

Effect of work environment on employees' retention in Adamawa state University Mubi – Nigeria

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Abstract: The aim of this research is to explore the relationship and effect of work environment on employees' retention in Adamawa State University Mubi – Nigeria. A total of 234 questionnaires containing 17 items were used to collect data from the respondents. Correlation and Linear Regression analysis was conducted to test the research hypotheses. The Correlation Results of the current study revealed that there is a significant positive relationship between work environment and employees' retention ($r = 0.556$; $p = 0.000$) also, the Regression analysis results revealed that work environment has positive significant effect on employees' retention ($\beta = 0.329$; $p = 0.000$). The model summary results revealed that work environment independently influence employees' retention by 30.9%. Hence the researchers recommend that, employers in this sector should implement holistic approach in retention management so as to ensure they develop total packages which offer their employees requisite retention incentives. The study concluded that work environment is an effective predictor of employee retention. The researchers therefore recommend that institution administrators should strive to ensure continue improvement in the work environment since it significantly enhances institutions' retention ability. Finally the study recommends that employers in tertiary institutions should strive towards broadening the spectrum of the work environment they can provide for their employees.

Keywords: Work Environment, Tertiary Institutions, Employee Retention

I. INTRODUCTION

Employee retention issues are emerging as the most critical workforce management challenges of the immediate future (Sinha, & Sinha, 2012). It then implies that in the future, successful institutions will be those which adapt their organizational behavior to the realities of the current work environment where longevity and success depend upon innovation, creativity and flexibility. Hence, the dynamics of the work environment will have to reflect a diverse population comprising of individuals whose motivations, beliefs and value structures differ vastly from the past and from one another.

Moreover, the nature of work is rapidly changing due to emerging technologies and disruptive forces, such as artificial intelligence, the gig economy and automation, subsequently the skills that employers value and rely upon are changing, in turn, a skills gap is created in which employers struggle to hire appropriately trained workers, hence understanding employer perspectives on hiring, training, and retraining skilled workforce (Levesque, 2019). Ng'ethe, Namusonge, and Iravo (2012) stated that, employee retention reduces

turnover cost to an institution, but, due to globalization, institutions are facing challenges like increasing intensified competition, increasing skilled employees' mobility and decreasing employee retention. Subsequently, Aguenza, and Som (2018) posit that in today's knowledge-intensive and highly competitive era, retention of organizational people is becoming the major global challenge confronted by the organizations.

Tertiary institutions, across the globe, are known as the most complex and critical engines for teaching, research, community impact, and economic development. This complexity necessitates a degree of proficiency, scholarship, and proven erudition from tertiary institutions workforce. The achievement of these have becomes imperative because tertiary institutions by their distinctive nature, are required to be fountain of competency, governance, and partnership. Central to the achievement of the objectives are the workforce whose responsibilities are fundamental to ensuring continued existence, sustenance, and success of the system. The quantity and quality of the required work force make the difference in any educational system (Oziengbe, & Obhiosa, 2014; Saka, & Salami, 2014)

In Nigeria, the increasing number of tertiary institutions coupled with the insufficient number of qualified work force and conducive work environment has become worrisome, especially in public tertiary institutions. Subsequently, Nigeria's educational sector has been faced with a high degree of apprehension and recurrent crises of different kinds which have ultimately resulted in the incessant strike embarked by various unions of the institution. It has been stated by Ibidunni, Osibanjo, Adeniji, Salau, and Falola, (2016), that there are crises of internal governance and vulnerability, favouritism, unsatisfactory work situations such as poor condition of services. according to Osibanjo, Abiodun, and Adeniji, (2014) there is severe administrative and institutional structure, to Ajayi, and Ekundayo, (2010) under-funding and inadequate learning and teaching facilities has also been observed by Abdulsalam, and Mawoli, (2012); poor relationship with supervisors and colleagues Asmui, Hussin, and Paino, (2012) crises of employment relationship. Adeniji, and Osibanjo, (2012); Ojeifo, (2014) and continuity Oredein, and Alao, (2010); brain drain, rising absenteeism, and attrition (Salau, Osibanjo, Adeniji, Falola & Atolagbe, 2018).

