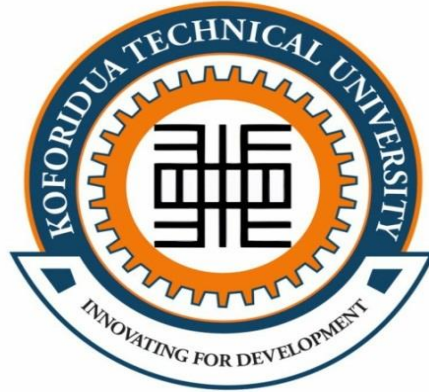**KOFORIDUA TECHNICAL UNIVERSITY**

FACULTY OF BUILT AND NATURAL ENVIRONMENT

DEPARTMENT OF BUILDING TECHNOLOGY

PROJECT TOPIC

DETERMINANTS OF BUILDING CONSTRUCTION WORKERS' RETENTION IN ACCRA METROPOLITAN ASSEMBLY

BY
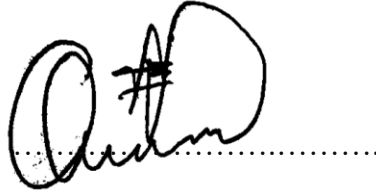
EDWARD KOOMSON

(B401210012)

BENJAMIN EYISON

(B401210014)

SUPERVISOR: DR. TIMOTHY ADU GYAMFI

OCTOBER, 2023

SUPERVISOR'S DECLARATION

I hereby declare that the preparation of the research work was supervise by me in accordance with

the guidelines and supervision of long essays a laid down by Koforidua Technical University.

DR. TIMOTHY ADU GYAMFI ....14/12/23.........

(SUPERVISOR)   **SIGNATURE**   **DATE**

ACKNOWLEDGEMENT

ABSTRACT

Competitive advantage extends beyond merely distinguishing a product or service or achieving cost leadership. It also hi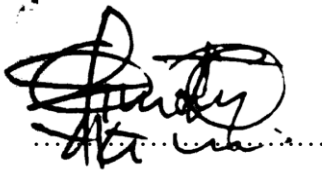nges on the ability to leverage a company's unique skills and core competencies while swiftly responding to customer demands and competitive manoeuvres. Recognizing this, it becomes evident that employers must devise more effective methods for incentivizing and nurturing their workforces to both attract new talent and retain their existing personnel. Nevertheless, the challenge of employee retention remains a pressing concern confronted by managers across diverse organizations and industries worldwide. Moreover, within the realm of the construction industry, there exists a noticeable gap in the literature regarding employee retention. Consequently, there was a compelling need to investigate this void. Consequently, this study delves into the factors influencing the retention of building construction workers within the Accra Metropolitan Assembly. In particular, it seeks to identify the hindrances to retaining these workers and formulate strategies to enhance their retention. The research employed a descriptive research design, with the study's target population comprising the personnel of construction firms in Greater Accra, with a specific focus on the Human Resources, Construction, and Engineering departments. Respondents were selected through a combination of simple random and purposive sampling techniques, resulting in a sample size of 150 participants. The findings of the study illuminated several factors that prominently deter workforce retention, encompassing aspects such as limited opportunities for growth and advancement, work-related stress, underutilization of technology, role ambiguity, and subpar working conditions. Furthermore, among the eighteen distinct retention strategies explored, certain approaches displayed significant promise in elevating retention rates. These included the recognition and rewarding of employees, as well as the provision of competitive compensation packages.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

In today's fiercely competitive global market, the pursuit of a competitive edge, whether through cost leadership or differentiation, places a significant premium on cultivating a highly committed and competent workforce (Yee, 2012). It's important to recognize that achieving a competitive advantage goes beyond simply offering a unique product or service or achieving cost efficiency. It hinges on the ability to harness a company's specialized skills and core competencies while swiftly adapting to the evolving needs of customers and the actions of competitors. Essentially, competitive advantage is derived from management's capacity to consolidate enterprise-wide technologies and production expertise into competencies that empower individual business units to adeptly respond to shifting opportunities.

Despite the growing emphasis on technology in contemporary corporations, the human workforce remains indispensable for executing the operations facilitated by technology (Adhikari, 2015). Employees have historically been and will continue to be the most dynamic and crucial assets of any organization. As the economy expands across all sectors, market competition intensifies, leading to increased opportunities and pathways available to human resources and employees. Managing these human resources and retaining talent presents the most formidable challenge for corporations in our rapidly evolving world. Consequently, employee turnover continues to be a pressing concern for organizations, a topic that has been under investigation for over six decades (Nawaz & Pangil, 2016).

With the onset of globalization, it has become imperative for every organization to systematically manage their employee turnover. The construction industry, in particular, grapples with a significant turnover rate, which can have profound repercussions on overall project progress and costs (Thomas, 2013). Consequently, organizations allocate substantial resources to recruitment and employee development, encompassing training and skill enhancement initiatives geared toward equipping employees with the requisite expertise for current and future roles and challenges (Mitchell, 2002).

Furthermore, Mathis (2006) suggests that employers should strategically focus on comprehending the factors influencing retention and take proactive measures to ensure employee allegiance. This perspective aligns with the views of Hausknecht, Julianne, and Vance (2008), who argue that retaining talented employees necessitates concerted efforts. Nevertheless, Hausknecht et al. caution that retention is a multifaceted issue influenced by both internal and external factors, with some external factors beyond an organization's control. According to Agarwal, Agrawal, & Pandey (2016), there exists a multitude of factors believed to contribute to higher retention rates among employees in the construction industry, yet a comprehensive understanding is lacking. These factors encompass elements such as job satisfaction, compensation levels, employee safety, and motivation, all of which need to be distinctly identified and correlated to ascertain their most substantial impacts on retention (El-Gohary, Aziz, & Abdel-Khalek, 2017). Moreover, factors influencing employee retention can be categorized into job-related and organizational factors. Job-related factors encompass aspects like job knowledge, unclear performance expectations, evaluation method ambiguity, high job pressures, and role function discrepancies (Girma, 2019). Conversely, organizational factors involve factors like organizational instability, suboptimal hiring

practices, ineffective managerial approaches, limited career development prospects, insufficient recognition, and an inadequate compensation system (Hedwinga, 2012).

1.2 Statement of the Problem

In recent times, the construction industry has witnessed a steady rise in voluntary employee turnover (Towns, 2019). Industry-wide turnover rates experienced a notable increase, doubling from 2.4% in February 2017 to 4.8% in February 2018, accounting for seasonal adjustments (U.S. Bureau of Labor Statistics, 2018). However, there still exists a significant gap in our understanding of which intrinsic (motivational) and extrinsic (hygiene) factors hold the greatest potential for enhancing employee retention (Charpia, 2018). This surge in employee turnover within the construction sector has given rise to several challenges, including elevated replacement costs, fluctuations in labor productivity, and a slowdown in productivity growth rates (Fulford & Standing, 2014).

In today's context, with the rapid expansion of the IT sector, there is fierce competition among corporations to attract well-prepared and talented staff from other organizations. This competition arises from the desire to avoid the need for extensive investments in talent development within their own ranks. The costs associated with replenishing talented employees are multifaceted. They encompass factors such as the unavailability of readily qualified personnel, resulting in the loss of valuable project time, expenses related to advertising or placement agency fees, the time commitment of senior executives engaged in negotiations over compensation, and the investments in induction training to acclimate new hires to the corporate ethos, values, systems, and procedures.

