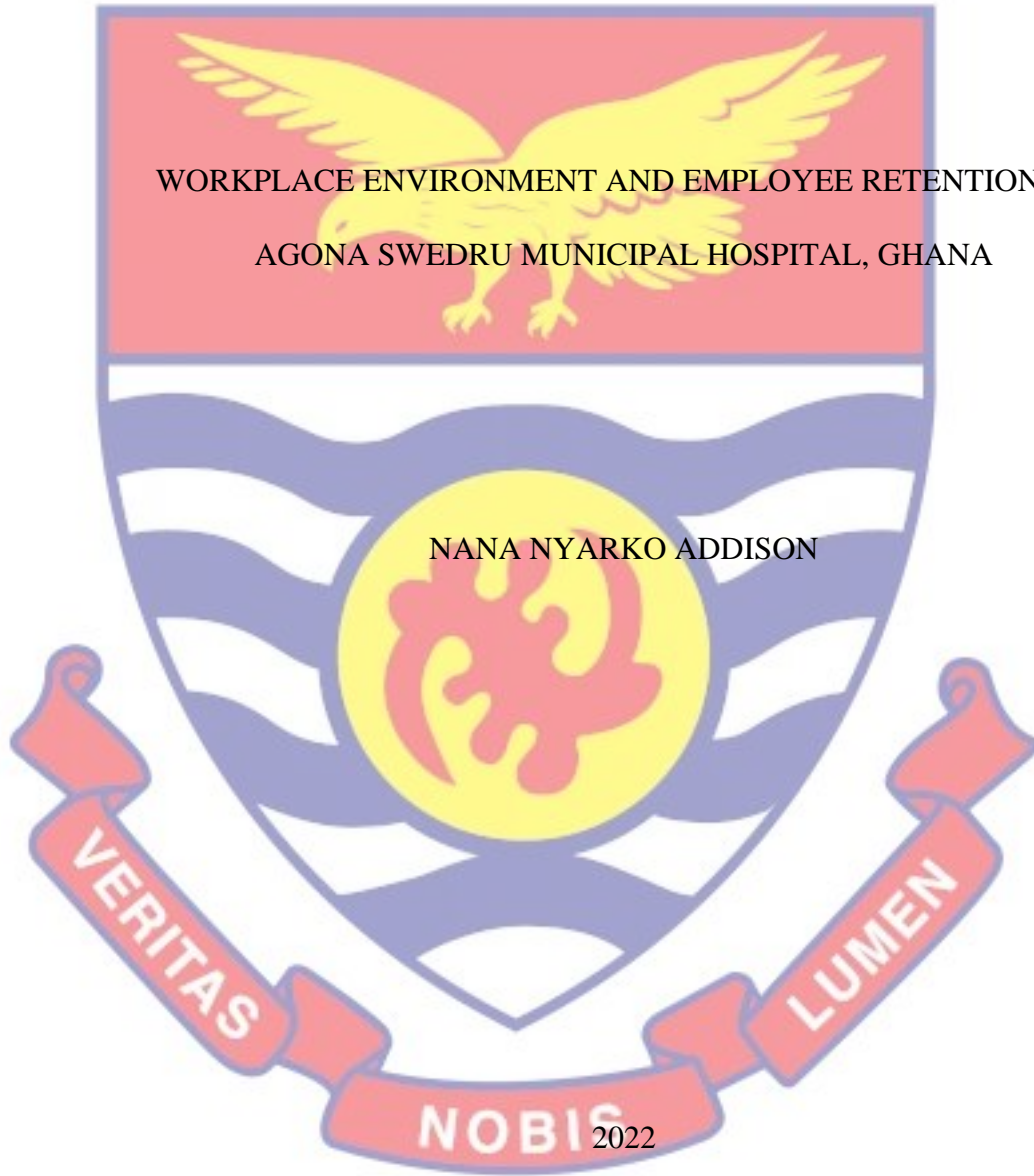


UNIVERSITY OF CAPE COAST

WORKPLACE ENVIRONMENT AND EMPLOYEE RETENTION AT
AGONA SWEDRU MUNICIPAL HOSPITAL, GHANA

NANA NYARKO ADDISON



UNIVERSITY OF CAPE COAST



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AGONA SWEDRU MUNICIPAL HOSPITAL

BY
NANA NYARKO ADDISON

Dissertation submitted to the Department of Human Resource Management,
School of Business, College of Humanities and Legal Studies, University of Cape
Coast in partial fulfilment of the requirements for the award of Master of Business
Administration degree in Human Resource Management

MAY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own work and that no part of it has been presented for another degree of this university or elsewhere.

Candidate's Signature..... Date.....

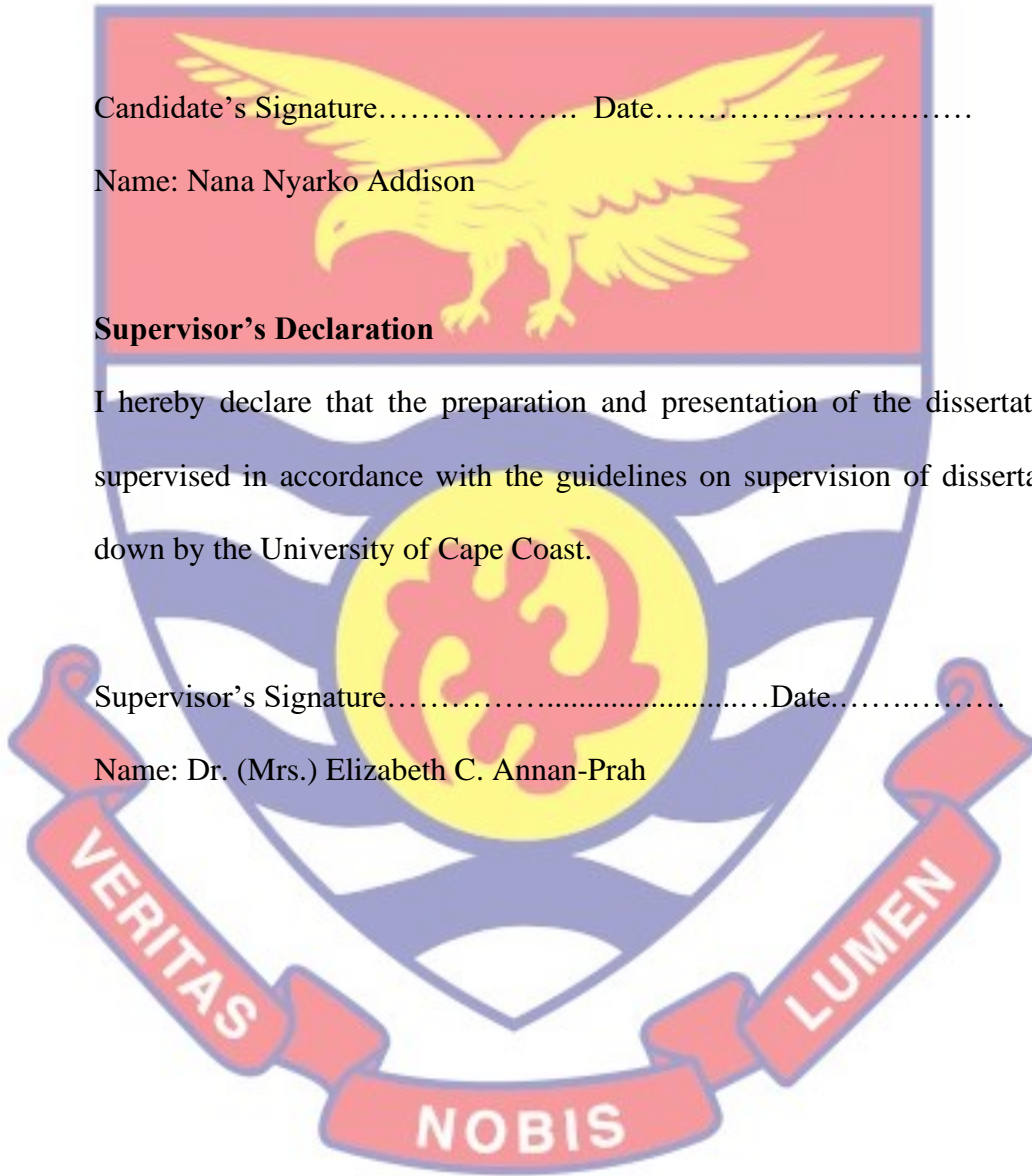
Name: Nana Nyarko Addison

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Dr. (Mrs.) Elizabeth C. Annan-Prah



