



# Employee Retention Strategies and Organizational Performance of Mission Secondary Schools in Onitsha Archdiocese, Anambra State, Nigeria

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**Abstract:** The study examined effect of employee retention strategies on organizational performance of mission secondary schools in Onitsha Archdiocese, Anambra State. The major objectives of the study was to: Determine the effect of flexible schedule on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria; Ascertain the relationship between work environment and organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria; Examine the relationship between recognition and organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria; Determine the effect of training on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria. This study is anchored on Equity theory of motivation, developed in the early 1960's by John Stacey Adams. The study adopted survey method of research. Percentage tables were used to analyse the questionnaire, while regression analysis was used to test the hypotheses of the study. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firm. The population of the study was 1745, the sample size of the study were three hundred and thirty-five (335) using Borg and Gall Formula while Three hundred and twenty-three (323) were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Flexible schedule has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra,  $T=3.511$ ,  $p=0.000$ , Work environment has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.  $T=2.899$ ,  $p=0.008$ , Recognition has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra,  $T=4.468$ ,  $p=0.000$ . the study concludes that employee retention strategies has significant positive effect on organizational performance of mission secondary schools in Onitsha Archdiocese. The study recommended that collaborative decision making and problem solving should be geared towards Career development, Rotation decisions should be made by the employee' opinions and taken together.

**Keywords:** employee retention strategies on organizational performance, flexible schedule, work environment, Onitsha Archdiocese, Recognition

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## 1.1 Introduction

Employees are an asset of an organization. The more time an employee spends in a organization, the more experienced the employee gets and becomes more valuable to the organization.

Companies make a great deal of investment in hiring an employee. This includes advertisements for the job vacancies, paying the recruiter, time and effort spent in conducting interviews and selection etc. Also, when an employee joins an organization, he is not as productive to the organization because he is not familiar with the systems and procedures of the organization and in full-time jobs it takes at least couple of months for the employee to get himself aligned with the organization.

Employee retention is seen as a phenomenon which is increasingly getting the attention of many organizations (Hong Hao Kumar, Ramendran, Kadiresan 2012) as it leads to a serious problem when high performing employees leave the organization. Organizations faced with adverse outcomes when good talented workers opt to leave and these include decreased efficiency and productivity, increased costs and threat to the long-term survival and sustainability of the organization (Beach, Brereton, & Cliff, 2013). As such, talent retention has become more and more crucial for the management (Samuel & Chipunza, 2019). In this regard, Slattery and Selvarajan (2015) explained that human resource practices are capable of reducing employee turnover, where intention to leave among employees were found to be minimized when employees perceive that the organizations are providing positive human resource practices (e.g., better pay and benefits, job freedom, and job security) (Stewart & Brown, 2011). Retaining employees is a critical issue and if handled properly and effectively, it would add value and competitiveness to any organization. Employees are considered as to be the top assets of the organization and as such, it is pertinent for organizations to exert efforts to retain existing talents to prevent new recruitment. To this end, increasing employee retention has become a trend in the business organizations in countries, including Nigeria. Employees with outstanding skills and talents can significantly contribute to the organization's competitive advantage. Hence, organizations should retain such talents particularly in this challenging and unpredictable environment where change is inevitable (Samuel & Chipunza, 2019).

Employee retention is beneficial for the organization and the employees at the same time. Employees today have a lot of good opportunities in hand. The moment they feel unhappy or dissatisfied with the existing employer or the job they are holding; they will always hop to another employment. It is solely the accountability of the employer to retain their best employees. Failure of doing so may lead to the loss of talented employees. Good employers should realize what to be done to attract and retain their employees. Employees are the most vital resources of any organization. If employees are not able to use their full potential and not heard and valued, they would leave because of stress and frustration (Kakar, Raziq, & Khan (2015). Even when they remain with the organization, the feelings of frustration and dissatisfaction would lead to negative consequences that could affect performance and productivity. When these negative feelings get too overwhelmed, the employees would leave. Nonetheless, if employees get a sense of achievement and belongingness from a healthy working environment, the company would have satisfied and dependable employees contributing to the growth of the company.

Employee retention consists of procedures through which employees are boosted to become part of the organization for a longer period of time until he/she gets retired or until the project gets

completed. For achieving individual as well as organizational goals, it is very much essential to retain talented employees. The HR manager must know how to attract and keep good employees because these are the employees who can make or break the organization's goodwill as stated by (Wisniewski 2018; Rasli et al. 2014). Successful employee retention does not rely on a single strategy. The decision of an employee to stay in the organization is effected by a number of factors depending on a variety of elements like the individual's age, the family situation, mentoring, career and learning opportunities, good benefits, networking and the external job market or job title as described by (Yusoff et al. 2013).