The challenge of employee retention remains a pressing concern confronted by managers across different organizations and spanning various sectors of the global economy. This persistence of

the issue can be attributed, in part, to deficiencies in managerial skills exhibited by leadership in numerous businesses worldwide (Mahadi et al., 2020; Diah et al., 2020; Malik et al., 2020). Furthermore, despite extensive research on employee retention and turnover conducted in various industries, including IT, hospitality, and healthcare, there is a recognized need for more comprehensive exploration of these dynamics in different sectors (Edeh et al., 2020). The scarcity of studies specifically addressing the construction industry underscores the necessity for an investigation to fill this void in the literature on retention (Charpia, 2018). Hence, this study embarks on an exploration of the factors influencing the retention of building construction workers in the Accra Metropolitan Assembly.

1.3 Objectives of the Study

The main objective of this study is to explore the determinants of building construction workers' retention in the Accra Metropolitan Assembly. Specifically, the study seeks to:

1. Establish factors that hinder building construction workers' retention
2. Determine strategies to promote building construction workers' retention

1.4 Research Questions

In relation to the research objectives, the following research questions were formulated:

1. What are the factors that hinder building construction workers' retention?
2. What strategies can be adopted to promote building construction workers' retention?

1.5 Significance of the study

This study will contribute to both literature and practitioners. On the one hand, it will enrich the empirical sources of the specific topic of employee retention in the Ghanaian construction industry. On the other hand, it may offer help to management and HR managers in the Ghanaian construction industry, to understand their employees' turnover intentions better. It might finally help organizations reduce turnover rates.

1.6 Scope of the Study

The study will be conducted to assess the determinants of building construction workers' retention in Accra metropolitan assembly. The study will be limited to construction firms in Accra Metropolitan Assembly due to proximity and the fact that most real estate firms are situated in the Greater Accra Region. The study focuses on Accra metropolitan assembly because it's a home for a lot of construction firms in the country. Some construction firms in the region and the unit of analysis will be staff and management of these construction firms.

1.7 Organization of the study

This study is structured into five chapters. A preview of the chapters is as follow:

Chapter One presents the background of the study, the managerial problem, aims and objectives of the study, scope and significance of the study. Chapter Two reviews the related literature from the conceptual and empirical perspectives on innovation adoption in real estate development. The Chapter draws on the previous work of esteemed researchers and practitioners to develop a unified theoretical framework suitable for use in the study.

Chapter Three gives an in-depth explanation of the methodology of the study. The methodology section describes the project design, study population, sampling technique and procedure, research instruments, and methods of data analysis.

Chapter Four presents the results and discussion of the findings. The discussion was done about the pertinent concepts discussed in the review of the literature. Chapter Five focuses on the summary, conclusions, and recommendations. The major findings from the study would be presented in this chapter as well as the directions for policy formulation and future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is a review of related literature on innovation adoption by real estate developers. In reviewing the relevant literature for the study, the chapter draws on the previous work of esteemed researchers and practitioners on Employee Retention in the Construction field.

2.1 Theoretical Framework

2.1.1 Vroom's expectancy theory

The applicability of Vroom's expectancy theory and Maslow's hierarchy of needs theory is key in the corporate landscape. Vroom initially formulated the expectancy theory back in 1964, drawing from three key components: a) performance expectation, b) instrumentality or recognition of performance, and c) the value of recognition (Hayibor & Collins, 2016). As the corporate landscape undergoes transformations, including downsizing initiatives and a shift in managerial focus towards retaining diverse employee profiles, it becomes imperative to tailor retention strategies to cater to each distinct category (Vroom & Deci, 1983). For instance, when it comes to preserving expert employees, the emphasis should be on identifying approaches that empower these employees to discover intrinsic value within their roles (Vroom & Deci, 1983). An illustrative example of the application of Vroom's theory is Renaud, Morin, Saulquin, & Abraham's 2015 study, which employed this framework to pinpoint the HRM practices most beneficial for each employee category. Similarly, Ghoddousi, Bahrami, Chileshe, and Hosseini (2014) conducted research employing the expectancy theory with a participant pool comprising 194 employees. Their findings highlighted that intrinsic factor wielded more influence than extrinsic

factors within the construction industry. This valuable insight equips construction managers with the knowledge to prioritize intrinsic factors, which, in turn, can elevate job satisfaction and performance levels. Another noteworthy observation from this study underscores the significant impact of financial compensation and rewards on employees, serving as a foundational element for motivating construction workers (Ghoddousi et al., 2014). The adoption of this theory in our study is grounded in the notion that the strength of an expectation plays a pivotal role in determining the outcome's level. Consequently, the expectancy theory serves as a robust framework for predicting or comprehending the most likely choice among a set of two or more alternatives (Panzano et al., 2004). This theory's relevance is particularly pronounced when devising reward and advancement strategies. It underscores the importance of acknowledging individual differences among employees. Managers are urged to grasp the distinct expectations held by various employees and allocate job roles accordingly, a practice that fosters heightened motivation across the workforce.

2.2 The Meaning of Employee Retention

As posited by James and Mathew (2012), employee retention embodies a systematic endeavor aimed at encouraging employees to prolong their affiliation with an organization for an extended duration. It is worth noting that the advantages of employee retention extend beyond the organizational sphere, yielding considerable benefits for the employees themselves. The prevailing wisdom within organizations underscores the strategic imperative of retaining top-tier talent, as this cadre of employees is pivotal in driving optimal organizational performance (James & Mathew, 2012). Employee retention, as elucidated by Yao, Qiu, & Wei (2019), pertains to the assessment of the workforce composition within an organization and the proactive cultivation of an environment that motivates employees to sustain their tenure over a more protracted period. In

the contemporary landscape, organizations are fervently scouting for top-tier talent and actively implementing measures to ensure the preservation of such talent within their ranks. Effectively retaining employees is instrumental in curbing turnover rates, fostering enhanced employee loyalty, and fortifying their commitment to the organization. This, in turn, carries significant ramifications for the competitiveness and overall performance of the organization (Noe & Kodwani, 2018).

The strategic significance of employee retention extends to cost containment. As articulated by Sang (2021), organizations grapple with considerable expenses associated with employee turnover, encompassing the costs linked to the recruitment of new personnel, the implementation of fresh selection procedures, the provision of novel training and development initiatives, and the formulation of revised compensation strategies, among other financial outlays. Moreover, employee retention strategies play a pivotal role in imbuing employees with a sense of motivation that fosters enduring commitment to the organization. It is imperative that sincere efforts be directed towards facilitating employee growth and learning within their existing roles, thereby enhancing their job satisfaction and overall work experience. In essence, retention plans represent a cost-effective mechanism for bolstering workplace productivity and fostering emotional engagement among employees. Highly skilled and proficient employees are the linchpin in upholding quality standards and ensuring seamless business operations, thus resulting in long-term cost savings (Hundekari and Divakaran, 2021). Per the perspectives of Badana and Johm (2019), employee retention assumes the character of a strategic maneuver designed to persuade employees to prolong their association with an organization, contingent upon their tenure within the institution. Nasir and Mahmood (2016) advance a conceptualization of employee retention that positions it as the deliberate and strategic retention of pivotal and invaluable employees who

constitute the bedrock of organizational integrity and productivity. Similarly, Wijesiri et al (2019), Swaroopa and Sudhir (2019), and Mathimaran and Kumar (2017) underscore that employee retention entails the act of preserving organizational personnel for a substantive duration. Furthermore, Francis (2014) defines employee retention as a collection of strategies deployed by industrial organizations to incentivize employees to remain with the company until they reach retirement age. Beyond these interpretations, employee retention also encompasses the deployment of creative retention programs to manage and retain qualified and talented employees, as articulated by Kavittha, Geetha, and Arunachala (2011).

2.3 Factors That Hinder Building Construction Workers' Retention

organizational instability, poor hiring practices, poor managerial style, lack of carrier development,

2.2.1 Work Stress

Work-related stress encompasses the emotional, cognitive, and physical strain experienced by an individual, as elucidated by Hakim, Sudarmiatin, and Sutrisno (2018). Consequently, the repercussions of such stress can manifest in the form of employee turnover, particularly when it is induced by burnout resulting from prolonged and demanding work hours. It is observed that individuals who find themselves laboring extensively over extended periods are prone to opting for job termination, as evidenced by the findings of Mitchell and Zatzick (2015).