According to Famade, Omiyale and Adebola (2015) the foundation of education is frail when education is not well

funded and the products of such foundation of education are weak intellectuals. Igwesi, and ffor (2017) stated that funds released to the tertiary sector can no longer meet the increasing demands and growth of Nigerian tertiary institutions. And Ahmed (2015) posited that Universities in Nigeria require a significant amount of funds to achieve their goals and objectives, conversely the funds allocated to University education in Nigeria continue to be inadequate. However, in an educational institution, the fund is required for the payment of remunerations, and other benefits to staff, purchasing of needed facilities, construction and repair of building and administration of the institution daily. Igbino, Salau, Falola, Olokundun, and Ogueyungbo, (2019) indicated that within the sphere of tertiary institutions staff, available evidence indicates that staff resign from their jobs typically as a result of the inadequate reward system and poor working conditions such as infrastructural neglect and deterring conditions of service.

More so, it is observed that, of all the crises, unsatisfactory working conditions (Salau et al., 2018; Obateru, 2013), under-funding (Okebukonla, 2008), rising absenteeism and brain-drain (Ige, 2014; Okoro et al., 2014) have been recognized as most critical and worrisome (Adeyemi & Ekundayo, 2010; NUC, 2015; Nwagwu, 2015). It is now a source of concern for tertiary institutions management and government the high rate at which staff of tertiary institutions in Nigeria embark on industrial action and eventually resign from their jobs. Therefore, attracting and retaining capable workforce play an essential role in any organization, because employees' knowledge and skills are central to institutions' ability to be economically competitive. However, in a competitive corporate world, the retention of skilled employees is becoming very difficult. Thus, extensive time, financial resources and efforts are expended by institutions in order to keep their employees and achieve competitive advantage.

Hence, quitting of job appears to reflect significant workplace problems, rather than opportunities for advancement into better jobs. Employees' turnover disrupts teams, raises costs, reduces productivity, and results in lost knowledge. So, it is important for the management to realize the essential of employee's job satisfaction and retention. Jackson (1981) revealed in his study that high turnover is caused by unhappiness with work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening. Thus, the drawbacks of employees' turnover are evidence in reduction of institutional productivity, increase in the workload and stress levels of the existing employees. Employees' turnover is considered to be negative in most cases as its disadvantages outweigh the advantages. Hence, institutions try to keep the level of employees' turnover low, to prevent it from adversely affecting the institution (Gomathi, David, & Mba, 2020).

Adamawa State University, Mubi was established in January 2002 by the Adamawa State University Law No. 10 of 2001. Adamawa State University Mubi is the first State Government owned University in the North East sub-region of Nigeria.

The Mission of the University is the production of graduates of the highest standards in all fields of study. The graduates shall be trained and oriented to utilize modern technological and management tools for societal development. The overall goal is towards industrial production, thereby creating employment opportunities in a technology driven sector for alleviation of poverty. However, it became noticeable the massive exit of employees of the institution especially the teaching staff over the recent past years. Even though there are numerous reasons for employee turnover, however according to, Bushir, (2014) to retain skilled workforce, an attractive and supportive working environment is needed that provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Hence this current study seeks to investigate the relationship and the effect of work environment on employees' retention in Adamawa State University Mubi – Nigeria.

II. LITERATURE REVIEW

2.1 Work Environment

In the words of Houliort, Fernet, Vallerand, Laframboise, Guay, and Koestner (2015) understanding strategies that improve employee retention can lead to the establishment of an engaging and satisfying work environment. Hence, Barrick, Mount, and Li (2013) suggest that organizational managers should develop inspiring and rewarding work environments to enhance employee motivation in an organization. Therefore, employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in line with their obligations and how well employees connect with their organization's immediate workplace environment, influences to a great extent their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Farh, 2012)