The success and survival of organizations depends upon the performance and satisfaction of their employees and hence organizations have to meet their demands in order to retain their talent. The

unprecedented nature of business which is characterized by dynamic working environment, fast changing global economy, technology driven business, and cut-throat competition has resulted in creating more and more avenues and opportunities for employees and also at the same time has posed a challenge before the organizations in attracting, developing and retaining their employees. A major challenge to organizations and managers in today's business world is the increasing rate of employee turnover. This challenge has become worrisome as managers know that employee turnover is bad for business and with several serious implications to the organization. Thus, it has become imperative for managers to seek for strategies to reduce employee turnover noting that it is critical to organizational performance and securing competitive advantage (Michael and Chipunza, 2019).

Research posits that retaining employees, especially in the educational sector, is highly challenging due to varying demand and job-hopping by a number of employees from time to time (Faldetta, Fasone and Provenzan, 2013). The employees working in the educational sector are supposed to deal with parents and students globally on a day-to-day basis, which causes stress. As a result, their satisfaction level may be reduced, and they may be unwilling to stay there (Park and Min, 2020). The lack of growth and development is highlighted as the most discussed cause of the high turnover rate globally, particularly in the educational sector. Research highlights that the management of educational sector still focuses on old traditional methods to retain employees, i.e., one-way communication and feedback, where employees cannot share their long-term plans with their respective bosses and cannot get feedback or suggestions for their career development. In view of the 21st century, such methods are no longer effective to reduce the employee turnover rate (Gebbers, 2019). It is upon this backdrop that this study is undertaken to evaluate the effect of employee retention strategies on organizational performance of mission secondary schools in Catholic Onitsha Archdiocese of Onitsha, Anambra State, Nigeria

### **1.3 Objectives of the Study**

The general purpose of this study is to determine the effect of employee retention strategies on organizational performance of mission secondary schools in Catholic Onitsha Archdiocese of Onitsha, Anambra State Nigeria: Specifically, the study sought to:

- i. Determine the effect of flexible schedule on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria.

- ii. Ascertain the relationship between work environment and organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria
- iii. Examine the relationship between recognition and organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria
- iv. Determine the effect of training on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria

### **1.5 Research Hypotheses**

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis:

Ho<sub>1</sub>: Flexible schedule has no significant effect on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria.

Ho<sub>2</sub>: Work environment has no significant effect on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria.

Ho<sub>3</sub>: Recognition has no significant effect on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria.

Ho<sub>4</sub>: Training has no significant effect on organizational performance of teachers in mission secondary schools in Catholic Archdiocese of Onitsha, Anambra state, Nigeria.

## **REVIEW OF RELATED LITERATURE**

### **2.1 Theoretical Framework**

This study is anchored on **Equity theory** of motivation, developed in the early 1960"s by John Stacey Adams,

This theory attempts to explain relationship of satisfaction in term of perception of fair/unfair distribution of resources within interpersonal relationship. Equity theory was developed in 1963 by Adams Stacey a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the input that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Armstrong, 1996). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. Equity theory proposes that individuals who perceive themselves as either under rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It compares the ratios of contributions and benefits within the education and experience. Effort should be made in such a way that equity is experienced (Mike & Namusonge, 2012). Secondly, it indicates that individual worker is part of the larger system. The main problem with equity theory however, is that it is subjective. Because human beings are bound to change or distort inputs and this leads to subjectivity when making comparison (Beardwell, 2007).

## **Relevance of the theory**

In the equity theory of motivation, employee's motivation depends on their perception of how fair is the compensation and treatment for their work input. Equity Theory states that the employees perceive what they get from a job situation (outcomes) about what they put into it (inputs) and then compare their inputs- outcomes ratio with the inputs- outcomes ratios of others.

The equity theory of motivation describes the relationship between the employee's perception of how fairly is he being treated and how hard he is motivated to work. J. Stacy Adams developed equity theory.