Moreover, the research conducted by Prasetio, Partono, and Wulansari (2019) underscores the positive and statistically significant correlation between work stress and the inclination to leave one's current employment, a phenomenon commonly referred to as turnover intention. This relationship can be attributed to several factors, including diminished job satisfaction,

encompassing discontentment with the remuneration provided by the employing organization. Prasetio, Partono, and Wulansari (2019) further assert that heightened work-related stress distinctly amplifies the likelihood of employees opting for organizational departure. Consequently, individuals grappling with significant workplace stress levels tend to exhibit lower job satisfaction levels and are more predisposed to contemplating quitting their current positions, as underscored by the research conducted by Nanda, Soelton, Luiza, and Saratian (2019).

2.2.2 Lack of Growth and Progression

The provision of opportunities for growth and personal development holds significant importance in the retention of valuable employees. When an employee finds themselves confined to a stagnant position with limited prospects for advancement, they often begin exploring opportunities with other organizations in pursuit of career advancement and higher income. It is worth noting that employee turnover rates can be influenced by the presence or absence of training programs, as suggested by Albrecht and Andretta (2011). In support of this notion, a study conducted by the ASTD in 2003 revealed compelling insights. It indicated that within companies offering subpar training initiatives, a substantial 41% of employees expressed intentions of seeking alternative employment within a year. In contrast, organizations with robust and effective training programs experienced significantly lower planned departures, with only 12% of employees considering leaving, as reported by Origon and Nzonzo (2011). Furthermore, Armstrong (2003) emphasized that the absence of prospects for career advancement or promotions has been a key driver of attrition, particularly among mid-level executives. Such professionals are inclined to gravitate toward organizations that prioritize career mobility and offer more attractive compensation packages. In this context, it becomes imperative for companies to assess and revamp their

succession planning policies, ensuring fairness and performance-based criteria. Organizations should actively shape and manage professionals' perceptions regarding career opportunities if they aspire to retain individuals with clear career-oriented objectives. If organizational career trajectories fail to align with professionals' desired career paths, these individuals may explore alternative employment options in the hopes of finding organizations that better cater to their career goals, as outlined by Cascio (2003). Considering the substantial costs associated with recruitment and turnover, investments in development support programs may be justified. However, these investments are most effective when professionals perceive a congruence between the organization's career opportunities and their own career aspirations and interests.

2.2.3 Lack of professional welfare

Welfare encompasses all non-statutory initiatives undertaken by employers for the well-being of their workforce. These welfare measures play a pivotal role in maintaining high morale among professionals, thereby enhancing productivity and fostering long-term retention (Varadaraj & Charumathi, 2019). It's important to note that welfare measures extend beyond monetary benefits; they encompass initiatives aimed at cultivating favorable working conditions, fostering industrial harmony through provisions such as health benefits, and extending medical coverage to professionals and their families. The underlying rationale behind offering these welfare benefits is to cultivate a workforce that is efficient, healthy, loyal, and motivated in their commitment to the organization. By providing such welfare benefits, organizations not only contribute to the overall well-being of their professionals but also elevate their quality of life (Gopalakrishnan and Brindha, 2017).

2.2.4 Lack of Feedback and Recognition

Abbasi and Hollman (2015) highlight that the absence of personal and team recognition can be perceived by professionals as a lack of acknowledgment for their accomplishments. Irrespective of their organizational position, professionals seek validation for their work, a sense of purpose, and the recognition of their achievements. They aspire to more than just the conventional salary and benefits package that once constituted the core of traditional retention strategies. Moreover, some professionals value the challenge of personal and professional growth through management roles. They view recognition as a means of reinforcing their efforts and receiving feedback on their achievements (Ayele, 2020). Organizations that foster a positive environment and implement well-designed programs to acknowledge exceptional performance are more likely to retain their professionals and bolster job satisfaction. Projects can serve as incentives or rewards, while training and development initiatives focused on the latest technologies can enhance professionals' quality of work life. Such efforts convey to professionals that they are valued, and the organization recognizes their multifaceted nature, accommodating a range of concerns and needs. Additionally, these measures provide the organization with a competitive advantage.

2.2.5 Lack of sense of belongingness

Engaging deeply in work tasks at a psychological level reflects a strong commitment to one's job. However, if not effectively managed, this commitment can lead to professional detachment. Various internal factors within an individual professional can influence their behavior and decisions related to their perceptions and attitudes toward their workplace or job. These factors play a significant role in the decision to leave an organization (Olabode et al., 2019). A sense of belonging pertains to the extent to which professionals feel embraced, valued, and supported by their colleagues within the organization. This sense of belonging fulfills fundamental human

needs, as described by Maslow (1942) and cited by Cockshaw and Shochet (2010). In the construction industry, the absence of such a sense of belonging can potentially lead to depression among personnel, which can have adverse effects on both individuals and the organization as a whole. Ayele (2020) has established a strong link between a sense of belonging and stress-related symptoms such as depression and anxiety.

2.2.6 Job Dissatisfaction

Job dissatisfaction plays a significant role in prompting employees to depart from an organization. Furthermore, this dissatisfaction can instigate employees to actively explore alternative career opportunities (Keng, Nur, Mohamed, and Ching, 2019). When employees experience dissatisfaction with their current roles, they may develop an intention to discontinue their association with the organization, motivating them to seek employment elsewhere (Al-Suraihi, Yusuf, and Al-Suraihi, 2020).

2.2.7 Changes in Management Style

The significance of a leader's style is now understood to be more vital and influential than previously recognized. This stems from the fact that leaders have the unique ability to initiate critical changes, a power often beyond the reach of followers due to their limited authority (Alkhawaja, 2017). Creating an organization that cultivates a group of people committed to a shared goal, while balancing the demands on both leaders and staff, is a complex task. This requires an increased emphasis on the importance of followers, placing it on par with the focus traditionally reserved for leadership.

2.2.8 Lack of training and learning opportunities

Providing training and learning opportunities significantly impacts an employee's decision to remain with a company. Without these opportunities, employees are unable to enhance their capabilities, leading to a lack of personal and professional fulfillment. This stagnation can prompt them to leave their jobs (Liu et al, 2006). The absence of investment in employee development can hinder career progression and skill acquisition, resulting in job dissatisfaction and increased staff turnover. On the other hand, effective training not only improves employee skills but also raises their value to the organization. However, this professional growth can also empower employees to pursue better job offers elsewhere in the future. Thus, there is a nuanced interplay between providing training and managing turnover; training helps in skill enhancement, which can paradoxically reduce the likelihood of employees leaving.

2.2.9 Role Ambiguity

When individuals encounter role ambiguity, it often stems from unclear or inadequately defined roles within an organization. This ambiguity can lead to deviations in an individual's performance due to uncertain role expectations (Alblihed and Alzghaibi, 2022). The root of this issue is the lack of clarity regarding what the role entails. Typically, a job description outlines the duties, responsibilities, and general tasks expected of an employee. It may also detail the job's specific requirements and the reporting hierarchy for daily activities. However, role ambiguity becomes a problem when the job's expectations, processes, and requirements are not thoroughly understood by the employee (Zhao & Rashid, 2010).

2.2.10 Job Burnout

Burnout is characterized as a psychological condition marked by exhaustion, detachment, and a sense of inefficiency, arising due to prolonged workplace stress (Leiter & Maslach, 2004). Unlike acute stressors such as natural disasters or major accidents, these chronic stressors are less intense but last for extended periods (Griffin, Hogan, Lambert, Tucker-Gail & Baker, 2010). Employees in the construction sector are particularly prone to burnout. Factors contributing to this include long and unpredictable work hours, hazardous working conditions, and the constant worry of job instability. Moreover, recent challenges such as material shortages, the threat of COVID-19, and potential job losses due to government shutdowns have intensified these stressors (Franz, Wang and Issa, 2021).