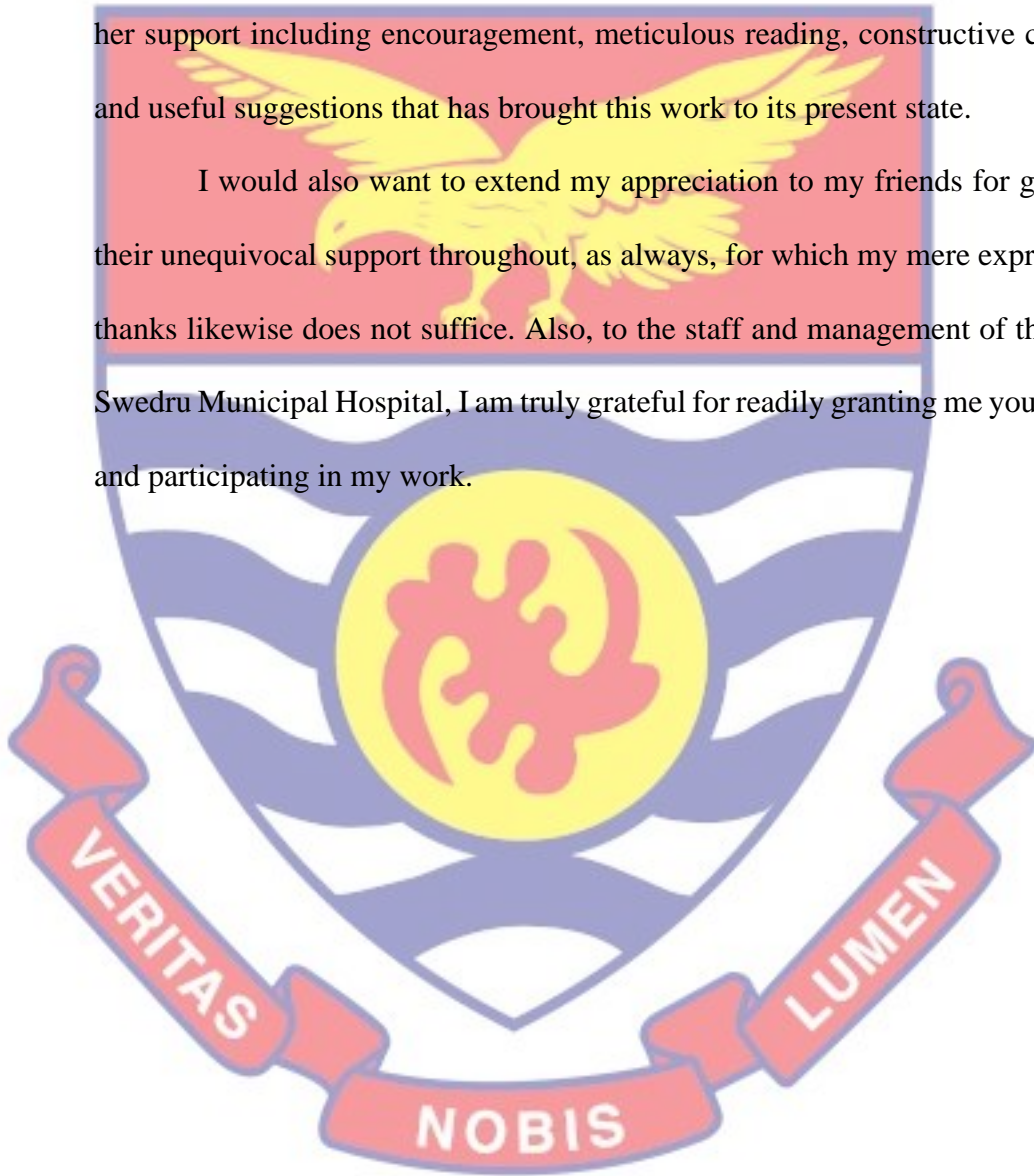
ABSTRACT

The main purpose of the study was to examine the nexus between workplace environment and employee retention at Agona Swedru Municipal Hospital. In order to achieve the purpose of the study, the following objectives were set; assessing the work environment of Agona Swedru Municipal Hospital, assessing the level of retention of employees and examine the effect of work environment on employees' retention at Agona Swedru Municipal Hospital. This study adopted a quantitative approach and used a descriptive survey design to ensure an accurate account of the characteristics of the study population. Out of 140 staff, a sample of 103 were randomly selected. The research instrument used was questionnaire. The analyses were done and descriptive statistics such as frequencies, percentages mean, standard deviation and inferential statistics were used to tackle the objectives. The study revealed that there are health and safety mechanisms, cordial relationship exists among both co-workers and supervisors at Agona Swedru Municipal Hospital. High retention was manifested when the employees revealed that they would work for the hospital in the coming years and would stay for the foreseeable future. The model showed that 16.2% of employee retention at Agona Swedru Municipal Hospital is explained by the work environment. It is concluded that work environment contributed a small change in employee retention at Agona Swedru Municipal Hospital. It was found that work environment caused a small change in the retention of employees and this is not pleasing. Therefore, management of Agona Swedru Municipal Hospital should enhance the elements given in the study to enhance the change in retention caused by work environment.

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I would also want to extend my appreciation to my friends for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice. Also, to the staff and management of the Agona Swedru Municipal Hospital, I am truly grateful for readily granting me your support and participating in my work.



DEDICATION

To my family



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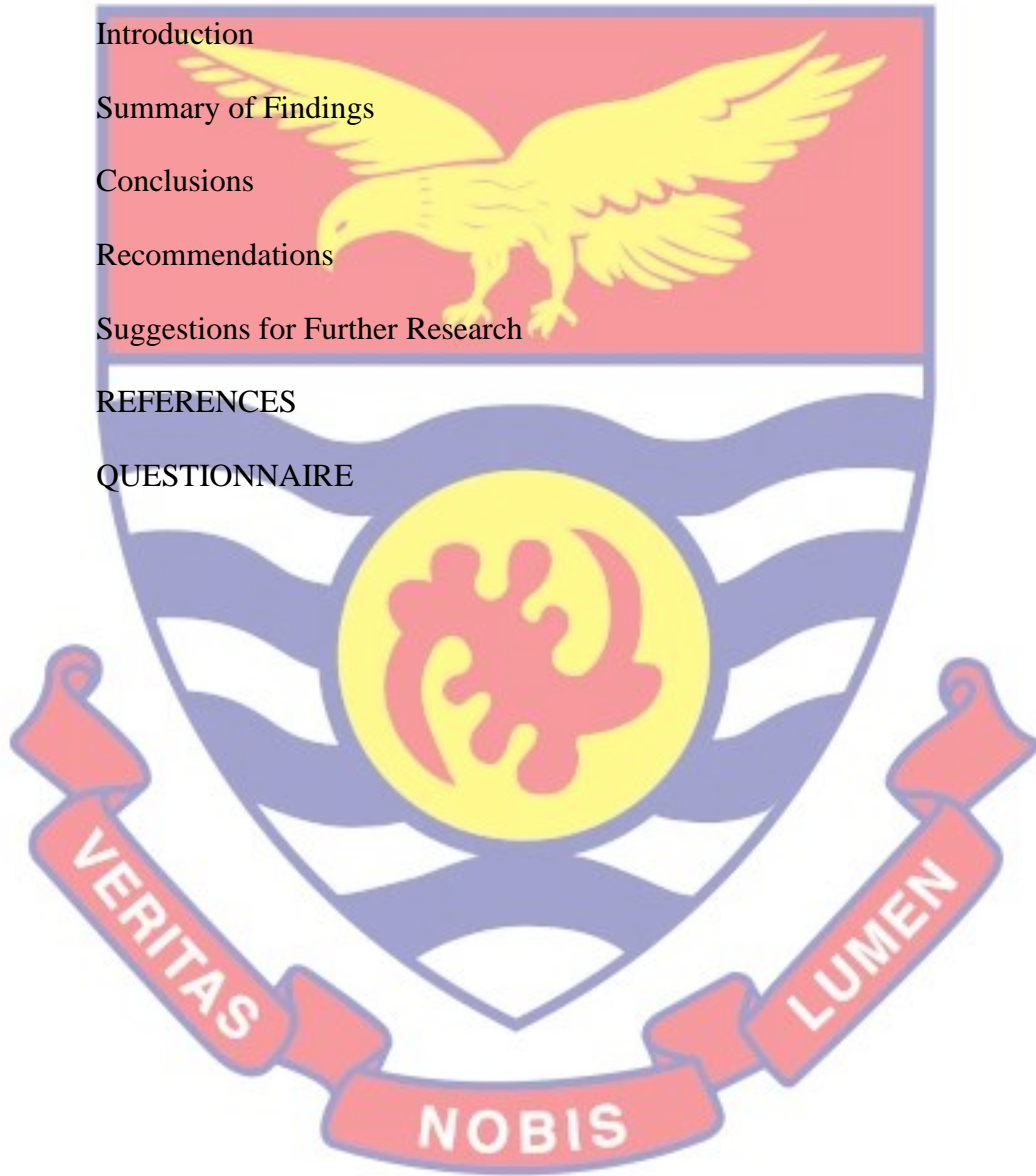
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CHAPTER ONE

INTRODUCTION

Background to the Study

Humans are inclined by certain happenings around their working environment (Gaynor, Hojnowski, Carter & Brashares, 2018). It is possible to define a work environment as the place where one operates, which implies the environment surrounding an individual. It is the professional and social environment in which a person is expected to connect with a number of individuals. Kinyili (2019) argues that a friendly, well-designed, secure physical space, good equipment and efficient communication are part of the work environment, which will increase productivity. Well-designed and coordinated workplaces and fields of employment allow crucial changes in how people feel about their job. The workplace environment may deliver messages about how much workers are respected by the company and the expectations it expects from them (Edo & Nwosu, 2018).

The greatest asset of any company is a fulfilled, happy and hard-working worker (Demircioglu & Chen, 2019). Good work environment attracts the happy worker with their work that eventually impacts an organisation's development as well as economic growth. Rajput Singhal and Tiwari (2016) indicated that environmental variables are essential factors that decide work satisfaction. The most important considerations are the degree of pay, advancement, evaluation method, environment management and co-worker relationships. The development of better and greater employee retention needs an understanding of how behaviour

affects the workplace (Li, Bonn & Ye, 2019). People work independently and collaborate with others and this requires various solutions in the workplace (Chandrasekar, 2011).

The new challenge for management is to build an environment that attracts, retains, and motivates its employees. In all levels of the organisation, the duty rests with managers and superiors. They need to build a working environment where individuals enjoy what they do, feel like they have a mission, are proud of what they do and can achieve their potential (Devine, Vaughan, Kavanagh, Dickinson, Byars, Dimov & Brophy, 2020). The working environment has a positive and negative impact on employee performance, efficiency and retention (Chakraborty & Ganguly, 2019). This has been alluded by the Herzberg two-factor theory. Companies have put into action a variety of activities in an attempt to empower employees, such as performance-based compensation, employee engagement, recruitment agreements, practices to better manage work and family life, as well as different ways of sharing information (Chandraseker, 2011).

The working environment today is distinct, complex and constantly evolving (Renn, Lucas, Haas & Jaeger, 2019). The mixture of variables has created an environment in which the organisation requires its workers more than the company needs its employees. It is the consistency of the working environment of the employee that most impacts the degree of motivation of the employee and subsequent retention (Blake, 2017). Firms can no longer afford to waste their workforce's capacity in today's dynamic economic environment (Edmondson, 2018). As a result, most organisations make every effort to make the work

environment more pleasant, secure and safe. Comfortable workplace design motivates staff to a significant degree and enhances their retention.

According to Pitaloka and Sofia (2014), environmental determinants include the immediate work environment, which includes job-related talents, authority, autonomy, connections with managers and coworkers, and other working conditions (Johnson, Gardell & Johansson, 2020). It is critical for the employer to evaluate how the employee's motivation and retention are influenced by the work environment. The use of design in the interior of an office conveys the values and identity of an organisation, and a well-designed workplace signals the organisation's ideals and priorities. As a result, workplace design should be one of the variables impacting employee retention (Funminiyi, 2018). As a result, it's critical to determine whether workers' well-being will affect their retention directly or indirectly. As a result, the impact of a company's work environment on employee retention must be investigated. According to Kong, Khang, Cho, Jang, and Jung-Choi (2017), modifications in the physical design of the workplace can result in a 5-10% increase in employee retention.