## **2.2. Empirical Review**

Zhenjing, Chupradit, Ku, Nassani and Haffar (2022) examined the impact of workplace environment on employee task performance under the mediating role of employee commitment and achievement-striving ability. For this purpose, data were collected from the academic staff under a cross-sectional research design, and they were approached through convenience sampling technique. As per recommendations of established sample size criteria, we distributed a sum of 420 questionnaires among the respondents. Among these distributed questionnaires, only 330 were received back. The returned questionnaires were checked for missing and incomplete responses and after discarding the missing responses useable responses were 314 which were used for the data analysis. Data had been analyzed through structural equation modeling (SEM) by using Smart PLS 3. The SEM was done based on measurement models and structural models. The results indicated that a positive work environment had the power to improve employee performance. Similarly, a positive work environment also improved the employee commitment level and achievement-striving ability significantly. Both employee commitment and achievement-striving ability also improved employee performance. While in the case of mediation, it had also been observed that workplace environment triggered employee commitment and employee achievement-striving ability which further improved employee performance.

Magaji, Akpa, and Ogundiwin, (2021) examined the effect of compensation packages and work life balance on employee retention of selected private universities in Ogun State, Nigeria. Survey research design was adopted. The population of the study was 1550 academic staff of five selected private universities in Ogun State, Nigeria. The sample size was 647. Data were analyzed using descriptive and inferential statistics. The findings revealed that there was a significant positive effect of compensation packages on employee retention ( $\beta = .954$ ;  $R^2 = 0.251$ ,  $p < 0.05$ ). Also, there was a significant positive relationship between work life balance and employee retention of selected private universities in Ogun state, Nigeria ( $R = 0.707$ ,  $p < 0.05$ ). The study concluded that compensation packages and work life balance have significant effect on employee retention. The study recommended that the management of the selected private universities

should adopt and improve their compensation packages and work life balance to ensure effective and optimum employee retention.

Abbas, Majeed and Luma (2021) determined the impact of employees' retention strategy on organizational memory. This research is historical, descriptive, and analytical. The sample consists of 158 faculty members in five private colleges in Baghdad. The technique used to analyze the data is SEM (Structural Equation Modeling), and SPSS (Statistical Package for the Social Sciences). The research concludes that the employees retaining strategy plays a vital role in retaining employees and hence maintains organizational memory. The findings and recommendations of this research assure the administrations of private colleges that employees retention strategy play a vital role in retaining its employee and hence maintains organizational memory. This research differs from the previous researches in that it has not examined the reasons for leaving employees or the turnover, but looking for the reasons that inspire employees to remain in the organization. This research suggests that employees' retention strategy helps the organization retain its employees, and as a consequence, maintaining organizational memory.

Shimelis and Mahesh (2021) examined the impact of the working environment on the organizational performance of the the Arjo Dedessa Sugar Factory (ADSF) and Finchaa Sugar Factory (FSF) in Ethiopia, the physical working environment, work-related risks and injuries, and the psychological working environment and social work environment. The total number of employees in the two sectors is 867 and 2824, respectively. Selected samples of 266 and 338 employees were used as stratified random samples to investigate work-related environmental conditions. A response rate of 60% was achieved. The statistical software SPSS V 23.0 was used to analyze and to determine the relationship between the dependent and independent variables using Pearson's correlation and linear regression analysis. The results show that ADSF employees have a more modest social work environment than FSF employees, but the physical work environment of both organizations contributes the least. Both the ADSF and FSF physical working environments had a statistically significant impact on performance. Improvements in the social environment have been proposed to improve the psychological health of employees. The result is ADSF organization performance =  $0.173 + 0.250$  physical work environment +  $0.304$  administrative work environment. FSF Organization Performance =  $0.157 + 0.355$  Social working Environment.

Chelangat, (2020) investigated the employee retention practices on productivity of the organization. The study specific objectives were; to determine the influence of training, to examine the influence of job satisfaction, to investigate effect of career development and to analyze effect of compensation on organizational productivity of Savings and Credit Co-operative Societies in Kericho. This research was supported by wanted and unwanted theories, antecedent job turnover theory and Vroom expectancy theory. Descriptive research design was utilized in the study. It targeted Imarisha, Ndege Chai and Kenya Highlands Savings and Credit Co-operative Societies with a targeted population of 601 respondents. Samples of 180 respondents were selected using stratified random sampling technique. Semi-structured questionnaires were used to collected data then analyzed using descriptive and inferential statistics with aid of Statistical



Package of Social Science. Mean and standard deviation were interpreted. It utilized the multiple linear regression model. The findings indicated that training was enhanced in the organization through seminars, education advancement and short course were crucial in employee retention. Training done in the organization within planning period was crucial in organization productivity. Training was found to have significant effect on organization production. Job satisfaction were done in the organization through work arrangement, renovation and improvement of work environment which had significant effect productivity of the organization. Job satisfaction was found to be significant on organization productivity. The organization also ensure that career development through coaching, job orientation and rotation as well as seminars and promotion influenced organization ability in job retention.