2.2.11 Low use of technology

Integrating advanced tools and technology in the construction sector can lead to higher employee retention and lower rates of turnover. Implementing technology in the workplace significantly enhances the efficiency and productivity of professionals by enabling them to accomplish tasks more effectively (Bader et al., 2018). Technology facilitates the blending of work and home life, much like telecommuting, by allowing professionals to easily carry out work tasks from home. This includes using faxes, email, or computers for work-related activities, which can improve efficiency and provide the flexibility to complete certain tasks from home that would typically require presence at the workplace or in-person meetings. However, this merging of work and home environments can also disrupt family life, creating a work-centric atmosphere at home. The absence of a proper balance in this regard may lead to professional turnover (Batt and Vacour, 2003).

2.2.12 Poor Working environment

Construction sites are known for their significant risks, and various studies have shown a correlation between site safety and employee retention in the industry. This connection has contributed to the perception of the construction sector as an accident-prone field. The inherent risks in construction projects stem from factors like their unique nature, open and weather-exposed environments, involvement of numerous unskilled workers, compressed project timelines, high employee turnover, tasks that require working at heights or in confined spaces, and overall environments that are both physically and psychologically demanding (Sawacha et al., 1999; Shi, 2009). Imriyas et al. (2007) identify common construction-related accidents such as falls on-site, scaffolding mishaps, being struck by operating equipment, electrical hazards, trench collapses, fires, explosions, use of unsafe equipment, and structural failures. Moureen (2004) notes that the work environment is a key factor in professional turnover. Employees tend to seek workplaces that are conducive to their well-being and safety. This desire for a suitable work environment is a primary reason for professionals frequently changing jobs. If they find a company that offers an environment aligning with their preferences, they are more likely to remain with that organization for an extended period.

Table 2.1: Factors Hindering Employee retention

Factors hindering Retention Strategies	Author
Work Stress	Hakim, Sudarmiatin, and Sutrisno, (2018); Mitchell and Zatzick, (2015), Hassan, (2014) Bashir, and Durrani (2014), Jha (2009),
Lack of Growth and Progression.	Albrecht and Andretta, (2011), Origon and Nzonzo, (2011)

Lack of professional welfare	Gopalakrishnan and Brindha, (2017), Varadaraj & Charumathi, (2019)
Lack of Feedback and Recognition	Abbasi and Hollman (2015), Ayele, (2020)
Lack of sense of belongingness	Olabode et al., 2019, Cockshaw and Shochet, 2010
Job Dissatisfaction	Keng, Nur, Mohamed, and Ching, 2019, Al-Suraihi, Yusuf, and Al-Suraihi, 2020
Changes in Management Style	Alkhawaja, 2017
Lack of training and learning opportunities	Liu et al, 2006
Role Ambiguity	Alblihed and Alzghaibi, 2022, Zhao & Rashid, 2010
Job Burnout	Griffin, Hogan, Lambert, Tucker-Gail & Baker, 2010, Franz, Wang and Issa, 2021
Low use of technology	Batt and Vacour, 2003, Bader et al., 2018
Poor Working environment	Sawacha et al., 1999; Shi, 2009, Imriyas et al., 2007
Leadership styles	Halbusi and Hanid, (2018), Aleem and bowra (2020), Armstrong (2012), Luthra, and Singh, (2019), Long, Thean, Ismail, and Jusoh, A. (2012) Siew (2017), Dayal, and Verma (2022)
Organizational Policies	Abubakar and Abdullahi (2017), Dayal, and Verma (2022)

Organizational reputation	Alniacik, Cigerim, Akcin, and Bayram, (2011) Dayal, and Verma (2022)
Salary	Shoaib et al., 2009, Hassan, (2014) Qasim 2020, Dayal, and Verma (2022)
Communication	Hussain and Xian, 2019, Dayal, and Verma (2022)
Work pressure	Lambert et al., (2001) Dayal, and Verma (2022)
Organizational culture	Dwivedi, Kaushik & Luxmi, 2013, Haggalla & Jayatilake, 2017, Habib et al., 2014). Stephen (2013), Dayal, and Verma (2022)
Promotion opportunities	Mahapatra (2010), Dayal, and Verma (2022)
Work-life balance	Deery and Jago (2015

2.3 Employee Retention Strategies

The importance of implementing successful retention strategies to keep skilled workers, who hold valuable institutional knowledge, cannot be overstated (Aamir, Hamid, Haider, & Akhtar, 2016). The issue of low employee retention rates is becoming increasingly problematic for numerous organizations (Presbitero, Roxas, & Chadee, 2016). It's crucial that employee retention approaches are deeply integrated into the core elements of an organization, such as its mission, vision, values, and policies (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015).

2.3.1 Compensation

Compensation plays a key role in retaining employees. Employers offer various forms of compensation, including salaries, bonuses, performance-related pay (PRP), paid vacations, pensions, company cars, health insurance, training programs, club memberships, special purchasing terms, family benefits, and other perks (Boella & Goss-Turner, 2019). Lahkar Das & Baruah (2013) point out that these financial and non-financial compensations are not always strategically utilized to boost morale, achieve organizational goals, and ultimately, minimize turnover. Compensation isn't limited to monetary rewards; even simple gestures like recognition, empathy, or effective communication can fulfill an employee's need for appreciation (Sarmad et al., 2016).

2.3.2 Reward & Recognition

Reward and recognition are crucial factors in retaining employees. Employees across all levels of management deeply value acknowledgment from their supervisors, peers, or clients. They often seek either recognition or rewards for their contributions to the organization (Lahkar Das & Baruah, 2013). Rewards are essential for enhancing employee performance. An employee who feels adequately rewarded perceives a sense of value from their employer (Markova and Ford, 2011). Furthermore, when employees know that their well-being, career advancement, and personal development are priorities for their employer, they are motivated to work more diligently and effectively. Employees are likened to the driving force of an organization, with rewards serving as the fuel. An organization cannot fulfill its objectives without the commitment and effort of its employees (Mwangangi, 2014).

2.3.3 Promotion and opportunity for growth

Key employees, typically highly educated and involved in high-tech development, require constant access to new information and ongoing skill enhancement to stay at the forefront of knowledge and innovation (Patriota, 2009). These individuals have a strong desire for personal growth and self-fulfillment (Alderfer, 1972; Maslow, 1943). Research indicates that offering developmental opportunities, promotions, and recognition positively correlates with perceived organizational support (POS) (Wayne et al., 1997; Eisenberger et al., 1999; Meyer & Smith, 2000). In line with this, Rhoades & Eisenberger (2002) proposed that when an organization actively provides skill development and career advancement opportunities, it demonstrates a high level of concern for its employees and values their contributions.

2.3.4 Participation in Decision-Making

It has become increasingly advisable for organizations to consistently keep employees well-informed about critical decisions in the company. This practice gives employees a sense of significance and involvement in the decision-making process, enhancing their self-perceived value (Lahkar Das & Baruah, 2013). Additionally, fostering this sense of inclusion and importance can be achieved by empowering employees at all levels, particularly those not in management positions. Empowerment is a multifaceted concept encompassing various interpretations. Employees who feel empowered in their workplace tend to experience higher job satisfaction and, as a result, demonstrate greater commitment to the organization. This increased commitment makes them more likely to remain with the organization. Empowerment endows employees with a sense of purpose and achievement, boosting their feelings of being valued and trusted within the company (Holston-Okae, 2017).