In the face of a global shortage of skilled health workers, improving the working environment for nurses is vital (Aiken et al. 2004). "A hospital can be a hazardous workplace with hazardous working conditions, back injuries, long hours, and required overtime" (Bolch 2008). Researchers have found that work environment characteristics such as supervisory support, communication openness, and teamwork (Janakiraman, Parish, & Berry 2011; Aryee, Budhwar, & Chen 2002) and hospital physical environment characteristics such as quality of patient

areas, safety, and quality of work spaces (Janakiraman, Parish, & Berry 2011) are positively associated with commitment. Hospital productivity and performance are influenced by health workers' organisational happiness and dedication, as research has shown that happy personnel are more productive and committed to their professions.

Statement of the Problem

Staff use about 50% of their working environment, which has a huge effect on their frame of consciousness, skills and behaviour (Haile, 2020). Despite this, the working climate of most government agencies is insecure and detrimental to one's health (Perry & Porter, 2019). These include insufficient air circulation, inadequate personal protection equipment, inadequate furniture, inadequate fire safety measures (absence of fire extinguishers), excessive noise, improper lighting, and poorly constructed workplaces. Health workers in these conditions are vulnerable to work-related illness and it affects the tendency of the worker to remain pessimistic. In the meantime, it is the importance of the work environment that significantly affects the level of motivation and retention of staff (Kundu & Lata, 2017). In recent memory, the dynamic corporate environment has resulted in a situation in which corporations refuse to accept their employees' readiness to misappropriate information (Tuzovic & Kabadayi, 2020). For this reason, public institutions such as Agona Swedru Municipal Hospital cannot afford not to do everything possible to create a secure, safe, and healthy workplace environment if employee retention is a priority.

Many studies have been conducted in the area of work environment (Mallhi, Khokhar, Khokhar, Bukhari & Khan, 2020; Hafeez, Yingjun, Hafeez, Mansoor & Rehman, 2019; Msengeti & Obwogi, 2015; Kwenin, 2013; Alias, Zailan, Jahya, Othman & Sahiq, 2019). For instance, Alias, Zailan, Jahya, Othman and Sahiq, (2019) examined the effect of supportive work environment on employee retention at Malaysia ICT industry. In Vodafone Ghana Limited, Kwenin (2013) investigated the relationship between the environment, career development possibilities, and employee retention. Msengeti and Obwogi (2015) investigated pay and retention in the hotel business in Mombasa. The impact of the workplace environment on employee performance was also investigated by Hafeez, Yingjun, Hafeez, Mansoor, and Rehman (2019). Nevertheless, none of these researches examined the association between these two variables at Agona Swedru Municipal Hospital, therefore relying on these studies for advice would be inaccurate. As a result, the workplace atmosphere and staff retention at Agona Swedru Municipal Hospital are investigated in this study.

Purpose of the Study

The main purpose of the study is to examine the relationship between workplace environment and employee retention at Agona Swedru Municipal Hospital.

Objectives of the Study

In order to achieve the purpose of the study, the following objectives were set:

1. To assess the work environment of Agona Swedru Municipal Hospital.

2. To assess the level of retention of employees at Agona Swedru Municipal Hospital.
3. To examine the effect of work environment on employees' retention at Agona Swedru Municipal Hospital.

Research Questions

1. What is the work environment at Agona Swedru Municipal Hospital?
2. What is the level of retention among employees at Agona Swedru Municipal Hospital?

Research Hypothesis

H₁: Work environment has statistically significant effect on employees' retention at Agona Swedru Municipal Hospital

Significance of the Study

In Agona Swedru Municipal Hospital, the study is essential to provide a clearer view of the connection between the working environment and the retention of employees, which would act as a reference to determine how the working environment affects the retention of staff. The study also allows workers space to communicate their level of professional love, which enables to formulate their needs (Newstrom & Davis, 1993). The findings in this study will be used in a more specific viewpoint to notify the management of Agona Swedru Municipal Hospital of the level of satisfaction or dissatisfaction of employees with regard to particular

features of the work environment. Besides that, for similar studies in the future, the study will serve as additional information.

Delimitation

The population of this study included all the workers of Agona Swedru Municipal Hospital. The management, department heads, senior and junior staff, including both permanent and contract staff, were made up of respondents. A quantitative approach and a descriptive survey were adopted. Both descriptive and inferential statistics were used in analysing the data collected.

Definition of Terms

Employee retention is represented as the organisation's efforts to implement plans and programs that help existing workers to stay with the organisation. In other words, the retention of workers is the ability to hold on to those workers you would like to keep for longer periods of time.

Workplace environment includes the physical elements around the work area of an employee and all things that form part of the employee's involvement with the work itself.

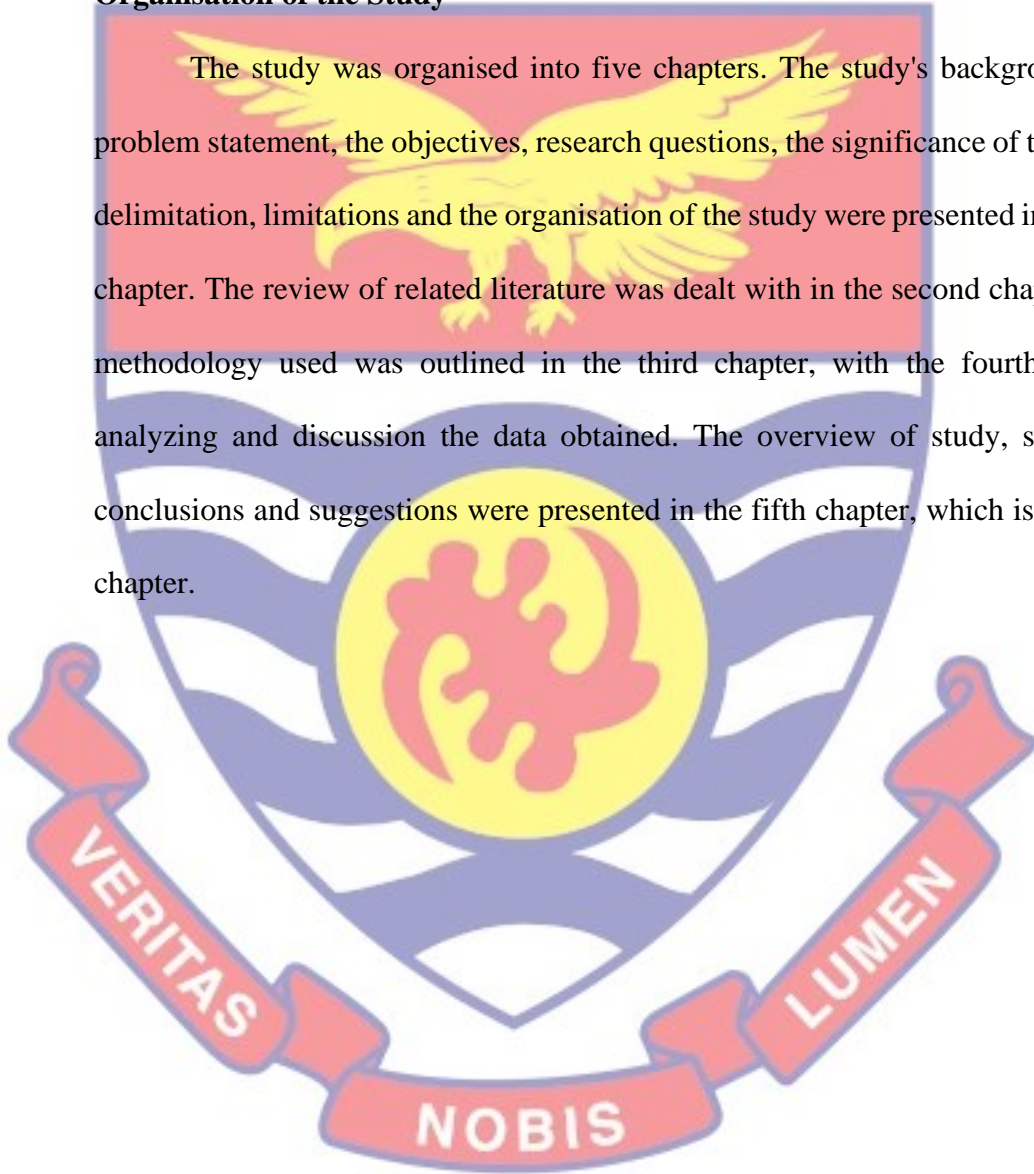
Limitations of the Study

One of the challenges encountered throughout the data gathering process was that some respondents were unable to complete the surveys. Another consideration was a lack of time. Furthermore, the questionnaire was delivered during working hours, which conflicts with the respondents' employment hours.

Another issue raised by the respondents was their fear of being victimized. Some respondents were cautious to probe crucial concerns for fear of being victimized by their bosses.

Organisation of the Study

The study was organised into five chapters. The study's background, the problem statement, the objectives, research questions, the significance of the study, delimitation, limitations and the organisation of the study were presented in the first chapter. The review of related literature was dealt with in the second chapter. The methodology used was outlined in the third chapter, with the fourth chapter analyzing and discussion the data obtained. The overview of study, summary, conclusions and suggestions were presented in the fifth chapter, which is the final chapter.



CHAPTER TWO

LITERATURE REVIEW

Introduction

A literature review is a search and evaluation of the existing literature in a selected topic area or subject. It establishes the current state of knowledge in the field of the issue or topic a researcher is writing about. This chapter provides a review of the relevant literature related to the study. It encompasses both theoretical and empirical literature on the subject matter of the study. The theoretical aspect reviews literature associated with work environment and employee retention, as well as theories underlying the study. The empirical literature deals with the previous studies done on the subject.

Herzberg Two Factor Theory

The two-factor theory, which is also known as the motivation-hygiene theory, was introduced by Frederick Herzberg in 1959. The theory of Herzberg hypothesizes that there are many variables that relate to the content of the job and provide employees with satisfying experiences. These variables are called motivators or satisfiers, including accomplishment, recognition, the job itself, accountability, progress, and growth. The theory states that there are non-job-related variables that can cause employees to experience unsatisfactory experiences. These factors are known as hygiene factors or dissatisfiers and include company policies, salary, co-worker relations, layout of offices, temperature, cleanliness, and style of supervision (Cano & Castillo, 2004). These hygiene factors are the factors captured by work environment.

It has to be well established that will not contribute in a state of satisfaction to eliminate the causative factors of dissatisfaction (through hygiene factors) rather, it would result in a neutral state (Herzberg, 1959). Notwithstanding the criticism of Herzberg's two-factor theory, it is one of the most popular theories for managers around the world. The current emphasis on self-development, career management, and managed learning can also be argued to have evolved from Herzberg's thesis (Mullins, 2010). The implications of this theory for management are that while removing unsatisfactory hygiene aspects can provide calm to the workplace, it will not serve as a motivator for employees to stay committed and stay in the organisation, for example. As a result, motivation can only be achieved through the use of intrinsic elements.