It is therefore safe to state that the need to provide enabling environments for employees is as old as the concept of workforce management. Hence, the degree of an institution competence depends largely on the ability of her management to create environments where employees can work with vitality and provide opportunities that foster the growth of self-motivated employees. Work environment consciously involves the process of ensuring quality of life, improving the degree of satisfaction derived from the work itself, providing opportunities for growth, creating safe and healthy workplaces, increasing creative and critical use of initiatives, facilitating work life balance and managing workplace stress. Thus an effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Funminiyi, 2018)

In this context, work environment comprises all factors that are related to a job and organization. These factors directly influence the relationship between employees, their jobs and the organization. Kohun, Skovira and Burcik (2012) defined work environments as the forces that are currently and continually influencing performance, motivation and employment relationship. Work environment comprises a total network of inter-relationship existing among the stakeholders and the environment in which they operate. Knudsen, Bucks and Lindt (2011) posited that work environments impact not only the commitment, satisfaction, aptitude, and performance but also have long-term effect on employees' health and employment continuity. Interestingly, work environment focuses on the compensation packages, training, job security, job enrichment, organizational culture and change, staffing functions, promotion, (Nolan, 2012).

Subsequently, Hay Group (2007) as cited in Alias, Zailan, Jahya, Othman, and Sahiq, (2019) contends that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work. Work environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Murlis, 2007) as cited in Alias, Zailan, Jahya, Othman, & Sahiq, (2019). According to Subaris and Haryono (2008) work environment is inseparable part of type and location where the employees are doing their daily activity and job.

2.2 Employee Retention

Employee retention encompasses talent management which is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. According to Robyn (2012), talent retention has become a major concern for the higher education sector because of an aging workforce and limited prospects of recruiting and retaining young, talented individuals. Robyn (2012) further states that the strength of an institution lies in its human capital and that it is therefore important to align human resource policies and procedures so as to attract and retain skilled employees.

As stated by Kent (2019) that high turnover has numerous costs and consequences, but that employee retention is important to organization's well-being. Eberly, Bluhm, Guarana, Avolio, and Hannah (2017) stated that employee retention is a key factor in improving organization performance and enhance the business process. Hence, retaining employees in their jobs is necessary for all organizations. Researchers further stated that the most precious asset to an organization is its employee. Shethna (2020) stated that the skill of employees accounts for 85% of an organization's assets. Palmer (2021) is of the view that employees are the single-most important asset for value creation in an organization. Therefore, Erasmus, Grobler, and

Nieker, (2016) stated that the necessity to attract and retain high-performing employees is both a concern and a challenge for organizations in general.

Employee retention is the effort taken by an organization to hold on to its most prized asset the employees (Thangjam, 2021). Employee retention is the ability of an organization to retain its employees (Hom, Lee, Shaw, & Hausknecht, 2017). Similarly, Chiboiwa, Samuel and Chipunza, (2010) provided a more comprehensive definition of retention and mentioned that it is a mean 'to prevent the loss of proficient employees from leaving'. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project.

Therefore, the importance of employee retention cannot be underestimated considering adverse effect on an institution when an employee leaves. Thus, retaining high-performing employees or the best professional talent is of great significance to organizations as it eliminates the recruitment, selection and on-boarding costs that would otherwise be incurred in replacing them (Tymon, Stumpf & Smith, 2011). In addition, it maintains continuity in their area of expertise. Kyndt and Eva, (2009); Gentry, Kuhnert, Mondore and Page (2007) added by mentioning that the switching of job by talented employees could be a reason organizations experience decline in employees' performance, productivity, and morale.

More so, employee retention could be described as the efforts by any business or organization to develop strategies and initiatives that support current staff into remaining with the organization. Johnson, (2000) view retention as the ability to hold onto those employees you would want to keep for longer than your competition. Success or otherwise of an organization in retaining its employee's is measured in terms of employee retention rate or through assessment of the employee turnover rate. High employee retention rate means that employee turnover rate has been low and vice versa. All organizations are therefore always seeking and striving to maintain high rates of employee retention especially of their key talents, thus maintaining low levels of staff turnover.