2.3.5 Work-Life Balance

The topic of work-life balance has been widely debated among researchers. Stroh, Brett, and Reilly (1996) observed that there isn't a straightforward link between work-life balance and the likelihood of employees leaving their jobs, while Blomme et al. (2010) contend that a well-balanced work life significantly impacts turnover rates. Furthermore, Blomme et al. (2010) suggest that work-life balance holds particular importance for women, who may choose sequential career paths, in contrast to men, who tend to be more responsive to empowerment. For Generation Y, also known as Millennials, the equilibrium between professional and personal life is particularly crucial. This generation places a higher value on their leisure time compared to previous generations, leading them to prefer leaving a job over compromising their personal time (Brown et al., 2015). Hence, experts advise against overburdening employees and advocate for providing ample downtime to help them rejuvenate for work (Brown et al., 2015).

2.3.6 Work Environment

Creating an optimal work environment requires organizations to consider various factors. Initially, the selection of the workforce is crucial, emphasizing the need for talented individuals to foster efficiency (Ongori, 2010). Talent refers to employees who possess higher qualifications, education, and specialized skills relevant to the industry (Horner, 2017). Proper recruitment and selection of appropriate employees are vital steps even before they start working in the organization. Effective execution of this step can save the organization both time and money (Bonn, 1992). The process of identifying, hiring, and retaining highly skilled and motivated employees is often referred to as talent management. Executing this process well is essential for the organization's success (Christensen Hughes & Rog, 2008). Furthermore, providing a physically

appealing and conducive work environment is important for maintaining employee focus and boosting motivation (Lahkar Das & Baruah, 2013).

2.3.7 Training & Development

Prioritizing the training and development of skilled employees is key to the success of an organization. Employees are likely to experience less stress and enhanced productivity when they devote at least one hour weekly to training and learning activities (LinkedIn Learning, 2019). Access to the organization's information for employees can significantly improve their performance. Such accessibility fosters a strong corporate culture and makes employees feel valued, reducing their inclination to leave the organization (Ongori, 2010). Notably, many prominent hotel chains provide their own learning platforms, which are widely and freely accessible to all employees, thereby promoting their learning and development (Blomme et al., 2010).

2.3.7 Job Satisfaction

Workers who are dissatisfied with their jobs are more likely to leave their current positions easily. The relationship between job satisfaction and turnover tends to be more pronounced when the period between conducting surveys and evaluating turnover is shorter. However, according to Danso (2012), the majority of employees in the study expressed satisfaction with their jobs.

2.3.9 Leadership

The approach of company management towards employees significantly influences the success of a business. In the construction industry, firms where owners and managers opt to invest in superior employees by offering higher salaries, as opposed to focusing solely on aspects like product

research and development, often see more success (Ledbetter, Stanfield, & Paulus, 2018). Additionally, it's crucial for company leaders to strike a balance, as employees typically gravitate towards all available extrinsic rewards (Qiang, Jimmy, & Shelvin, 2016). The style of leadership adopted by management also plays a critical role in achieving business profitability. Leaders who adopt a transformational style tend to foster employees whose ideas align more closely with the company's values (Deichmann & Stam, 2015). In contrast, transactional leadership is more effective in scenarios where employees perform short-term, repetitive tasks (Afsar, Badir, Saeed, & Hafeez, 2017). For scenarios requiring quick managerial responses, a transformational leadership approach is ideal in designing incentives (Li, 2015). Consequently, managers in construction firms need to employ leadership styles, policies, and reward systems that synchronize the successful attainment of company objectives with the aspirations of their employees (Quintana, Park, & Cabrera, 2015).

2.3.10 Fringe Benefits

A fringe benefit represents an indirect form of compensation provided to an employee or a group of employees as part of their association with an organization. Such benefits significantly influence employee performance and retention (Ongori, 2007). Planning for these benefits is a critical component of human resource planning, especially considering their substantial costs and the long-term financial commitments they entail.

2.3.11 Fairness of Rewards

Rewards have always been a fundamental element in both conceptual and analytical human resource frameworks, as noted by Storey (2001, p. 206). The field of social psychology has taken a keen interest in exploring the relationship between compensation and motivation, drawing from process and needs theories. This exploration focuses on how employee perceptions, attitudes, and

behaviors are influenced by these factors. Shore & Tetrick (1991) identified a positive correlation between employee satisfaction with their compensation and their perception of organizational support (POS). When an organization appropriately recognizes and rewards the contributions of its employees, it tends to lead to employees feeling that the organization cares about their welfare and is willing to invest in satisfying their general needs for rewards**.**

2.3.12 Company Policy

Nowadays, managing staff retention is considered a key aspect of management practice. In many organizations, staff retention is a critical component of their strategic planning. This prioritization stems from the recognition that an organization's growth, regardless of its level of technological advancement, is heavily reliant on retaining skilled and capable employees (Alshammari et al., 2016). Primarily, a staff retention policy or strategy should aim to attract new, skilled employees to the organization while simultaneously retaining current employees, particularly those with vital or rare skills. In this context, the processes of recruitment and selection, as well as strategies for employee motivation, are of paramount importance. The policy for attracting and retaining staff is part of a larger framework of talent management, which encompasses various initiatives such as skills and staff development, mentorship, performance management, employment equity, and employee relations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology used in the study, detailing the design, target population, sampling methods, data sources, research instruments, and data collection process. It also covers the research instrument and the statistical techniques for data analysis.

3.2 Research design

The methodological structure of any research activity is predominantly shaped by quantitative research methods. The choice of other methodological elements hinges on the selected research design (Tannor, 2014). In this particular study, the core structure is based on the descriptive survey research design. The importance of the descriptive approach lies in its ability to enable comparisons, contrasts, and the exploration of relationships among different variables (Agyedu et al., 2007). Descriptive research offers researchers the chance to deeply understand the present conditions of a phenomenon in relation to various variables or circumstances. A survey method was utilized for this study. Surveys are considered more effective for collecting primary data compared to other methods like observation or experiments (Baker, 2001). In this approach, researchers ask a set of questions to participants who are willing to respond. The responses are then analysed using percentages, frequency counts, or more advanced statistical measures. From these analyses, inferences are made about a broader population based on the sample's responses. In this particular study, the survey involved quantitative research designs, utilizing questionnaires to gather comprehensive data from respondents. The integration of quantitative methods aims to diminish the possibility of systematic biases that might arise from a singular method. It also checks

the consistency of results obtained through various instruments and provides detailed data that enhances the exploration of the study's subject. The decision to use a survey design was based on its numerous benefits, including cost-effectiveness, quick data collection, and the capability to deduce attributes of a larger population from a sample. This approach is also favoured for its systematic organization and presentation of data, which are crucial for reaching valid and precise conclusions. Such organization helped in reducing errors throughout the research process.

3.3 Target Population

Banerjee (2010) defines the target population as the group that the research aims to examine, grounded in the identified research issue. For this particular study, the focus is on employees of construction companies in the Greater Accra region, with an emphasis on those working in Human Resources, the construction sector, and the Engineering department. The choice to concentrate on Accra was influenced by factors such as proximity, resource limitations, and the specific expertise of these individuals in the relevant subject area. Consequently, the study necessitated the participation of the companies' management staff. These individuals were selected as they were deemed most suitable for providing valuable data, both in terms of its pertinence and the detailed insights they could offer.

3.4 Sample and Sampling Procedure

The necessity for sampling stems from a researcher's inability to examine every individual in a target population. This practice involves selecting a subset of the entire group of interest to enable generalizations about the whole. Sampling holds significant importance, as Singh (2010) points out, because any data collection method requires a strategy to determine which units should be included in or excluded from the study. Essentially, the chosen sample must accurately reflect the broader population and be sufficiently large to allow for meaningful statistical analysis. Castillo

(2009) emphasizes that careful selection of data sources and collection methods is crucial, as no analytical techniques can compensate for flawed data collection. In this research, both random and purposive sampling methods are used. Random sampling gives construction professionals in the Ayawaso West municipality a chance to participate in the study. On the other hand, purposive sampling targets construction professionals in the same area who possess specific knowledge and experience in building construction work retention. This targeted approach is used to select management executives from construction firms for the study.