Barween., Muhammad and Tayseer (2020) determined the main factors affecting employee retention and how employee retention affects organizational performance in the commercial banking sector in Jordan. The employee retention drivers that are discussed in this study include economic security, psycho- logical security, affiliation, and self-actualization factors. The researchers use a questionnaire as a research instrument to collect the primary data from employees using the simple random sampling technique. SEM-SPLS is used to analyze the collected data, to test the study model and the proposed hypotheses. The findings reveal that economic, psychological, affiliation, and self-actualization factors affected employee retention. The paper also discusses the study's theoretical and practical implications.

Dhruba, and Kirtipur (2020) assessed the position of employee retention intention and organizational success. This study followed the co-relational research design as it intends to evaluate the impact of employee retention intention on development banking sector success. The population of the study was officer level employees working in development banking sector of Nepal and 332 responses were collected and analyzed. Five-point Likert scale questionnaire was used to collect the data. Regression models were used to analyze the data. It is found that innovation is not much affected by the retention of the employees but productivity and market growth is highly influenced by the employee retention intention.

Shah, Khattak, and Shah (2020) scrutinize how flexible working hours and psychological empowerment boosts team performance while observing work engagement as mediator. In order to carry out our study, we used cross-sectional method of survey and the data was collected from employees of construction project based organizations. Results of the experiment from 221 employees reveal that by initiating flexibility in working hours enhances the work engagement of employees, which ultimately enhances team performance. Similarly, by empowering the employees psychologically increases the work engagement level which enhances team performance. There is evidence that work engagement enhances team performance and as the engagement level of employees enhances, so team performance also increases. Hence, our results indicate that work engagement of employees enhances by initiating flexibility in working hours and by empowering the employees psychologically in an organization. Due to high engagement level of employees in their work, team performance increases.

Austin-Egole, Iheriohanma and Nwokorie (2020) Flexible working arrangements (FWA) are both important and significant to workplaces in this twenty-first century. Organizations are burdened with how to balance their employees work-life balance to enable them reduce all the attendant problems associated with them while ensuring efficient and effective performance. Hence, a lot of organizations offer flexible working arrangements to employees due to the benefits associated with flexibility both for the employees and employers. Greatly improved employee cum organizational performance is one of the most common benefits. It equally facilitates balanced work-life resulting in reduced stress and increased wellbeing for the employees and reduced absenteeism and employee turnover for the organization. This paper aims at highlighting the various forms and general principles of flexible working arrangements and their effect on employee performance. Library research involving analytical discussion of secondary data is adopted as the methodology. It recommends that more research be conducted on the effects of employee-driven and employer-driven flexible work arrangements on organizational performance in order to substantiate the claim that effects of FWAs vary depending on the primary beneficiary.

Idowu, (2020) examined the role of flexible working hours' arrangement on employee job performance and the retention of employees. Flexible working hours' arrangements are preferable for employees across different cohorts, levels, gender, and are one of the most sought-after benefits. Purposive sampling technique was used to collect data from 227 permanent and contract employees from five manufacturing industries in Agbara, Ogun State. Data were collected through the use of a flexible working hour questionnaire developed by Hill, Hawkins, Ferris and Weitzman, (2001). An eight-item questionnaire of affective organisation commitment by Meyer and Allen (1991) was used to measure employee retention. Questionnaire designed by

## **METHODOLOGY**

### **3.1. Research Design**

The researcher made use of descriptive research method. This method is appropriate because it helped the researcher to describe, examine record, analyze, and interpret the variables that exist in the study. It is also useful because of the relatively larger population from which the information was collected. The design is thus justified since the respondents are spread all over the departments that make up the case originations and researcher is interested in collecting their responses through the use of questionnaire. The research design that used in this study is survey design; the researcher used it to seek clarifications and convenience on the part of the respondent given schedules.



### **3.3: Sources of Data**

In the course of conducting this research work, two types of data were collected. The nature of each of these types is briefly described below.

#### **Primary Data**

Data was collected through the administration of questionnaire, observation and the holding of personal interview which are instruments of the survey method research.

#### **Secondary Data**

Secondary sources comprised of existing literature: materials in the libraries, archives, public offices and Internet. The following sources were also employed by the researcher, textbooks, journal, magazines, internet and unpublished articles.