Employee retention is a systematic effort by management to create and foster a workplace that encourages current employees to remain employed by having policies and practices in place that address their distinct needs. Das, and Baruah, (2013) has viewed retention as a procedure in which the employees are animated to remain with organization for the maximum period of time. Employee retention consists of processes through which employees are encouraged to become part of the organization for a longer period of time until he/she gets retired or until the project gets completed. Gifted and estimable employees are asset of an organization and that they are highly essential for the long-term growth and success of the business. Thus, it is necessary to retain the

skilled employees not because of the costs incurred on them by employers, but also because the knowledge and skills

2.3 Relationship Between Work Environment and Employees' Retention

Alias, Zailan, Jahya, Othman, and Sahiq (2019) conducted a study on the effect of supportive work environment on employee retention at Malaysia Information, Communication, and Technology (ICT) Industry. The purpose of the study was to examine the effect of supportive work environment on employee retention. The finding of the study shows that there is no significant relationship found between supportive work environment and employee retention among ICT employees.

A study conducted by Sheikh, Ul-Qamar, and Iqbal, (n.d)] on the impact of human resource management practices on employee retention. The human resource management practices (career development opportunities, supervisor support, working environment, rewards and work-life policies) are the variables of the study. Based on the data collected from 101 respondents, the study concludes with a positive relationship between the above mentioned human resource management practices and employee retention. The study then recommended that for organizations to improve employee retention, management should focus on improving the Human Resource Management practices.

Therefore, when working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008). Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job. Based on the divergences in previous studies, the research hypothesis one is stated below.

Ho1. Work environment has no significant relationship with employees' retention in Adamawa state University Mubi

2.4 Effect of Work Environment on Employees' Retention

A study conducted by Salau, Worlu, Osibanjo. Adeniji, Falola, Olokundun, Ibidunni, Atolagbe, Dirisu, and Ogueyungbo, (2020) on the impact of workplace environments on retention outcomes of public Universities in Southern Nigeria. The finding of this study shows that work environments contribute 89.6% to the retention of the academic staff of state universities in southern Nigeria. The current finding indicates that the work environment has a positive and significant effect on the retention of academic staff.

Msengeti, and Obwogi, (2015) study on the effects of pay and work environment on employee retention: a study of hotel industry in mombasa county, the study revealed that work environment has the strongest and positive effect on employee retention for Hotels in Mombasa County with a beta factor of

$\beta = 0.456$. Meaning that 1 unit change in work environment has a 45.6 percent impact on employee retention.

Study by Kuria, Peter, and Alice, (2012) reported that working conditions was one of the major reasons for labour turnover in three star and five star rated hotels in Kenya with respondents citing long working hours with minimal pay thus negatively affecting their ability to balance work and family demands, lack of the choice of the shift they could work in and cruelty from their supervisors as some of the contributors to the poor working conditions. The above reviewed literature led to the second hypothesis as stated below.

Ho2. Work environment have no significant effect on employees' retention in Adamawa state University Mubi.

III. METHODOLOGY

This study was conducted in Adamawa State University Mubi. The study measured retention among fulltime employees of the institution. A Population of 724 was obtained through employees list of the institution for the study. The study sample size of 254 was obtained using Krejcie and Morgan (1970) table for determining sample size for a given population for easy reference. The questionnaire as instrument for data collection was self-administered to 254 sampled respondents using random sampling technique; however, only 234 respondents completed the questionnaire and returned to the researcher. This sampling procedure allows equal chance for employees to be selected as sample of the study.

Questionnaire was used as the research instrument for data collection, the questionnaires were adopted from various previous studies like Saghir (2014; Kapoor 2018; Zahoor, Ijaz, and Muzammil 2017; Omoikhudu 2017). Modifications were made on the questionnaire to suite the study area and gain information needed for the current study. The questionnaire measures the research variables (work environment and employees retention) using a structured 5-point Likert scale. The Likert scale ranges from strongly agree (5) to strongly disagree (1). Cronbach's Alpha which is commonly used for measurement of internal consistency or reliability and it is very useful for likert-scale questionnaires for testing reliability was used to test reliability of the research instrument. The 17 items questionnaire strongly describes the characteristics of the variables with Cronbach's Alpha value of 0.891, and 0.709 for work environment and employee retention respectively.