Inferring from the theory, it could be said that an employee's decision to remain in the organisation may depend on how they are motivated with the work environment. Where employees become stimulated with the work environment, they become satisfied influence their commitment to remain in the organisation. Again, it explains how organisations can rectify their work environment situations before an employee's retention becomes actualized.

Work Environment

The context, social characteristics, and physical conditions in which you conduct your job are referred to as a work environment. As workers spend a substantial portion of their time at work, the workplace environment is an important component of work life for employees and tends to affect them in one way or the other. It is ascertained that staff who are happy with their work environment are

more positive towards work outcomes (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011). Previous studies found that several environmental factors affect employee performance and well-being, such as noise, colour, temperature, workplace design and use of indoor plants (Bakker & Demerouti, 2018; Lazazzara, Tims & De Gennaro, 2020). Bakker and Demerouti also indicated that future studies should be carried out on the relationship between the working environment and the productivity of employees. Lazazzara, Tims and De Gennaro indicated that comparative studies could be performed between government and private offices in the workplace setting. Lazazzara, Tims and De Gennaro found that the working atmosphere is critical because workers can properly concentrate on their job in a relaxed environment and this contribute to improved employee efficiency, leading to improved organisational productivity (Kamarulzaman et al., 2011).

An environment that encourages and inspires people to be in their workforce, provides them with the opportunity to perform effectively, is called a desirable and enjoyable environment or a positive environment, and helps to generate recruitment and carry-on working (Awan & Tahir, 2015). The attractive working environment and the positive environment improve the conditions under which workers bring together their preeminent use of skills, competences and expertise to perform effectively (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011). Organisations should spend more in providing consumers with quality services (Mbembati, Mwangu, Muhondwa, & Leshabari, 2008).

The work environment encompasses not just the physical aspects of an employee's workspace, but also all aspects of the employee's involvement in the

job. Mbembati, Mwangu, Muhondwa, and Leshabari (2008) defines the workplace environment as "the full cluster of measurable physical, psychological, and behavioural factors in the workplace." A healthy work environment is thought to make employees feel good about going to work and give enough motivation to sustain them throughout the day. Wells and Thellen (2002) echoe this statement, by stressing that companies providing acceptable levels of privacy and sound controls at the workplace have an improved capacity to satisfy and retain workers, thereby maximizing motivation levels and dedication in employees. Heneman (2007) also alludes to the fact that creating a healthy working environment is one of the most important elements of any complete reward plan for organisations.

Sutanto, Scheller-Sampson and Mulyono (2018) show that the entire working environment is confronted with tooling equipment and resources, the surrounding environment in which a person works, working methods, and working arrangements for both individuals and for a group. Nitisemito (1996), who describes the work environment as all that happens around workers who can affect themselves in the performance of their assigned duties, also expresses the same thing. The success of achieving organisational objectives would therefore be measured by the commitment and development of a successful work environment (Mbembati, Mwangu, Muhondwa, & Leshabari, 2008). A work environment is a place where someone conducts their everyday work activities. A work environment that is conducive helps one to work more appropriately and efficiently (Nitisemito, 1996).

Rego and Cunha (2008), and Sims and Kroeck (1994) noted that the determinants of individual success in organisations are individual variables and environmental variables they also specify that someone prefers to work in a corporation with a working environment that is appropriate to his desires. Employees can have a greater morale and encouragement for better performance in a positive work environment. Sedarmayanti (2011) asserted that the type of work environment, generally speaking, is divided into two, namely the physical and non-physical work environments. It can be inferred on the basis of the above concept that the work environment is all that exists around the employees which can affect employees in the performance of the tasks assigned.

Employee Retention

Employee retention is the ability of an organisation to keep its personnel. It refers to the tactics that a company adopts to reduce employee turnover and the processes that it implements to keep top talent on board. Institutions need people who work well and want to stay as their workers. Retention is a company's ability to maintain valued workers that contribute to corporate performance as long as the partnership is mutually beneficial (Al- Jarradi, 2011). Employee retention is among the elements that impact an organisation's general employee mobility, the other being employee turnover that can be viewed as the other side of the same coin (Okioga, 2012). Employee retention implies the existence of an ongoing employment relationship, while the turnover of employees suggests the separation of employees from a given employment relationship. As a result of changing dynamics and turbulence in the general work environment due to different

phenomena, employee retention is actually one of the critical problems in organisations (Singh, 2019).

Organisations around the world are experiencing certain trends, including large lay-offs as a result of restructuring and market failures in some sectors of economies that contribute to low morale and engagement of employees (Aguenza & Som, 2018). At the same time, as new companies are established, new jobs are created in other sectors, leading to shortages in some professions, particularly in the medical and service industries (Das & Baruah, 2013). Demographic shifts in the population of declining new entrants into the workforce and the disparity between highly educated and very poorly educated people have also helped propel the question of employee retention to the level of being considered a strategic business concern (Kurdi & Alshurideh, 2020). This position is adequately captured by the assertion of Kreisman (2002) that, "a stable workforce becomes a significant competitive advantage in today's fast - changing workplace and that if an organisation has chaotic working conditions, it is forced to invest thousands of dollars in the recruitment, orientation, training, overtime and supervision that comes straight from the bottom line of organisations (p.243)."

If retention rates are poor, additional time and money is expended on hiring, selecting and developing new workers which could have been spent on other tasks, such as enhancing performance or employee career growth (Kundu & Lata, 2017; Abbasi & Hollman 2000). Consequently, considering the significant impact of employee retention to organisations' success and sustainability, human resource practitioners are expected to reassess their current incentive policies and initiatives

on a regular basis to ensure that they meet the desires of workers for enhanced motivation and dedication (Khalid & Nawab, 2018). Some of the factors that play a major role in employee retention include having jobs that are fulfilling, consistent career growth opportunities, as much control as possible and, above all, professional line management (Bibi, Pangil, Johari & Ahmad, 2017; Njanja, Maina, Kibet & Njagi, 2013).

Reward practitioners provide other strategies that are believed to increase employee retention: making counter-offers, increasing new hire offers, providing more regular exceptions to reward policies and services, and making attempts to handcuff key workers to the company by offering stock options and other programs that make it hard to quit (Scott et al, 2012). In a survey by World at Work (2012), it is shown that the five most commonly used strategies for maintaining key talent include: identifying key employees that are important to the company (85%), discussing their potential prospects inside the organisation with valuable staff (80%), paying employees above the labor market (75%), establishing a succession plan to replace (73%).

Work Environment and Employee Retention

Several scholars have sought to clarify the workplace environment in different fields, such as employee satisfaction, job engagement and organisational commitment (Kwenin, Muathe, & Nzulwa, 2013; Kim-Harper, Parmar, Assessor, Levy, Collantes, Loranger & Chief, 2007; Armstrong & Murlis, 2007). Kwenin, Muathe and Nzulwa (2013) argues that a pleasant, well-designed, secured physical

space, good equipment and efficient communication are part of the work environment, which will increase productivity.

Well-designed and coordinated workplaces and fields of employment allow crucial changes in how people feel about their job. The workplace environment may deliver some negative messages about how much workers are respected by the company and the expectations it expects from them (Armstrong & Murlis, 2007). Autonomous research performed by the Human Resource Management Society showed that the physical work environment contributes to the employee's decision as to stay or leave the job (Kim-Harper, Parmar, Assessor, Levy, Collantes, Loranger & Chief, 2007). Access to a cordial and natural environment significantly reduces work stress, depression and anxiety, which are beneficial to the health environment as well as to the healthcare environment (Steel, Griffeth & Hom, 2002).

Organisations need to focus on how to provide a great working environment for better jobs in order to retain staff (Sutherland, 2004). The key to employee retention is to create an environment in which the employee continues to work and remains eligible for other job opportunities (Winterton, 2011). By meeting the needs of current and future workers, companies may build the required environment. Employee contact and appreciation are vital factors in attracting workers (Armstrong & Murlis, 2007). Organisations need to reflect on how to do a better job environment for better opportunities in order to attract workers (Sutherland, 2004). The secret to retaining workers is to build an atmosphere in which the worker continues to work and remains eligible for additional jobs

opportunities (Winterton, 2011). By addressing the needs of present and emerging needs, Companies will create the requisite atmosphere for potential employees. Communication and gratitude from employees are vital variables in recruiting employees (Armstrong & Murlis, 2007).

Job autonomy was also stated in the Hay Group study on the work environment. Job autonomy is characterized as the amount of independence that an employee has in performing his job activities (Martínez-Sánchez, Pérez-Pérez, Vela-Jiménez, & de-Luis-Carnicer, 2008). The study showed that job autonomy is an aspect of the work environment. When people have more influence over their employment and their performance, they feel less stressful and more interested in working in a company. Armstrong (2010) defined job autonomy as the degree to which the job gives the employee considerable freedom, independence, and choice in the content of the job, the method of performing the job, and the speed at which work is done. According to deCharms theory of personal causation, job autonomy emerged as a significant dimension of job outcomes, which claimed that people would cherish actions and outcomes that they viewed as derived from their own decision (Sutherland, 2004). They become owners of the decisions, feel more involved in the company, and are therefore more likely to continue when workers are given the ability to monitor their own job outcomes.

Empirical Studies

A study on the influence of a supportive work environment on employee retention in the Malaysian Information, Communication, and Technology (ICT) industry was conducted by Alias, Zailan, Jahya, Othman and Sahiq (2019). Three

predictors of a supportive work environment were predominant, namely organisational support, supervisory support, and job satisfaction, which were presumed to have a favorable and meaningful employee retention relationship. There was a total of 257 questionnaires distributed and 183 eligible questionnaires returned. The data collected were analysed using in descriptive statistics, frequency, Pearson correlation, and multiple regression analyses were statistically analyzed and reported. The results of the study showed that only supervisory support and work satisfaction have a positive and important link with the retention of employees.

Similarly, Meirina, Ferdian Pasaribu and Uyuthie (2018) also explored the impact of the working environment on the turnover intention of 4star hotel employees in Padang City, Indonesia. They defined the analysis as a form of research with a causal associative approach that is quantitatively descriptive. In this analysis, the population consisted of 796 individuals, all 4-star hotel employees in Padang City. The sample consisted of 251 individuals using a proportional random sampling procedure. Simple linear regression analysis was the data analysis method used. The findings of the research suggested that F counts with sig. $0,000 < 0,05$, then the work environment variable has a big impact on the purpose of employee turnover Next, R Square was 0.309. This means that the work environment affects employee turnover intention by 30.9%.