3.5 Data Collection

Data collection plays a pivotal role in research, serving to deepen the understanding of the study's subject (Bernard, 2002). For research like this, employing a variety of data sources is advantageous for creating a comprehensive view of the scenario. This particular study utilized both quantitative and qualitative data methods.

3.5.1 Sources of data

The integrity of research can be significantly shaped by the types and origins of the evidence it incorporates. Yin (2003) suggests a wide array of possible sources and forms of evidence for research. In this study, a blend of both primary and secondary data sources was utilized, encompassing multiple forms of evidence. Primary data were gathered directly from the subjects of the study through interviews and structured questionnaires. This method of data collection offers firsthand, unbiased information, though it can be time-intensive. Secondary data were compiled through desk-based research, which involved reviewing books, journals, and online resources, as well as various publications. Utilizing secondary sources is cost-effective as it saves time and resources. It also enhances the precision of primary data collection by identifying existing gaps and necessary additional information. However, a notable drawback of secondary data is the

potential uncertainty regarding its accuracy and the risk of it being outdated. In this study, careful measures were taken to ensure the inclusion of only up-to-date and relevant secondary data.

3.5.2 Instrumentation

In this research, quantitative methods were employed to enhance the accuracy and dependability of the findings, leading to the use of questionnaires to collect data pertinent to the research goals. Structured questionnaires were specifically designed to gather quantitative data from employees.

The decision to use questionnaires over other tools was based on their ability to efficiently gather a broad spectrum of information from many respondents. Given the considerable size of the staff sample in this study, questionnaires were deemed suitable for collecting statistically significant data on factors influencing employee retention in the construction sector.

Creswell (2002) points out some drawbacks of questionnaires. They lack the capacity for in-depth probing, clarification, and elicitation of additional information from respondents. To mitigate these issues, the questionnaires included open-ended questions. Additionally, interviews with management were conducted to allow for more detailed responses, opinions, and explanations from participants. To ensure the survey tools were focused and relevant to the research questions and objectives, the questionnaires were divided into various sections, each targeting a specific study objective. The first section sought demographic information from the respondents, such as age, gender, educational background, and duration of employment with the company. These demographic details were considered essential for understanding how they correlate with the research objectives and themes.

3.5.3 Procedure for data collection

The questionnaire was distributed to employees through structured interviews rather than self-administered surveys. In this approach, an interviewer directly presented the questions as they were written on the questionnaire. This method was chosen recognizing that some staff members might be too occupied or lack experience in participating in studies, which could affect their ability to comprehend and respond to the questionnaire independently.

Given the significant effort required to both distribute the questionnaires and conduct the interviews, the researcher enlisted the help of five research assistants experienced in data collection. These assistants were involved in the on-the-ground aspects of the study. To ensure they were well-prepared for this task, they received training from the researcher. This training encompassed the study's objectives, the sampling methods to be used, and a thorough understanding of the survey instruments. This preparation was crucial to facilitate efficient and effective data collection in the field.

3.6 Validity and reliability

An instrument's validity lies in its ability to measure what it is supposed to measure and effectively fulfill its intended purpose, as stated by Patten (2004) and Wallen & Fraenkel (2001). Patten (2004) points out that validity is not absolute but rather a matter of degree, suggesting that the discussion should revolve around the level of validity of a test, rather than a binary valid-or-not status. He also notes that no test instrument is entirely without flaws. It is crucial for researchers to have confidence that their chosen instruments will yield accurate and reliable conclusions. This aspect was carefully considered in this study during the development of the questionnaire, especially

through its pre-testing phase, adhering to Moser and Kalton's (1985) principle that skipping these initial steps could significantly compromise the questionnaire's quality.

To verify the validity of the questionnaire, it was reviewed by the supervisor, as Tannor (2014) recommends that expert judgment is key in determining validity. Additionally, the instrument was pre-tested to assess its reliability for data collection in the main survey. The pre-test aimed to identify potential issues that might arise in the main study, enhance the interview questions, eliminate redundancy, and pinpoint the central topics for investigation. Based on the feedback from the pre-test, a few adjustments were made to the instruments.

3.7 Ethical consideration

Ethical considerations are crucial in any research, especially those involving human participants, as highlighted by McNamara (1994). Participants need to be fully informed about the research's nature, its potential impact on them, the risks and benefits involved, and their right to opt out of participation. In this study, the principle of voluntary participation was stringently followed during data collection to ensure the privacy and safety of the participants.

Key ethical aspects addressed in this research included obtaining informed consent from respondents and maintaining their confidentiality. The researcher provided comprehensive information about the study, its objectives, and its implications to gain the participants' consent. To uphold confidentiality, personal details like the names of the participants were not disclosed in the research documentation. Only information pertinent to addressing the research questions was included, ensuring that individual privacy was respected throughout the study.

3.8 Data analysis

Before being analysed, the data gathered from the field underwent a processing phase. This stage included data cleaning, which was conducted during data entry. During this process, the data was thoroughly reviewed and any errors found were rectified. For the analysis part, the Statistical Product and Service Solutions (SPSS) software, specifically version 20, was utilized. To address the research questions, descriptive statistical techniques were applied in the analysis of the data.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1. INTRODUCTION

This chapter presents the analysis of the responses from the study. In order to achieve the aims and objectives of this research work, the researcher obtained information's through a well-designed questionnaire which were administered to Real Estate professionals in Eastern Region of Ghana.

SECTION A: RESPONSE FROM THE CONSTRUCTION WORKERS ON SITE.

4.2. BACKGROUND OF RESPONDENTS

4.2.1. Questionnaires distributed and received
A questionnaire of two hundred (200) was issued, of which 150 were retrieved from the respondents as shown in table 4.1.

Table 4.1 Questionnaire distribution data

RESPONDENTS	ADMINISTERED	RECEIVED	FULLY ANSWERED	USED
Construction workers	200	150 (75.0%)	150	150

Source: (Field survey, 2023)

4.2.2 Gender of respondents

Figure 4.1 depicts that majority of the respondents that answered the questionnaires were men, that is, 101 of them were male representing 67.3% and 49 of them were female representing 32.7%., Generally, there seems to be more males among the staff who participated in the study.
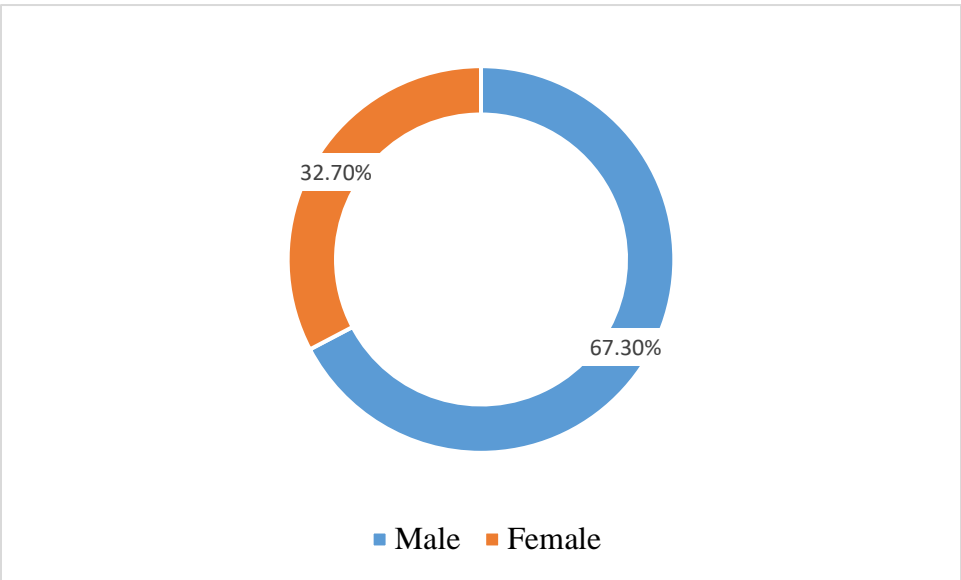
Figure 4.1: Gender

Source: Field Data, 2023.