### **3.3. Population of the Study**

Population of the study was made up of all the elements, observations or elements relating to a particular phenomenon that the researcher is interested in studying or describing (Asika, 2006). The study population consists of the entire staff of catholic mission secondary schools in Onitsha Archdiocese. The target population of this study include the teachers which is 1745 .

### **3.4 Sample size determination**

Given the nature of this study, it will be difficult to cover the entire population of (1745) so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular for calculating sample size as follows

$$n = (1.960)^2 (0.05) [1745]$$

$$n = (1.960)^2 (0.05) [1745]$$

$$n = (3.8461) (87.25)$$

$$= 335.572225 \longrightarrow 335$$

$$n = 335$$

#### **3.4.1 Sample Frame**

The sample frame was determined by the use of proportional stratified random sampling.

The fraction is  $S/N = 335/1745 = 0.1919770$

The sample size approximately was 335. The proportionate distribution of the sample by manufacturing firms is shown in the table below:

s/n	Schools	(Number Employees) (Fraction)	of *	Sample Size
1	Michael Tansi Sec Sch. Aguleri	51 x 0.1919770		10
2	Madonna Sec. Sch. Umuleri	48 x 0.1919770		9
3	Mater Dei Sec. Sch. Aguleri	49 x 0.1919770		9
4	Fr. Joseph's Mem. Sec. Sch. Aguleri	50 x 0.1919770		9
5	Madonna Sec Sch. Nzam	39 x 0.1919770		7
6	Sacred Heart Sec Sch. Ifite – Ogwari	45 x 0.1919770		8
7	St. Kizito Girl's Sec. Sch. Umudioka	54 x 0.1919770		10
8	St. Anthony's Sec Sch. Umudioka	54 x 0.1919770		10
9	Queen of The Rosary Sec Sch. Eziowelle	50 x 0.1919770		9
10	St. Anthony of Padua High Sec Sch. Nkpor	55 x 0.1919770		10
11	Cor – Maria Sec Sch. Nkpor	56 x 0.1919770		10
12	Don Bosco Sec. Sch. Obosi	54 x 0.1919770		10
13	Holy Ghost British Academy Obosi	54 x 0.1919770		10
14	Mater Amabilis Sec. Sch. Umuoji	48 x 0.1919770		
15	St. John's Sec. Sch. Alor	43 x 0.1919770		9
16	Our Lady's Sec. Sch. Nnobi	46 x 0.1919770		8
17	St. Joseph's Sec. Sch. Awka – Etit	48 x 0.1919770		9
18	St. Charles Lwanga Int'l Sec Sch. Okpoko	56 x 0.1919770		10
19	Archbishop Albert Obiefuna Sec Sch	55 x 0.1919770		10
20	Regina Pacis Model Onitsha	58 x 0.1919770		11
21	Trinity Sec. Sch. Onitsha	54 x 0.1919770		10
22	Our Lady of Assumption Sec. Sch. Fed. Housing –Estate	55 x 0.1919770		10
23	All Hallows Seminary Onitsha	59 x 0.1919770		11

24	St. Charles Sec. Sch. Onitsha	51 x 0.1919770	9
25	Queen of the Rosary College Onitsha	54 x 0.1919770	11
26	Seat of Wisdom Sec Sch. Fegge	55 x 0.1919770	11
27	Infant Jesus Sec Sch. Fegge	54 x 0.1919770	11
28	Bethlehem Sec Sch. Fegge Onitsha	53 x 0.1919770	11
39	St. John's the Apostle High Sch. Odoakpu Onitsha	58 x 0.1919770	12
30	Shanahan Mem. Sec. Sch. Odoakpu Onitsha	54 x 0.1919770	11
31	C.K.C. Onitsha	56 x 0.1919770	11
32	Sacred Heart Sec Sch. Nteje	49 x 0.1919770	10
33	Marist Comp. College Nteje	39 x 0.1919770	8
34	Fr. Maximillian Mary Kolbe Sec. Sch. 3-3	59 x 0.1919770	12
	<b>Total</b>	<b>1745</b>	<b>335</b>

### **3.5 Instrument for data Collection.**

The instrument for the data collection utilized for this study is self-developed structured questionnaire. The questionnaire were structured in line with variables of the study already stated in the hypothesis. Itsuokor (1995) consider the use of questionnaire as one of the best instrument for measuring personal background, factual knowledge, attitude, and opinion in a descriptive survey design. A questionnaire consists of different kinds of information and questions. It is usually divided into parts,. The major part of the questionnaire are the introductory or convey letter, various instruments for competing the questionnaire, a classification section requesting profile information about the subjects of the study and the section containing questions relating to the subject matter of the investigation, this approach according to Osuola (1993) is appropriates for a descriptive survey design.