In addition, the study by Hafeez, Mansoor, Hafeez and Cheema (2019) explored the effect of the work environment on employee performance: the role of mediating employee health. The research followed a system of questionnaire

survey and data was obtained from 250 employees working in Pakistan's software houses. Using SPSS and AMOS apps, data was analysed. Reliability and correlation analysis was conducted using SPSS, while AMOS was used to conduct route analysis. The results showed that performance variation in one unit involves 35 percent improvement in employee health 33 percent change in EH is caused by an increase in BEF in one unit, and one unit increase in employee health contributes to an increase in employee performance of 80 percent. Employee health is positively affected by physical and behavioural environmental factors and employee health is positively affected by employee performance. Results of the study showed that the health of employees mediates the relationship between factors of the workplace environment and employee performance.

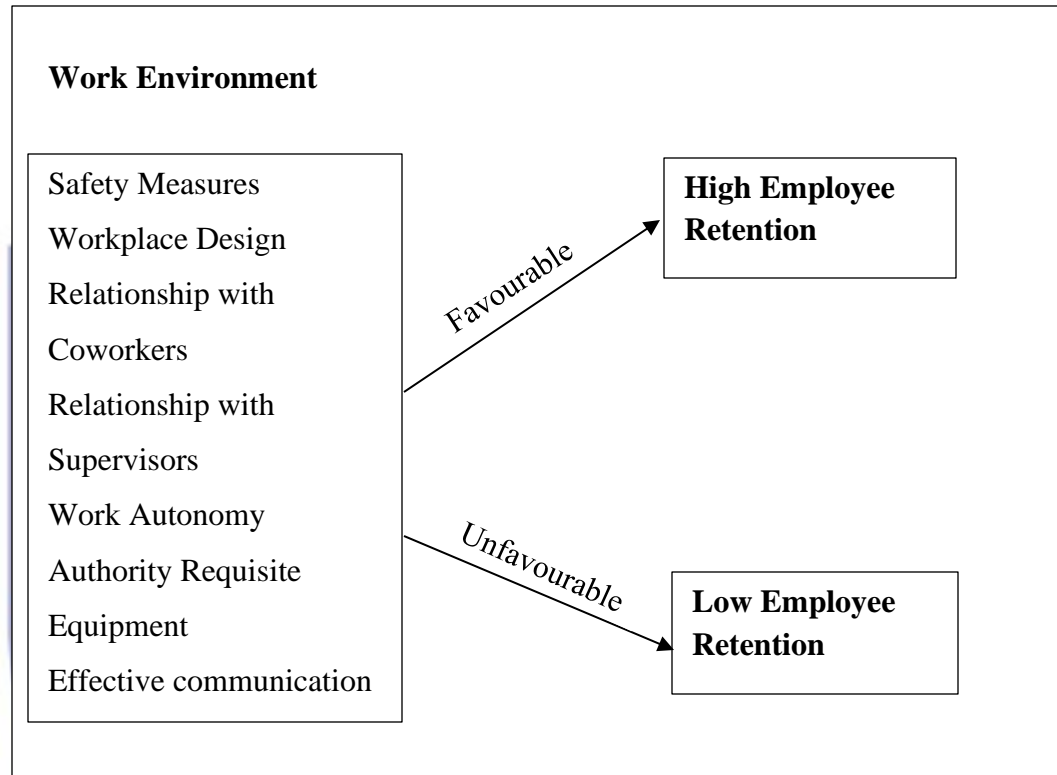
Similarly, in their report, Msengeti and Obwogi (2015) analyzed the impacts of pay and work climate on employee retention: a hotel industry study in Mombasa County. Of a total population of 3639 using the American National Examination Formulae, a sample size of 347 employees was chosen. In order to interpret the results, the study gathered primary data using a simple survey questionnaire and descriptive statistics in terms of means, standard deviations and correlations. Findings showed that compensation had a weak effect on the retention of workers while the work environment had the greatest impact at ($p = .005$) 2-tailed. It was evident from the results that work environment plays a major role in employee retention, to remain competitive.

In Ghana, Kwenin (2013) explored at Vodafone Ghana Limited the relationship between the working climate, career growth opportunities and

retention of employees. The study utilized 142 workers, reflecting 10% of the 1,420 of the study population. Data were primarily collected through a semi-structured questionnaire. The paper adopted a descriptive, explicitly cross-sectional survey. With descriptive statistics, the data was analyzed. To determine the relationship between the variables, the Pearson Correlation Coefficient was employed. The results showed that the work environment and career growth opportunities had a positive relationship with the retention of employees and thus influenced the decisions of employees to remain at Vodafone Ghana Limited. The recommendation of the study was that Vodafone Ghana Limited management should provide opportunities for promotion to improve the career development of employees to help retain employees. Finally, in order to make workers happier to stay at Vodafone, the study also advises that a thriving and friendly climate should be given at the workplace.

Conceptual Framework of Work Environment and Employee Retention

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study is governed was advanced. As illustrated in the literature, work environment has significant influence on employee retention. Employee retention has been taken as dependent variable while, work environment as independent variable. The relationship of the variables for this study is shown in Figure 1.



Source: Author's Construct (2021)

Figure 1: Conceptual Framework of Work Environment and Employee Retention

The study was driven by the conceptual framework of the researcher as planned since it takes into account several aspects of the Agona Swedru Municipal Hospital in relation to the work environment and employee retention. It can be deduced that when indicators of work environment such as safety measures, workplace design, relationship with co-workers and supervisors are favourable in the hospital, it may lead to high retention of the employees by the management of the hospital. On the other hand, when these indicators are unfavourable, employee retention tend to be low.

CHAPTER THREE

RESEARCH METHODS

Introduction

A research methodology gives research credibility and results that are scientifically valid. It also includes a precise plan to keep researchers on track, ensuring a smooth, efficient, and controlled procedure. This chapter entails the study area and the methods that were used in carrying out this research. It provides information on the research design, study area, study population, sample and sampling procedure, data collection instrument, data collection procedures and data processing and analysis.

Research Approach

There are three primary types of research methods: quantitative, qualitative, and hybrid methods (Yates, 2004). This research took a quantitative method. This method is appropriate for the study since it provides for a formal, objective, and systematic process to describe and test relationships, as well as investigate cause-and-effect interactions between variables (Walker, 2005). If the goal of the study is to explain, confirm, validate, or test theory, Leedy & Ormrod (2010) suggest using a quantitative research approach. If data analysis necessitates deductive reasoning and objectivity is essential, a quantitative method is necessary (Creswell, 2009). With the study's objectives in mind, it's critical to take a quantitative approach, since they plan to use descriptive and inferential statistics.

Study Design

This study used descriptive survey design to ensure an accurate account of the characteristics of the study population. Quartey and Awoyemi (2002) describe descriptive survey design as the process of gathering data in order to answer research questions or test hypothesis which concerns the existing status of a phenomenon. According to them, this type of survey attempts to provide an accurate and objective description of a picture of an on-going situation or real-life situation. Zohrabi (2013) is of the view that descriptive survey is used to gather information about prevailing conditions such as characteristics, abilities, preferences, satisfaction and behaviour of an individual or physical environment (workplace) or as in historical studies, changes in any of this overtime.

Williams, Reed and Aggarwal (2020) add that descriptive survey design is devoted to the gathering of information about prevailing conditions or situations for the purpose of description and interpretation. According to him, this type of research design is not simply amassing and tabulating facts but includes proper analyses, interpretation, comparisons, identification of trends and relationships. According to Fraenkel and Wallen (2003), a descriptive survey is appropriate for this study because it has the advantages of (a) producing a large number of responses from a diverse group of people; (b) providing a meaningful picture of events and attempting to explain people's opinions and behaviour based on data collected at a specific point in time; and (c) it can be used with greater confidence with regard to a question of particular interest or value to the researcher.

Study Organisation

The research organisation is the Agona Swedru Municipal Hospital situated in the municipal capital of the Agona West Municipal Assembly of the Central Region of Ghana. It is chosen as the study unit because it employs a large number of health workers in the municipality and the work environment is considered to be crowded. Therefore, the work environment needs to be examined to ensure retention of staff.

Population

Babbie, Halley and Zaino (2007) posit that study population is the group or community that a researcher intends to carry out research on for the purpose of generalisation. Kotzab (2005) refers to a study population as the entire group of respondents or elements relevant to research. The population under study is the staff of the Agona Swedru Municipal Hospital. The staff of the hospital consists of 140 health personnel. Thirty-eight are males and one hundred and two are females.

Sampling Procedure

According to Etikan, Musa, and Alkassim (2016), a sampling frame is a list of elements from which the sample is actually drawn from and is closely related to the population. Sample constitutes a certain portion of the population or universe and sampling technique refers to the procedure the researcher adopts for selecting items for the sample from the population or universe (Sekaran & Bougie, 2016). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Lim and Ting (2012) described sampling as the deliberate choice of a number of people who are to

provide the data from which conclusions about those people can be drawn. The sample size for the study was 103 staff which were determined using the Bartlett, Kotrlik, and Higgins (2001) sample size determination table.

The sampling technique used in this study is the simple random sampling technique. The simple random sampling technique (lottery method) was used in selecting the respondents from the population. This technique was used since it ensures that each person within the population had equal chance of being included in the sample and also, it is probability sampling technique used in quantitative studies (Saunders, Lewis & Thornhill, 2012).

Data Collection Instrument

Research instrument is any type of written or physical device which is used to measure variables (Thomas, Silverman & Nelson, 2015). The type of instrument used for data collection depends on the data and the type of data to be collected. A choice of instrument would depend on many factors including validity and reliability, ease of administering, ease of acquisition of response, and ease of interpretation (Engel & Schutt, 2012). The main tool used to gather data was a self-constructed questionnaire. It was made up of only closed-ended questions. Thus, the main source of data for the study was primary source of data. Questionnaire was the best data collection tool for this research because it does not only allow for larger sample collection of information at a minimum cost but also respondents' anonymity is greatly assured. According to Zikmund, Babin, Carr, and Griffin (2003), questionnaire is a simple yet effective research instrument; in addition to its cost effectiveness. Three sections were provided on the instrument. Section A

for demographics, Section B for work environment and Section C for employee retention.

Reliability and Validity

Reliability of a scale gives an indication of how free it is from random error (Pallant, 2013) or the extent to which the scale produces consistent results if repeated measures are taken (Kent, 2007). Cronbach Alpha which measures internal consistency was used and it measures the degree to which all items on a scale measure an underlying construct (Pallant, 2013). The individual consistency reliability should be 0.7 or higher. From Table 1, the Cronbach alpha for the variables; work environment and employee retention varied from 0.960 to 0.922. This implies that, all constructs and the scales used to measure the variables under study were reliable.