Table 4.2 indicates that out of 120 responses, the largest group (42.00%) of respondents fell within the 21–30-year age range. Additionally, 27.30% of respondents were aged between 31-40 years, and 20.00% were in the 41–50-year age bracket. A smaller portion, 6.00% (or nine individuals), were aged between 51-60 years. Only a minimal percentage (1.30%) of respondents were under 20 years. From this age distribution, it can be inferred that the workforce is predominantly young and vibrant, likely contributing to economic activity and productivity. The data also suggests a significant presence of middle-aged and older employees in these companies. This diversity in age underscores the importance of implementing effective training systems that cater to the satisfaction and needs of all staff members, regardless of age.

Variable	Frequency	Percent (%)
Less than 20	2	1.30
21-30	63	42.00
31-40	41	27.30
41-50	30	20.00
51-60	9	6.00
Above 60	5	3.30
Total	150	100.0

Table 4.2: Age Distribution of Respondents

Source: Field Data, 2023.

Figure 4.2 reveals that 34.90% of the respondents held a first degree, while 10.50% had a technician certificate. Additionally, a notable 33.7% of the participants possessed a Master's degree. The data also shows that 14.00% of the respondents had obtained a Higher National Diploma (HND), and 7.00% had an intermediate or advanced certificate degree. Overall, the educational background of the respondents was predominantly at a higher level. This trend can likely be linked to the demands of working in construction firms that utilize advanced technology, necessitating a high degree of expertise and skills, and thus, a substantial level of formal education.

Figure 4.2: Educational Background
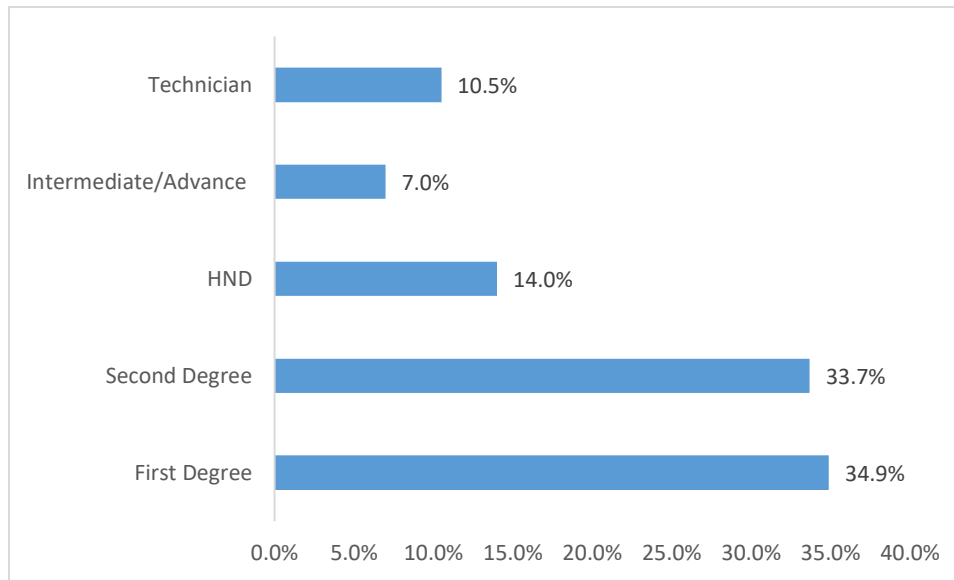
Source: Field Data, 2023.

Table 4.3 depicts that eighty (100) of the respondents (66.7) have been with respective institutions for 6-10 years. Consequently, sixteen (16) representing 17.3% of the respondents have been with their institutions for 1-5 years whiles twelve (12) representing 8.00% of the respondents have been with their institutions for 16-20 years. Generally, the majority of the staff have had some level of experience with their organization, hence more credible in providing valid data on the maintenance culture in the organization.

Table 4.3: Working Experience

Variable	Frequency	Percent (%)
1-5	26	17.3
6-10	100	66.7
11-15	4	2.67
16-20	12	8.00
Above 20	8	5.3

Total	150	100.0	

Source: Field Data, 2023

4.2: Factors Hindering Employee retention

This section primarily answers research objective one, which explored factors hindering Employee retention in the construction industry of Ghana. The results of the study are presented in table 4.4. The result revealed twenty-two (22) factors hindering employee retention. The first (1) ranked item was Lack of Growth and Progression with Mean Score (MS) of (4.41), the second (2nd) ranked item was Work Stress with MS of (4.13). Low use of technology was ranked third (3rd) with a mean score (MS) of (3.80), the fourth (4th) ranked variable was Role Ambiguity with MS of (3.77), the fifth (5th) ranked variable was Poor Working environment with MS of (3.70), the sixth (6th) ranked variable was Job Burnout with MS of (3.59), the seventh (7th) ranked variables was Organizational reputation with MS of (3.49). Moreover, Lack of sense of belongingness was ranked eighth (8th) with a mean of MS of (3.44). Further, the ninth (9th) variable was Changes in Management Style with a mean of MS of (3.40). Finally, the tenth (10th) ranked variable was Lack of professional welfare with a mean of MS of (3.38).

h) ranked variable was Lack of professional welfare with a mean of MS of (3.38).

Table 4.4: Factors Hindering Employee retention

Factors hindering Retention	Mean	Std. Deviation	Rank
Work Stress	4.13	1.933	2
Lack of Growth and Progression.	4.41	1.498	1
Lack of professional welfare	3.38	1.440	10

Lack of Feedback and Recognition	2.45	1.461	18
Lack of Recognition	3.24	1.414	13
Lack of sense of belongingness	3.44	1.492	8
Job Dissatisfaction	2.16	1.421	22
Changes in Management Style	3.40	1.489	9
Lack of training and learning opportunities	2.44	1.369	19
Role Ambiguity	3.77	1.436	4
Job Burnout	3.59	1.426	6
Low use of technology	3.80	1.478	3
Poor Working environment	3.70	1.511	5
Bad Leadership styles	2.49	1.453	17
Unavailable Organizational Policies	3.28	1.460	12
Organizational reputation	3.49	1.517	7
Low Salary	3.19	1.443	16
Poor Communication	3.22	1.490	15
Work pressure	3.24	1.447	13
Poor Organizational culture	3.35	1.501	11
Lack of Promotion opportunities	2.29	1.438	20
Lack of Work-life balance	2.28	1.456	21

Source: Field Data, 2023.

4.4: Employee Retention Strategies

This part of the document addresses the third research objective, which involves identifying Employee Retention Strategies. The findings are depicted in Table 4.5, where 18 different strategies are elaborated. The top-ranked strategy, Reward and Recognition, attained a mean score (MS) of 4.06. Compensation followed as the second-highest ranked item with an MS of 3.91. Good Leadership was the third-highest, scoring a mean of 3.83. Ranked fourth were Participation in Decision Making and Job Security, each with a mean score of 3.81. Outsourcing Payroll and Tax Compliance, with an MS of 3.74, came in fifth. Creating a Social Atmosphere ranked sixth with an MS of 3.45. Tied for the seventh spot were Training and Development and Two-way Communication, both scoring 3.44. Additionally, Work-life Balance was the ninth-ranked variable, with a mean score of 3.38.

