | 5 |
| 9.  | I feel I am appreciated at work.   | 1 | 2 | 3 | 4 | 5 |
| 10. | My job has good working conditions                                       | 1 | 2 | 3 | 4 | 5 |
| 11. | I understand the goals of my department.                                 | 1 | 2 | 3 | 4 | 5 |
| 12. | I have the ability to grow in my job.                                    | 1 | 2 | 3 | 4 | 5 |
| 13. | I feel my employer has a sense of loyalty to me and my fellow employees. | 1 | 2 | 3 | 4 | 5 |
| 14. | My supervisors use tactful discipline.                                   | 1 | 2 | 3 | 4 | 5 |
| 15. | My promotion opportunities are equal to other companies.                 | 1 | 2 | 3 | 4 | 5 |
| 16. | My employer is sympathetic of my personal problems.                      | 1 | 2 | 3 | 4 | 5 |
| 17. | I feel respected in my job.  | 1 | 2 | 3 | 4 | 5 |
| 18. | My benefits package is equal to other companies.                         | 1 | 2 | 3 | 4 | 5 |
| 19. | My benefits package meets my needs.                                      | 1 | 2 | 3 | 4 | 5 |
| 20. | I feel I have input on the job.  | 1 | 2 | 3 | 4 | 5 |
| 21. | My benefits package is something I do not use.                           | 1 | 2 | 3 | 4 | 5 |

Evrak Tarih ve Sayısı: 12/05/2017-2929



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-2929  
Konu : Joseph Osoh MBONGAYA'nın Etik  
Onay İlk

12/05/2017

Sayın Joseph Osoh MBONGAYA

Enstitümüz Y1312.130081 numaralı İşletme Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans programı öğrencilerinden Joseph Osoh MBONGAYA'nın "REGARDING THE RETENTION OF EMPLOYEES IN STATE OWNED ORGANIZATIONS IN CAMEROON" adlı tez çalışması gereği "Retention Of Employes" ile ilgili anketi 11.05.2017 tarih ve 2017/10 İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinize rica ederim.

Prof. Dr. Özer KANBİROĞLU



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## RESUME

|   |   |
|---|---|
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| <p><b>University:</b><br/><b>Level:</b><br/><b>Department:</b><br/><b>Date:</b></p> | <p>University of Buea, Cameroon<br/>Bachelor's Degree<br/>Political Science and Public<br/>Administration<br/>2006 - 2009</p> |

|   |  |
|---|--|
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| <b>Work Experience:</b><br><b>Institution:</b><br><b>Possition:</b> | DRIMP BOOKSHOP, Cameroon<br>Asst. Account Manager   |
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