Table 1: Reliability Statistics of Subscales

Variable	Cronbach's Alpha
Work Environment	0.960
Employee Retention	0.922
Overall	0.941

Source: Field survey (2021)

The validity of an instrument refers to how well an instrument measures the particular concept it is supposed to measure (Wahyuni, 2012). Wahyuni (2012) further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it

purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literature supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the research supervisor for vetting, correction and approval before distributing it to the respondents.

Ethical Consideration

The researcher considered some ethical issues in the data collection procedure. The researcher sought for the consent of the respondents before soliciting for information. Respondents were allowed to express their willingness to participate without any force. The respondents were made aware of the kind of questions to expect, purpose of the information being collected and how they will be directly or indirectly affected by the information. Also, respondents were assured of the confidentiality of their responses. According to Kumekpor (2002), greater anonymity that is associated with questionnaires is important for respondents to be open and willing in their response to the questions. To ensure that the privacy of the respondents was not violated, the questionnaires were given to the respondents and collected after a period of one month.

Data Collection Procedures

Collected questionnaires have to be managed properly if decision-making is to be made of it (Hair, Wolfinbarger, Money, Samouel & Page, 2015). Consequently, it is important that raw data is handled properly so as to transform it into information for the purpose of decision making (Van Der Aalst, La Rosa & Santoro, 2016). The questionnaires that were retrieved were first sorted out to find

out those that were not answered and to check for consistency, clarity and accuracy of recording. The purpose of the study was explained to the respondents and that paved way for the retrieval of the questionnaires from respondent without difficulty.

Data were obtained through the administration of questionnaires. The questionnaires were designed and administered to the various respondents by the researcher with the aim of seeking information on work environment and employee retention. This technique was chosen owing to the fact that it is the most convenient tool to use to elicit from a literate sampled population, the needed information. The data collection was performed within one-month from 13th July- 30th July 2021 (excluding weekends) during working hours. To enhance the confidentiality and credibility for the research, an introductory letter was obtained from the head of the Department of Human Resource Management, University of Cape Coast so as to be introduced to the respondents who participated in the study.

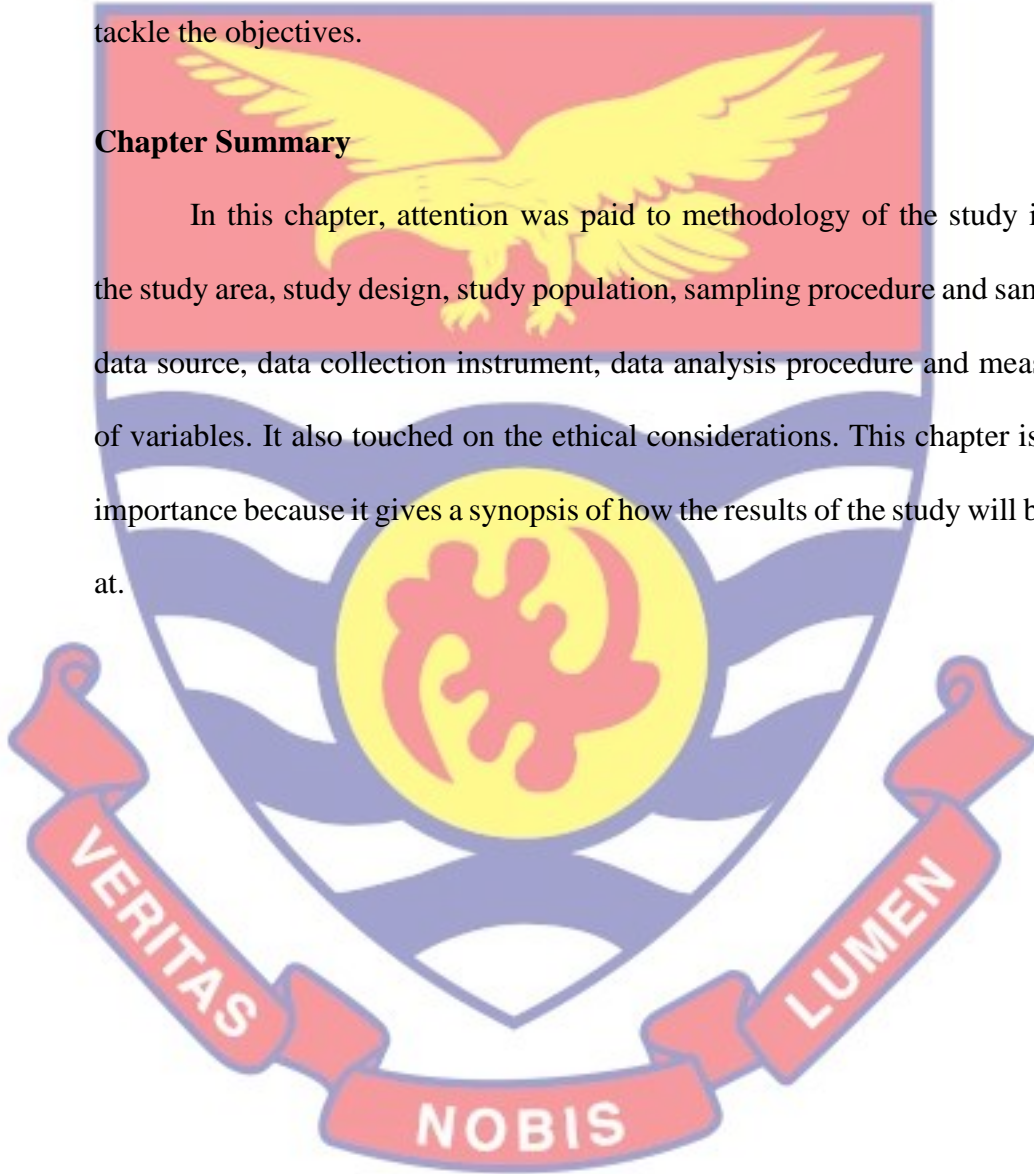
Data Processing and Analysis

This study employed both descriptive and inferential statistics to analyse data collected from the field. First, the data collected were sorted and organised. The data were then coded to enable the researcher identify codes that pertained to possible responses for each item on the questionnaire. The coded data was then analysed using SPSS version 25. This software was used because it is an appropriate package for analysing the data collected. In addition, the advantages of the software include (a) it is user-friendly, (b) it can easily be used to analyse multi-response questions, cross section and time series analysis and cross tabulation; (that

is, relating two sets of variables) and (c) it can also be used alongside Microsoft Excel and Word (Gravetter & Wallnau, 2004). The analyses were done in line with the specific objectives of this study. Descriptive statistics frequencies, percentages mean, standard deviation and inferential statistics- regression analysis were used to tackle the objectives.

Chapter Summary

In this chapter, attention was paid to methodology of the study including the study area, study design, study population, sampling procedure and sample size, data source, data collection instrument, data analysis procedure and measurement of variables. It also touched on the ethical considerations. This chapter is of great importance because it gives a synopsis of how the results of the study will be arrived at.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings that were obtained after the primary data were processed in SPSS (Version 25.0) configured with SPSS Process Macro through the application of appropriate statistical techniques. The study sought to examine work-environment and employee retention at Agona Swedru Municipal Hospital. The findings were chronologically presented to reflect the order of the specific objectives considered in this study. The findings were presented in tables in a summarized form which provided the platform for easy understanding and interpretation. This section takes into consideration discussion of the findings in relation to previous empirical studies and findings.

Social-Demographic Information of Respondents

The respondents' socio-demographic information is provided in Table 2, with descriptive frequency and percentage statistical tools. Such demographic data provide the basis to examine comparatively in detail. The respondents' sex distribution suggested that the majority were 89 females (86.4 percent) while the remaining 14 (13.6 percent) were males. This means that the hospital work force within the Agona Swedru Municipal Hospital has more women.

Table 2: Demographic Information of Respondents

No	Variables	Options	Frequency	Percentage (%)
1	Sex	Male	14	13.6
		Female	89	86.4
		Total	103	100
2	Age range	30-34 years	10	9.7
		35-39 years	36	35.0
		40-44 years	34	33.0
		45-49 years	21	20.4
		50 years and above	2	1.9
		Total	103	100
3	Work experience	less than 5years	98	95.1
		5-10years	5	4.9
		Total	103	100
4	Highest level of education	Secondary	22	12.9
		HND	15	
		1 ST Degree	61	59.2
		Total	103	100

Source: Field survey (2019)

Regarding the participants' age range, the study revealed that of respondents 36(35 percent) were between the category of 35-39 years. Again, it was found that 34 of the respondents were in the range of 40-44 years, meaning 33%. This was followed by those in the category of 45-49 years who made up 20.4%. It was also discovered that 10 (9.7 percent) of the respondents were 30-34 years within the age brackets. A critical review of the age spectrum suggested the institution's workforce composition was comparatively younger. On the respondents' highest level of education, Table 2 showed that 42 (40.8 percent) of the respondents were holders

of HND and 61 (59.2 percent) were holders of first degree. The segment on work experience also reported that 98(95.1%) had worked for less than 5 years, and that only 5(4.9%) had worked between 5-10 years.

Work Environment of Agona Swedru Municipal Hospital

Objective one sought to assess the work environment of Agona Swedru Municipal Hospital. Findings on work environment of Agona Swedru Municipal Hospital were presented. Ten (10) metrics were used to measure the work environment of Agona Swedru Municipal Hospital and this was measured using measures and standard deviations. The mean showed the average responses to each item whereas the standard deviation showed the variation in the responses to each item.

On a scale of 1 to 5, the accepted midpoint is 3.0 such that any mean score below 3.0 is regarded as low agreement and mean score above 3.0 is regarded as high agreement. According to Wan, Wang, Liu and Tong (2014), anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Table 3 therefore present the descriptive statistics for the work environment of Agona Swedru Municipal Hospital.

Table 3: Work Environment Factors

Items	Description	Mean	Standard Deviation
1	The measures of safety are properly instituted	3.17	.682
2	Workplace is designed well	3.66	.716
3	Relationship with co-workers is cordial	3.74	.704
4	Relationship with supervisors is friendly	3.10	.614
5	There is work autonomy	3.08	.724
6	I am given the requisite authority to work	2.87	.777
7	Proper equipment is given to us to work with	3.43	.695
8	Communication is effective	3.88	.543
9	My workplace is well ventilated	2.86	.677
10	Recreational facilities are available	2.02	.608
11	Composite mean/Standard Deviation	3.07	.662

Source: Field survey (2021)

From Table 3, it could be observed that the respondents agreed that proper measure of safety are well instituted ($M = 3.17$; $Std Dev = .682$). Also, the workplace is well-designed ($M = 3.66$; $Std Dev = .716$). Again, they claimed that they had cordial relationship with their co-workers ($M = 3.74$; $Std Dev = .704$) and supervisors ($M = 3.10$; $Std Dev = .614$). Accordingly, proper equipment is given to them to work with ($M = 3.43$; $Std Dev = .695$). The respondent also asserted that the flow of communication in the institution is effective ($M = 3.88$; $Std Dev = .543$).