Table 4.5: Employee retention strategies

Statements	Mean	Std. Deviation	Rank
Compensation	3.91	1.428	2
Reward and Recognition	4.06	1.450	1
Promotion and opportunity for growth	2.92	1.399	17
Participation in decision making	3.81	1.418	4
Work-life balance	3.38	1.481	9
Healthy and safe work environment	3.20	1.004	13
Training and Development	3.44	1.492	7
Good Leaders	3.83	1.465	3
Job security	3.81	1.475	4
Social Atmosphere	3.45	1.524	6
Fringe benefits	2.40	1.408	18
Company Policy	3.02	1.389	16
Performance appraisal	3.31	1.536	11

Employee branding	3.07	1.429	15
Two-way communication	3.44	1.546	7
Job autonomy	3.35	1.477	10
Organization support	3.23	1.504	12
Available of succession planning	3.10	1.472	14

Source: Field Data, 2023.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter highlights on the summary of the main findings of the study. It also presents the conclusions gathered from the study as well as recommendations resulting from the conclusions of the study.

5.2 SUMMARY OF FINDINGS

The study had two objectives that was used to measure the determinants of building construction workers' retention in Accra metropolitan assembly. The study objectives were to; Establish factors that hinder building construction workers' retention; Determine strategies to promote building construction workers' retention.

To achieve the first objective, (22) factors that hinder building construction workers' retention were explored. The results indicate that the most factors that hinder building construction workers' retention among these twenty-two factors are;

- o Lack of Growth and Progression
- o Work Stress
- o Low use of technology
- o Role Ambiguity
- o Poor Working environment
- o Job Burnout
- o Organizational reputation
- o Lack of sense of belongingness

- Changes in Management Style

- Lack of professional welfare

The second objective examines the Determine strategies to promote building construction workers' retention. The study revealed eighteen (11) items. The most significant of these strategies are;

- Reward and Recognition

- Compensation

- Good Leadership

- Participation in decision making

- Job security

- Outsourcing payroll and tax compliance,

- Creating a Social Atmosphere

- Training and Development

- Two-way communication

- Work-life balance

5.3 Conclusion

In our research, we conducted an in-depth analysis of the challenges in retaining building construction workers in the Accra Metropolitan Assembly and developed strategies for effective retention. The study revealed critical insights into the factors that greatly influence employee retention in this niche area. The first goal was to pinpoint twenty-two key elements that hinder worker retention. Notable among these were issues like limited career growth and progression, work-induced stress, underuse of technology, unclear job roles, subpar working conditions, job

burnout, organizational image, lack of belongingness, fluctuating management styles, and inadequate attention to employee welfare. Recognizing these factors is vital for tackling the obstacles to retaining construction workers in the Accra Metropolitan Assembly, underscoring the urgent need for targeted interventions to create a more reliable and dedicated workforce.

Furthermore, our second objective focused on developing retention strategies. Of the eighteen strategies examined, the most effective for improving retention rates include acknowledging and rewarding staff, offering competitive pay, fostering strong leadership, engaging employees in decision-making, guaranteeing job security, managing payroll and tax compliance externally, creating a sociable work environment, providing training and development, establishing open communication, and promoting work-life balance. These approaches provide practical solutions for the construction sector within the Accra Metropolitan Assembly, aiming to boost employee satisfaction, engagement, and loyalty, thereby reducing turnover.

In summary, the study sheds light on the complex dynamics of retaining building construction workers. By understanding their challenges and implementing these recommended strategies, organizations can strive to cultivate a workplace where employees feel appreciated, involved, and motivated to stay, enhancing the overall stability and productivity of the sector's workforce.

5.4 Recommendation

This segment presents five comprehensive recommendations with actionable strategies derived from the research on retaining building construction workers in the Accra Metropolitan Assembly:

5.4.1 Foster Career Development

 Recommendation: Create a systematic career advancement structure in the construction industry. Solution: Design pathways for career growth, including skill enhancement and promotional opportunities. Advocate for continuous learning and training to boost workers' capabilities and career mobility.

5.4.2 Alleviate Job-Induced Stress: Recommendation

Implement stress reduction programs and focus on employee well-being. Solution: Establish measures tackling the primary causes of workplace stress. Offer support and resources for stress management, such as wellness initiatives, counselling services, and policies that encourage a balance between work and personal life.

5.4.3 Adopt Modern Technologies: Recommendation

Prioritize investment in and utilization of contemporary technologies in construction. Solution: Update equipment and practices to incorporate cutting-edge technology. Train employees in modern methodologies and tools to enhance efficiency and job satisfaction.

5.4.4 Improve Working Conditions and Role Definition

Recommendation: Better the workplace environment and specify job responsibilities. Solution: Ensure safe, pleasant, and productive working conditions. Define roles clearly to avoid confusion

about job responsibilities. Regularly review and enhance the work environment to meet safety and comfort requirements.

5.4.5 Focus on Employee Welfare

Recommendation: Develop programs supporting employees and enhance welfare policies. Solution: Adopt a comprehensive approach to employee welfare, including healthcare access, insurance, and professional growth opportunities. Prioritize physical and mental health with healthcare benefits and support services. Improve employee benefits to show commitment to their overall welfare.

These recommendations and their corresponding solutions are designed to tackle the specific obstacles affecting the retention of building construction workers. By putting these strategies into practice, organizations can foster an environment that encourages professional growth, minimizes stress, and nurtures a sense of belonging, thereby enhancing retention rates and overall workforce well-being.

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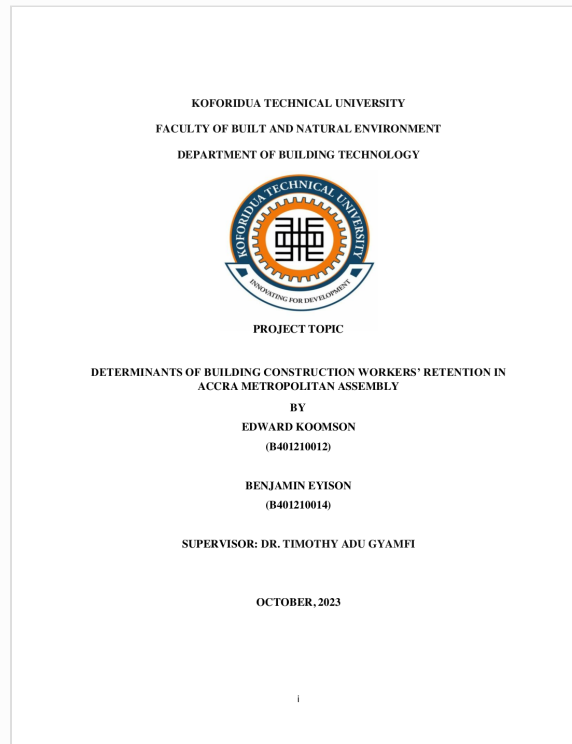dissertation, SCHOOL OF BUSINESS, UNIVERSITY UTARA MALAYSIA).

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Character count:	67,865
Submission date:	12-Dec-2023 12:34PM (UTC+0000)
Submission ID:	2221562628

KOFORIDUA TECHNICAL UNIVERSITY

FACULTY OF BUILT AND NATURAL ENVIRONMENT

DEPARTMENT OF BUILDING TECHNOLOGY

PROJECT TOPIC

DETERMINANTS OF BUILDING CONSTRUCTION WORKERS' RETENTION IN ACCRA METROPOLITAN ASSEMBLY

BY

EDWARD KOOMSON
(B401210012)

BENJAMIN EYISON
(B401210014)

SUPERVISOR: DR. TIMOTHY ADU GYAMFI

OCTOBER, 2023

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