### **3.6 Method of data analysis**

Statistics, such as frequency count and percentages will be used in the analysis of personal characteristics, while hypotheses were tested, uses t-test. The hypotheses will be tested at 0.05 level of significance. Analyses will be carried out with the aid of Statistical Package for Social Sciences (SPSS) and Regression Analysis.

### **3.7 Decision Rule**

Reject  $H_0$  if the calculated value of  $X^2$  is greater than the value of  $X^2$  obtained from the table at 5% level of significance and 5 degrees of freedom and do not reject  $H_0$  if otherwise.

## **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

In the previous chapter, the research methodology was handled indicating that the research design was a combination of a survey, oral interview and model modification. In this Chapter, the data presentation, analysis and model solution are to be handled. Data is a representation of facts, observations and occurrences. It is also the input of the statistical and data processing systems. Three hundred and thirty-five (335) were administered among the students of selected institution However; Three hundred and twenty-three (323) copies of questionnaire were retrieved.

**Table 4.1: Respondents' Demographic Variables**

### **4.1.1 What is your gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	197	54.3	61.0	61.0
	FEMALE	126	34.7	39.0	100.0
	Total	323	89.0	100.0	

**Source: SPSS Version 21, 2023**

The above table reveals that the one hundred and ninety-seven (197) of the respondents which represents 61% were male respondents, while one hundred and twenty-six (126) respondents which represent 39% were female respondents. By implication, male respondents were more than female respondents by 22% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

### **4.1.2 What is your marital status?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	243	66.9	75.2	75.2
	SINGLE	49	13.5	15.2	90.4
	DIVORCED	9	2.5	2.8	93.2
	WIDOWED	22	6.1	6.8	100.0
	Total	323	89.0	100.0	

**Source: SPSS Version 21, 2023**

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were married, while forty-nine (49) respondents which represent 15.2% were single. Again, nine (9) of the respondents which represents 2.8% were divorced and lastly, twenty of the respondents which represent 6.8% were Widowed in our selected population sample for this study. The implication of this is to enable us to know the number of married, single, divorced and widowed respondents that successfully returned their questionnaire

#### 4.1.3 What is your highest Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DIPLOMA	52	14.3	16.1	16.1
	BACHELOR	216	59.5	66.9	83.0
	MASTERS DEGREE	31	8.5	9.6	92.6
	DOCTORAL DEGREE	24	6.6	7.4	100.0
	Total	323	89.0	100.0	

**Source: SPSS Version 21, 2023**

In the table above, out of the three hundred and twenty-three (323) respondents, fifty-two (52) of the respondents are diploma holders. While two hundred and sixteen (216) respondents which represent 66.9 percent are B.Sc. holders. Thirty-one respondents (31) which represent 9.6 are MSC/MBA holders, while twenty-four (24) which represents 7.5 are PHD holders.

#### 4.1.4 Could you please tell us your age category?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	105	28.9	32.5	32.5
	26-33	102	28.1	31.6	64.1
	34-40	50	13.8	15.5	79.6
	41-50	48	13.2	14.9	94.4
	51-ABOVE	18	5.0	5.6	100.0
	Total	323	89.0	100.0	

**Source: SPSS Version 21, 2023**

The table above shows that respondents whose age bracket falls between 18-25 yrs were one hundred and five (105) which represent 32.5 percent. This is followed by those with age bracket of 26-33 years with one hundred and two (102) which represents 31.6%. Also those within age bracket of 34-40yrs were fifty (50) which represents 15.5%. This is followed by those with age bracket of 41-50 years with forty-eight (48) which represents 14.9%. Lastly, those with age bracket of 50-above with eighteen respondents which represent 5.6%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group

#### 4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

**Table 4.2.1 Summary of the Regression Result**

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.781 <sup>a</sup>	.610	.605	.87135	.610	124.48	4	318	.000	1.721

a. Predictors: (Constant), TRA, REC, FXS, WEN

b. Dependent Variable: ORG

Table 4.3.1 showed that  $R^2$  which measures the strength of the effect of independent variable on the dependent variable have the value of 61%. This implies that 61% of the variation in organizational performance is explained by variations in Flexible schedule, Work environment, Recognition and training. This was supported by adjusted  $R^2$  of 60.5%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.721 in table 4.3 showed that the variables in the model are not auto correlated and that the model is reliable for predication.