Such indicators were widely accepted by respondents as according to Dess, Lumpkin and McFarlin (2005) the midpoint average is 3.0 on a scale of 1 to 5, so any mean score above 3.0 is considered high and below 3.0 is low. However, the respondents revealed that their workplace is not well ventilated ($M = 2.86$; $Std Dev = .677$) and there are no recreational facilities for members ($M = 2.02$; $Std Dev = .608$). Also, they do not have autonomy to work ($M = 2.08$; $Std Dev = .724$). Likewise, requisite authority to work is not sufficient ($M = 2.87$; $Std Dev = .777$).

From Table 3, it means that the organisation may enjoy several benefits from safety measures put in place. These benefits may include protection of workers from injury and illness, low cost on injury and illness as well as high morale of workers (Mbembati, Mwangi, Muhondwa, & Leshabari, 2008). Also, a well-designed area as shown indicates less or no encroachments of employees and will make them feel comfortable working at the organisation (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011). Again, the cordial relationship among co-workers and supervisors would breed fairness, trust and respect among staff (Awan & Tahir, 2015).

It can also be implied that granting autonomy helps employees become more engaged and motivated. The employee would feel valued and encourage their leadership qualities. Further, the result implies that like safety measures, proper equipment helps prevent staff from emergencies from accidents at the workplace (Sedarmayanti, 2011; Wells & Thellen (2002). Lastly, effective communication would promote team building and give everyone a voice. However, not adding authority to delegated work would render lack of motivation which in turn would

cause stress and hence turnover intention (Nitisemito (1996). Also, not having recreational facilities for workers could lead to physical health problems of workers, less pleasure and less fun (Sedarmayanti, 2011).

Level of Retention Among Employees at Agona Swedru Municipal Hospital

The second objective sought to examine level of retention among employees at Agona Swedru Municipal Hospital. This construct was made up of six items and the responses of respondents were measured using descriptive statistical tool such as the mean and standard deviations. The relevant mean values presented in Table 4 were interpreted using mean values obtained from five-point Likert scale items. the midpoint average is 3.0 on a scale of 1 to 5, so any mean score above 3.0 is considered high and below 3.0 is low. Table 4 therefore presents the respondents view on their level of retention among employees at Agona Swedru Municipal Hospital.

Table 4: Level of Retention Among Employees at Agona Swedru Municipal Hospital

Statement	Mean	Std. Deviation
I am happy working here	3.63	1.32
I am satisfied with my job	3.56	1.14
I have my preference, I would work for this organisation next year.	3.52	1.24
I intend searching for another job	2.62	1.21
I have decided in advance to stay in this institution	3.57	1.02
I have no choice than to remain	3.47	1.23

Source: Field survey (2021)

As presented in Table 4, respondents agreed with five items used in eliciting their retention in the health institution (the five means were greater than 2.90). Meaning, staff working at the hospital are happy working in the institution ($M = 3.64$; $Std Dev = 1.32$). Again, the respondents agreed that they are satisfied with their job ($M = 3.56$; $Std Dev = 1.14$) and would work for this organisation next year ($M = 3.52$; $Std Dev = 1.24$). Going forward, it was indicated that the respondents have decided in advance to stay in this institution ($M = 3.5726$; $Std Dev = 1.02$) and have no choice than to remain in the institution ($M = 3.47$; $Std Dev = 1.23$)

Table 4 shows that employee retention is high, implying that turnover is less of a burden (Okioga, 2012). Furthermore, this percentage of retention implies that the institution's time spent on acquisition and training will be reduced (Abbasi, 2000). Because of the high retention rate, overall output would grow. It also means that the health facility can retain valued employees who contribute to the institution's quota (Al- Jarradi, 2011; Scott et al, 2012). The hospital would become more competitive as a result of high retention (Barbara, 2002). The high retention rate also ensures long-term viability (Khalid & Nawab, 2018). Employees would be able to achieve their professional objectives within the organisation (Torrington et al, 2008). The findings support Olubusayo, Stephen, and Maxwell's (2014) assertion that employees have made an informed decision to stay with the company. Employees choose to stay in their positions on their own accord, according to Noe, Hollenbeck, Gerhart, and Wright (2006).

Effect of Work Environment on Employees’ Retention at Agona Swedru Municipal Hospital

The last objective sought to examine the effect of work environment on employees’ retention at Agona Swedru Municipal Hospital. Regression analysis was done where the linearity and the relationship between the two variables were analysed with work environment as the independent variable and employee retention as the dependent variable. Table 5 is the model summary and it provides the R, R squared, adjusted R squared, and the standard error values. The R value represents the simple correlation and the R Square indicates how much is the total variance in the dependent variable (employee retention) is caused by the independent variable (work environment).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.162	.154	12.14634

a. Predictors: (Constant), Workplace Environment

Source: Field survey (2021)

Hence from Table 5, work environment and employee retention are positively correlated, and the strength of the relationship is moderate at (.402). The R square shows that employee retention can be explained by the independent variable, work environment. In this case, 16.2% can be explained, by the independent variable. The remainder (83.8%) is explained by the residual variables (other variables not captured by model). The idea is that favorable work

environment will lead to a small increase in retention of health workers, and as such, work environment alone cannot motivate health workers to remain in the institution.

Table 6 is the ANOVA table which reports how well the regression model fits that data. And it can be inferred that the R and R² between work environment and retention of employees is statistically important.

Table 6: ANOVA^a

		Sum	of			
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	2878.535	1	2878.535	19.511	.000 ^b
	Residual	14900.902	101	147.534		
	Total	17779.437	102			

a. Dependent Variable: ER

b. Predictors: WE

Source: Field survey (2021)

From Table 6, it is indicated that the regression model predicts the dependent variable (employee retention) significantly well. The regression row shows a “Sig.” column that indicates the statistical significance of the regression model. Here, $P < 0.00005$, which is less than 0.05, and indicates that, overall, the regression model statistically predicts outcome variable (employee retention).

The coefficient table (Table 7) provides the necessary information to predict employee retention from work environment, as well as determine whether work environment contributes statistically significant to the model (by looking at the

“Sig.” Column). Furthermore, the values in the “B” column under the “Unstandardized Coefficients” column:

Table 7: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	66.593	2.833		23.509	.000
	WE	.464	.105	.402	4.417	.000

a. Dependent Variable: ER

Source: Field survey (2021)

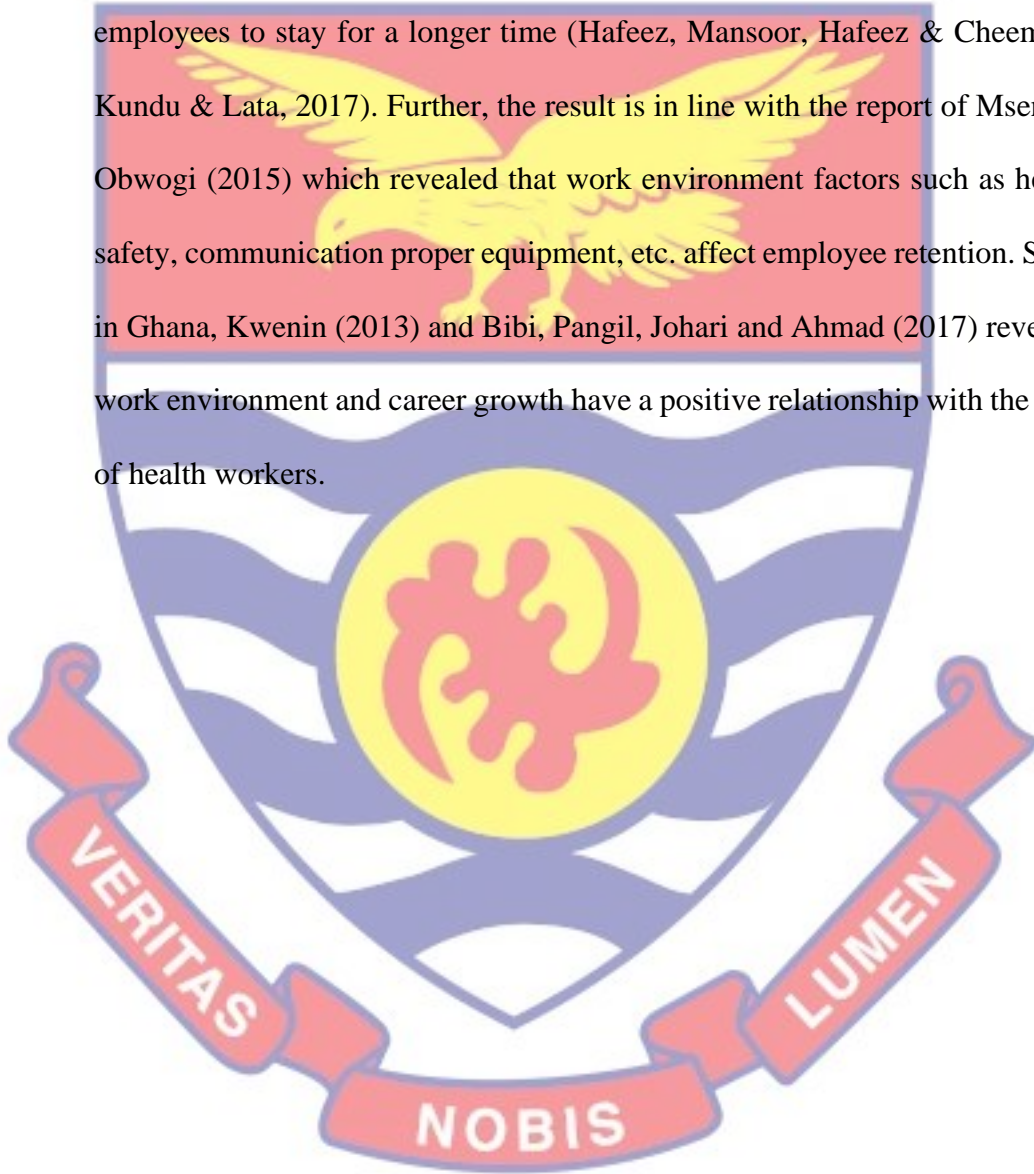
To present the regression model equation as:

$$\text{Employee retention} = 66.593 + 0.464 (\text{work environment})$$

These estimates tell the researcher about the relationship between the independent variable and the dependent variable. It shows the amount of increase in employee retention scores that would be predicted by a unit increase in the predictor (work environment). According to the intercept, if there is no environmental issue, thus if the work environment is zero, the retention of health workers will be at 66.593 and, depending on the slope, the ability to improve the work environment will increase the retention of health workers by (46.4%). The ability to enhance the environment therefore has a major impact on the retention of health staff.