Correlation and regression analysis were used to enable the researchers test the research hypotheses and make inferences from the data to more general conditions; Hence, Correlation analysis was used to test the research hypothesis one, which state that 'Work environment has no significant relationship with employees' retention in Adamawa state University Mubi'

To test the research hypothesis two, which states that 'Work environment have no significant effect on employees' retention in Adamawa state University Mubi', .the linear

regression analysis using 5% level of significance was used to test the effect of the independent variable on the dependent variable. The analysis was done with the aid of Statistical Package for Social Sciences (SPSS) version 26.

The linear regression equation is expressed as:

$$EMPR = \beta_0 + \beta_1 + WORKE + \mu_t$$

Where;

β_0 = the autonomous parameter estimate (Intercept or constant)

β_1 = Parameter coefficients of work environment

WORKE = Work Environment

EMPR = Employee Retention

μ_t = error term

IV. RESULTS AND DISCUSSIONS

The level of significance for this study is 5%, for a two-tailed test. The decision rule is that the study shall accept the null hypothesis if the p value is greater than the 5% alpha significant level, otherwise reject the null hypothesis. More so, If the p value is less than 5% or 0.05 (that is $PV < 0.05$), it implies that the variable in question is statistically significant at 5% level; otherwise, it is not significant at that level.

4.1 Correlation Analysis

The correlation analysis is a measure of the strength of a linear association between two variables and is denoted by ‘r.’ the correlation table cells always contain at least 3 pieces of information. 1) The size of the correlation ‘r’ 2) the level of significance for the correlation 0.05 or smaller is considered statistically significant, and 3) the number of subjects that were considered in this particular test.

Table 1 Summary of Correlations

		WORKE	EMPR
WORKE	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	234	
EMPR	Pearson Correlation	.556**	1
	Sig. (2-tailed)	.000	
	N	234	

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

The correlation analysis results in table 1 above revealed the size of the correlation $r = 0.556$, the level of significance for the correlation = 0.001 that work environment has a significant positive relationship with employee retention in Adamawa State University Mubi ($r = 0.556$, $p = 0.01$) and the number of subjects that were considered $N = 234$.

Based on the results, the researchers state that, work environment and employees retention have a statistically

significant linear relationship ($r = .556$, $p < .001$). The direction of the relationship is positive (work environment and employees retention are positively correlated), meaning that these variables tend to increase together (greater work environment is associated with greater employees retention). The magnitude, or strength, of the association is approximately moderate ($.3 < |r| < .5$). Subsequently, with this statistical evidence, the research hypothesis one was rejected.

4.2 Linear Regressions Analysis

The linear regressions analysis in table 2 shows the adjusted r square value of, $r^2 = 0.309$ which indicates that work environment independently explained approximately 30.9% of the variation in employee retention in the institution.

Table 2 Linear Regression Analysis Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.556 ^a	.309	.306	3.92866	1.552

- a. Predictors: (Constant), WORKE
- b. Dependent Variable: EMPR

Durbin Watson (DW) statistic was used to test for the presence of serial correlation or autocorrelation among the error terms. The acceptable Durbin – Watson range is between 1.5 and 2.5. The model also indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 1.552. This shows that the estimates are unbiased and can be relied upon for managerial decisions.

Table 3 The ANOVA^a F-statistic

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	1600.497	1	1600.497	103.697	.000 ^b
	Residual	3580.768	232	15.434		
	Total	5181.265	233			

- a. Dependent Variable: EMPR
- b. Predictors: (Constant), WORKE

The F-statistics which is used to examine the overall significance of regression model, the F-statistic is 103.697 and p value is 0.0010. In this model, the p-value is 0.001, which is less than the significance level of 0.05. This indicates that the regression model as a whole is statistically significant, meaning that, he model fits the data better than the model with no predictor variables.

In regression analysis with a single independent variable, the coefficient indicates how much the dependent variable is expected to increase (if the coefficient is positive) or decrease (if the coefficient is negative) when that independent variable increases by one. The ‘p’ value for the regression is used to determine the significance of the independent variable. Using a p-value to make decision, If the p-value is less or equal to

the significance level ($\alpha=0.05$) the null hypothesis is rejected, while if the 'p' value is greater than 0.05 the null hypothesis is accepted.