**Table 4.3 Coefficients of the Model**

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

**Table 4.3.1 T-Statistics and Probability Value from the Regression Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	377.770	4	94.442	124.43	.000 <sup>b</sup>
	Residual	241.444	318	.759		
	Total	619.214	322			

a. Dependent Variable: ORG

b. Predictors: (Constant), TRA, REC, FXS, WEN

The f-statistics value of 124.388 in table 4.4.1 with probability value of 0.000 showed that the independent variables has significant effect on dependent variables such as Flexible schedule, Work environment, Recognition and training. can collectively explain the variations in organizational performance of mission secondary schools in the catholic Archdioceses of Onitsha



**Table 4.3.2 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.631	.186		3.392	.000	.265	.997
FXS	.490	.036	.509	3.511	.000	.418	.561
WEN	.059	.052	.095	2.899	.008	.201	.004
REC	.212	.047	.209	4.468	.000	.305	.119
TRA	.646	.084	.383	2.029	.006	.680	1.012

a. Dependent Variable: ORG

Table 4.6 shows the coefficient of the individual variables and their probability values. The coefficient of regression of flexible schedule indicates that flexible schedule has positive effect, given its value as 0.490. This indicates that a unit increase in flexible schedule will lead to about 49% rise in the organizational performance.

The coefficient of regression (0.059 WEN) indicates that work environment (WEN) have positive effect on organizational performance. This indicates that a unit increase in work environment will lead to about 59% increase in the organizational performance, this confirm to theoretical expectation

The coefficient of regression of recognition indicates that recognition has positive effect, given its value as 0.212. This indicates that a unit increase in flexible schedule will lead to about 21.2% rise in the organizational performance, this confirm to theoretical expectation

The coefficient of regression (0.646 TRA) indicates that training have positive effect on organizational performance. This indicates that a unit increase in training will lead to about 64.6% increase in the organizational performance, this confirm to apriori criteria

Flexible schedule variables have regression t-value of 3.511 with a probability value of .0000. This implies that Flexible schedule has a positive and significant effect on organizational performance. This further implies that Flexible schedule has contributed significantly to organizational performance. Work environment has a regression t-test of 2.899 with a probability value of 0.008 implying that Work environment variables have a positive and significant effect on organizational performance. This result shows that work environment is one of the strategy of employee retention and should been given maximum attention.

On a similar note, recognition variable has a t-test value of 4.468 and a probability value of 0000. This shows that recognition has a positive and significant effect on organizational performance.. Lastly, training has a regression t-test of 2.029 with a probability value of 0.006. This implies that training has a positive and significant effect on organizational performance. The result further shows that training is one of the strategy use in employs retention.

#### **4.4 Test of Hypotheses**

Here, the four hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

##### **4.4.1 Test of Hypothesis One**

Ho<sub>1</sub>: Flexible schedule has no significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra

Flexible schedule has a t-statistics of 3.511 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Flexible schedule has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.

##### **4.4.2 Test of Hypothesis Two**

Ho<sub>2</sub>: Work environment has no significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.

In testing this hypothesis, the t-statistics and probability value in table above is used. Work environment variables have a t-statistics of 2.029 and a probability value of 0.008 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Work environment has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra

##### **4.4.3 Test of Hypothesis Three**

Ho<sub>3</sub>: Recognition has no significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.

Recognition has a t-statistics of 4.468 and a probability value of 0.006 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Recognition has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.

##### **4.4.4 Test of Hypothesis Four**

Ho<sub>4</sub>: Training has no significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra.

Motivation has a t-statistics of 2.029 and a probability value of 0.006 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and

conclude that Training has significant impact on organizational performance of teachers in mission secondary schools in Onitsha Archdiocese of Anambra

### **Discussion of the Findings**

This research examined the effect of employee retention strategies on organizational performance of mission secondary schools in Onitsha Archdiocese, Anambra.. Data were sourced from the employee of the selected firm. The data generated were subjected to statistical analysis and the following output was ascertained.