The result implies that supporting and having a good relationship with employees are positive actions that yields retention of employees (Alias, Zailan,

Jahya, Othman & Sahiq, 2019; Khalid & Nawab, 2018). The result corroborates Meirina, Ferdian Pasaribu and Uyuthie (2018) study which also revealed that in the hotel industry, favourable work environment has a big impact on employee retention. Likewise, environment when made favourable, would positively induce employees to stay for a longer time (Hafeez, Mansoor, Hafeez & Cheema, 2019; Kundu & Lata, 2017). Further, the result is in line with the report of Msengeti and Obwogi (2015) which revealed that work environment factors such as health and safety, communication proper equipment, etc. affect employee retention. Similarly, in Ghana, Kwenin (2013) and Bibi, Pangil, Johari and Ahmad (2017) revealed that work environment and career growth have a positive relationship with the retention of health workers.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

Summary, conclusions and recommendations are presented in this chapter.

The summary and conclusions are based on the findings captured in the study and recommendations based on conclusions of the study. Lastly, due to the limitations of the study, suggestions for further studies were made.

Summary of Findings

The main purpose of the study was to examine the nexus between workplace environment and employee retention at Agona Swedru Municipal Hospital. In order to achieve the purpose of the study, the following objectives as a guide were set to:

1. Assess the work environment of Agona Swedru Municipal Hospital.
2. Assess the level of retention of employees at Agona Swedru Municipal Hospital.
3. Examine the effect of work environment on employees' retention at Agona Swedru Municipal Hospital.

This study adopted a quantitative approach and used a descriptive survey design to ensure an accurate account of the characteristics of the study population. The population were staff of the Agona Swedru Municipal Hospital constituting 140 health personnel. Out of 140 staff, a sample of 103 were randomly selected using the Bartlett, Kotrlik, And Higgins (2001) sample size determination. Also, the research instrument used was questionnaire. The analyses were done in line with the specific objectives of this study and descriptive statistics such as frequencies,

percentages mean, standard deviation and inferential statistics- regression analysis were used to tackle the objectives.

The first objective was to evaluate the working environment at the Agona Swedru Municipal Hospital. As a result, the replies of respondents were measured using means and standard deviations. The findings revealed that the Agona Swedru Municipal Hospital's work environment is comprised of health and safety systems, a well-designed job, cordial relationships between coworkers and supervisors, and work autonomy. The office is well ventilated once again, and communication is efficient. However, it was discovered that the necessary authority had not been granted and that recreational amenities had not been provided.

The second objective also sought to assess the level of retention of employees at Agona Swedru Municipal Hospital. The findings were that high retention practices are in place and that staff members are happy working with hospital and are also satisfied. Also, high retention was manifested when the employees revealed that they would work for the hospital in the coming years and would stay for the foreseeable future.

The third objective of the study sought to examine the effect of work environment on employees' retention at Agona Swedru Municipal Hospital. As a result, a correlation analysis in the form of model summary was used. It was revealed that a moderate relationship exists between the two variables (work environment and employee retention). Also, the model showed that 16.2% of employee retention at Agona Swedru Municipal Hospital is explained by the work environment. This was statistically significant as was showed in the Anova Table.

On the predictive value, the model predicted that 46.4% positive change in employee retention could be caused by having favourable work environment.

Conclusions

Because the study's general goal was to look into the link between work environment and employee retention, it can be inferred that factors like health and safety, interpersonal relationships, communication, autonomy, job design, and ventilation are required to maintain a positive work environment. However, these are not exhaustive, and additional factors that were not captured may also contribute to a positive work environment. Again, great employee retention is demonstrated when employees are happy, pleased, and have no plans to leave. The work environment at Agona Swedru Municipal Hospital was found to play a little role on staff retention. Workplace environment is also found to be an excellent predictor of employee retention, which is in line with earlier research.

Recommendations

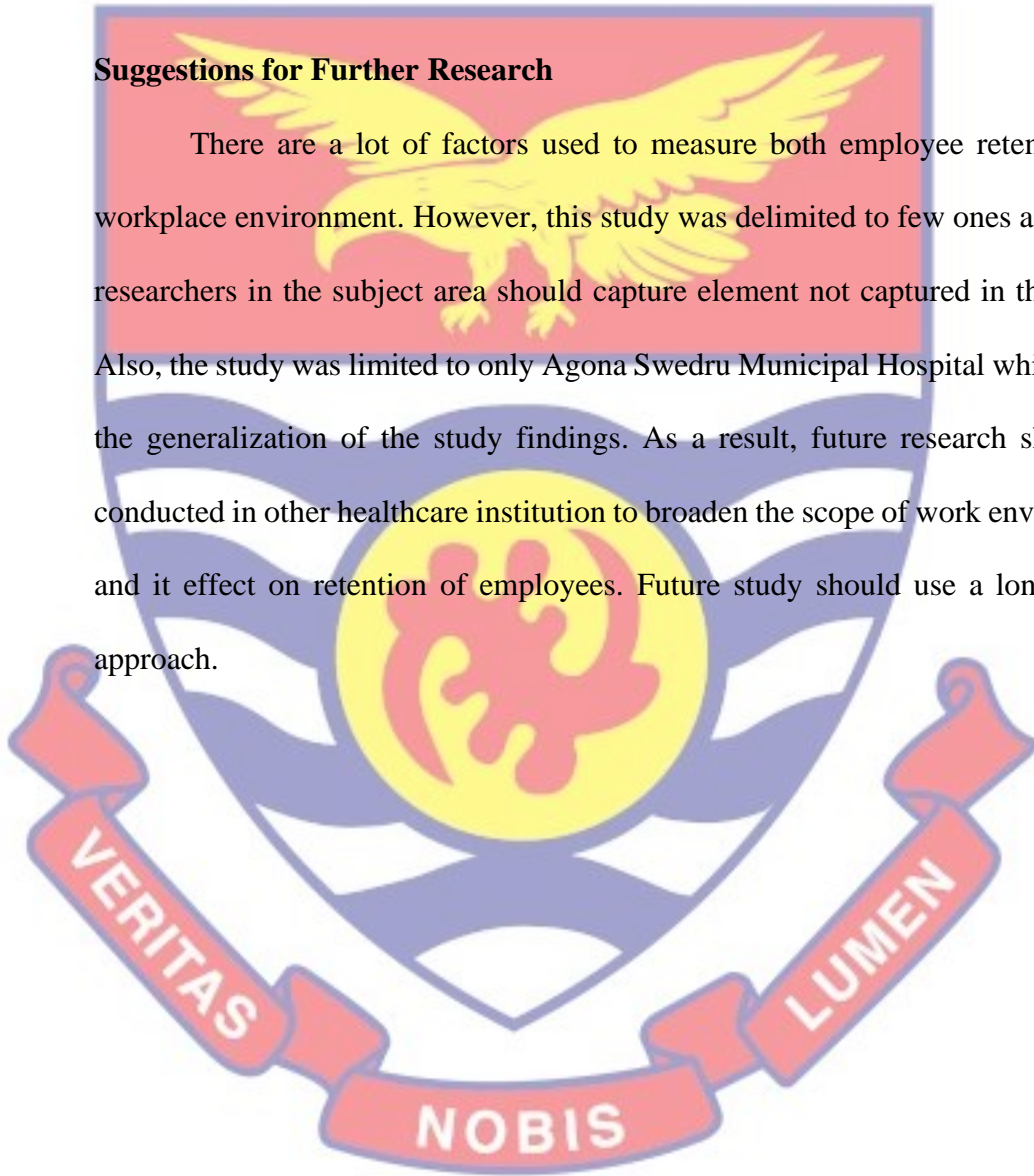
From the findings and conclusions of the study, the following were recommended:

1. Though autonomy is relevant for work performance, authority should be granted in addition to create satisfactory workplace environment. This is because the respondents were dissatisfied with the authority given.
2. It was found that work environment caused a small change in the retention of employees. This is not pleasing; therefore, management of Agona Swedru Municipal Hospital should enhance the elements given in the study to enhance the change in retention caused by work environment.

3. Again, the study found that recreational facilities were not provided to the health workers and this may have negative implications. As such management of Agona Swedru Municipal Hospital should establish facilities that would help entertain employees during their leisure periods.

Suggestions for Further Research

There are a lot of factors used to measure both employee retention and workplace environment. However, this study was delimited to few ones and future researchers in the subject area should capture element not captured in this study. Also, the study was limited to only Agona Swedru Municipal Hospital which limits the generalization of the study findings. As a result, future research should be conducted in other healthcare institution to broaden the scope of work environment and its effect on retention of employees. Future study should use a longitudinal approach.



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UNIVERSITY OF CAPE COAST
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
SCHOOL OF BUSINESS
COLLEGE OF HUMANITIES AND LEGAL STUDIES

QUESTIONNAIRE

Dear respondent, the researcher is a final year student from the Department of Human Resource Management, College of Humanities and Legal Studies, University of Cape Coast, Ghana. The purpose of the study is to examine the work environment and employee retention at Agona Swedru Municipal Hospital. Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Filling the questionnaire will take 10-15 minutes.

Please tick (✓) answers or options where appropriate and provide answers where applicable.

Section A: Demographic Characteristics

1. Age
a. 30-34 [] b. 35-39 [] c. 40-44 [] d. 45-49 [] e. 50-54 [] f. 55-59 []
g. 50 and above []
2. Sex
a. Male [] b. Female []
3. Highest Educational Qualification.....
4. Number of years with the organisation.....

SECTION B: Work Environment Factors

Please indicate your level of agreement with regards to each of the following items measuring the nature of your work environment at your institution.

The responses would be measured numerically such that 1 denotes least agreement and 5 denote strong agreement.

Items	1	2	3	4	5
Work Environment					
The measures of safety are properly instituted					
Workplace is designed well					
Relationship with co-workers is cordial					
Relationship with supervisors is friendly					
There is work autonomy					
I am given the requisite authority to work					
Proper equipment is given to us to work with					
Communication is effective					
My workplace is well ventilated					
Recreational facilities are available					

SECTION C: Employees Retention

To what extent do you attribute these statements of employee retention to your work environment at your institution? Where 1 denotes least agreement and 5 denotes strong agreement each item.

Statements	1	2	3	4	5
I am happy working here					
I am satisfied with my job					
I have my preference; I would work for this organisation next year.					
I have no intention to search for another job					
I have decided in advance to stay in this institution					
I have no choice than to remain					

Thank you very much