Table 4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.543	.997		10.576	.000
	WORKE	.329	.032	.556	10.183	.000

Table 4 revealed the ' β ' and the 'p' value. The β value = 0.329 and the 'p' value is = 0.001. The researchers by statistical evidence from the unstandardized coefficients state that, work environment have a statistically significant effect on employees retention ($\beta = 0.329$, $p < .001$). The direction of the effect is positive (work environment positively affect employees retention), meaning that these variables tend to increase together (greater work environment is associated with greater employees retention). Based on this empirical evidence, the null hypothesis was rejected.

4.3 Discussion of Findings

This current study examined the relationship between work environment and employees' retention as well the effect of work environment on employee retention in Adamawa State University Mubi. The findings are discussed in line with the study hypotheses.

It was revealed in table 1 above that a statistical significant and fairly above average positive relationship exist between work environment and employee retention ($r = 0.556$, $p < 0.05$), based on these statistical evidence, the null hypothesis was rejected. The implication of this result is that work environment positively and significantly influences behavior and subsequently employee retention.

The result of this current study is in agreement with Gangwani, and Dubey, (2016) study on working environment influencing employee retention of Indian IT professionals. The findings of the study revealed Correlation Coefficient of ($r = 0.539$; $p = 0.000$) and concluded that Good working environment develops a long term relationship between an employee and organization thereby playing an important role in employee retention.

The regressions analysis results in table 4 revealed that work environment significantly influenced employees' retention ($\beta = 0.329$; p value = 0.001), this means that 1 unit change in work environment has a 32.9% percent effect on employee retention. Subsequently, based on this empirical evidence, the null hypothesis was rejected.

The result of this study is consistent with earlier study by Msengeti and Obwogi, (2015) on the effects of pay and work environment on employee retention, ($\beta = 0.456$; p value = 0

.005) these statistical evidence from the results revealed that work environment plays a major role in employee retention. Also, Umamaheswari, and Krishnan, (2016) findings indicates that work environment is a strong predictor of employee retention ($\beta = 0.232$) this result coincide with the earlier findings of Valentine, Godkin, and Lucero, (2002). Employees expect support and encouragement from organization to unfold their potential. Availability of discretion independence, participation in decision making, information sharing, reasonable work tasks, and sufficient work space could be perceived by employee's that organization supports them, this in turn influence employee turnover intentions thereby increasing retention rate.

Moreover, the findings of Bibi, Ahmad, and Majid, (2018) revealed that the work environment moderates the relationship between training and development and employee retention, ($\beta = 0.404$, $t = 7.048$ and $p < 0.00$) the researchers stated that the relationship is stronger for individuals in public universities with a highly conducive working environment than it is for individuals in public universities with a less conducive work environment. Therefore Sutherland, (2004) earlier suggested that organizations should focus on creating supportive work environments to keep talented employees in the organizations for longer periods of time. In summary, it means that work environment plays a key role in motivating and retaining employees.

Similarly previous studies such as those by (Kyndt, Dochy, Michielsen, and Moeyaert, (2009); and Irshad, (2000) highlighted that work environment significantly affect employees retention. It means that an organization that provides a highly conducive work environment, where the employees feel more driven, has a higher level of employee retention than those who have a less conducive work environment.

V. CONCLUSIONS AND RECOMMENDATIONS

Work environment widely studied, however from the study results it can be concluded that the non-financial incentive in terms of creating conducive work environment for employees have a strong relationship with and a significant positive effect on employee retention. It was also concluded that work environment independently influence employees' retention by 30.9%. Hence the researchers recommend that, employers in this sector implement holistic approaches in retention management so as to ensure they develop total packages which offer their employees requisite retention incentives and not focus only on financial rewards.

The institution administrators should also strive to continue improving the work environment for employees since it significantly enhances their employee retention abilities as an institution. Finally the study recommends that the employers in this sector should strive towards broadening the spectrum of the work environment they can provide their employees and not focus on direct monetary rewards alone.

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