**Flexible Scheduling and organizational performance** Studies examining groupings of flexible working arrangements has associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams, 2000), Chow and Keng-Howe's (2016) study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity. Agbola (2012) conducted a study on flexible scheduling and attitude of workers in Nigerian banks. The following objectives were set out for the study: to determine the impact of motivation on behaviours; to determine the effect of flexible scheduling on employee performance. Ten commercial banks were used for the study. The population of the study was 1701 and sample size was 368. The findings of the study indicate that flexible scheduling is slightly important because of its lack of significance as a determinant of performance and its intangible nature. The study concluded that flexible scheduling as a tool in improving work attitude is not significant

**Work Environment and organizational performance** Grover and Crooker (2019) used data collected in a national survey of over 1,500 US workers to examine the relationship between how they perceive their organization's support and turnover. They found a positive correlation between positive Workplace Support or Organizational Support (OS) and job satisfaction, even for those who were not happy with their remuneration. Judge, Thoreson, Bono and Patton (2011) found that after correcting the sampling and measurement errors of 301 studies, the correlation between OS and job satisfaction increased to 0.30. It is important to note that the connection between OS and job satisfaction is higher for difficult jobs than for less difficult jobs (Saari and Judge, 2014). Fathima and Sahibzada (2013) had identified colleague support and job resources to be positively related with the work life balance while unfair criticism at job has negative relation with work life balance among university teachers in Pakistan. On the other hand, research conducted by Organ (2019) concluded that a stronger connection between organizational performance and OS was not found because of the narrow definition of organizational performance. Organ (2019) believes that when the definition of organizational performance includes behaviors such as organizational citizenship (the extent to which one's voluntary support contributes to the success of an organization), the relationship between OS and performance will improve.

**Training and organizational performance:** The study found that staff training has significant positive effect on firm performance in Anambra state. This implies that improved training would translate to increased staff turnover, reduced cost of maintenance and equipment breakdown

and lower complaints. It creates a less need for supervisor thereby enhancing employees output. Salah (2016) corroborates this finding by stating that, well trained and developed employees are seen as the bedrock of any organization and institution. This means that, effective training programs and carefully set development plans enhances skills and knowledge of employees which results in significant efficiency in workers' productivity.

**Recognition and organizational performance:** The study found that recognition for creativity has a positive effect on organizational performance. The implication of these findings is that, for recognition for creativity to be functional to achieve their aim and purposes, the recognition for creativity need to satisfy the expected needs of the local government, and must be seen to be fair or equitably satisfying to the employee. The findings of this study are in line with the study of Abdul and Shaima'a (2018) ascertained the effect of organizational creativity on the performance organization using Jordanian pharmaceutical companies. The results showed that all dimensions of organizational creativity achieved high levels of importance. The findings of this study is in line with the study of Cristina (2017) who ascertained the creativity level of business administration undergraduates who have attended an entrepreneurship seminar in contrast to those that have not. The results show that Spanish business students' entrepreneurial intentions are not conditioned by entrepreneurial courses, parental self-employment or by their creativity level. The findings of the study also have a similar link with the study of Odebiyi, Ijiwole and Abodunde (2017) determined the effect of creativity on the entrepreneurial performance of family business. Results show that creativity have significant influence on family business performance in term of profit level, productivity and customer satisfaction.

## **CONCLUSION AND RECOMMENDATION**

### **5.1 Conclusion**

Employee retention as a larger part of an organization seeks to align the aspiration of employees with organizational performance objectives. The research provided a structural study of employee development as an integrated approach to achieving strategic organizational performance of profit, growth and market value. Employee retention process plans and shapes the profession of an organization, and analyze employee development program as part of the larger human resource system assisting employees improve performance clarify career options and align employee aspiration with organizational performance objectives.

It is obvious today that employees are no longer satisfied with having just a job and the usual fringe benefits. They want a development that expresses their interests, personality, abilities and harmonies with their total situation. Their loyalty to the organization depends upon the degree to which their employees satisfy their wants. Employee development is a function of how effective management is able to design and implement good career development programme in the organization. Employees want management to show interest in their career development.

Employee retention in this regard will increased workers productivity and greater commitment to the organizational goals. Understanding the trend of collective bargaining and making it suit

the aim of the organization, is the premise underlying the career development approach to management.

Employee retention requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. In the emerging world of the present and the future, the practices of employee development are being challenged to find new paradigms and new scientific bases. With proper employee development, an individual expects to reap the result of such investment by attaining career development.

## **5.2 Recommendations**

Based on the findings of this study, the following are recommended:

- Management should be done on collaborative decision making and problem solving, geared towards Career development
- Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.
- The study also recommends that management should provide effective mentoring plan to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that bonuses will encourage them to put more effort in discharging their duties effectively.
- Management should live up to its responsibility by motivating its employees through pay traming, effective pension plan, training and development, effective performance appraisal and other factors that have a significant effect on employee job performance, if they want to become a leader and wax stronger in a global competitive environment especially in Africa.

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