Exploring The Role of Motivation in Employee Retention: Insights from The Manufacturing Industry

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ARTICLE INFO	ABSTRACT
	This study examines the relationship between motivational factors and employee retention in the manufacturing industry. Employee retention is a significant challenge in this sector, with high turnover rates leading to considerable costs and reduced productivity. Motivational factors play a vital role in retaining employees, but their impact needs to be thoroughly understood in the context of the manufacturing industry. The study explores how job satisfaction, recognition, leadership, work-life balance, and career advancement opportunities influence employee retention. A survey research design collected data from 215 employees across various manufacturing organizations. Statistical analysis, including regression and correlation, examined the relationships between motivational factors and employee retention. The findings show that job satisfaction, recognition, and leadership are significant predictors of employee retention, while work-life balance and career advancement opportunities also show positive correlations. The results suggest that employees who are satisfied with their jobs, receive recognition, and experience supportive leadership are likelier to stay with their organization. This study contributes to understanding the role of motivational factors in the manufacturing industry and underscores the importance of job satisfaction, recognition, and leadership in enhancing employee retention. Organizations can use these insights to develop targeted retention strategies, improve employee motivation, and reduce turnover rates. **Keywords:** Employee Retention, Motivational Factors, Manufacturing Industry, Job Satisfaction, Recognition, Leadership, Work-Life Balance, Career Advancement Opportunities.

1.1 INTRODUCTION:

The manufacturing industry is a vital sector of the global economy, contributing significantly to GDP and employment. However, it faces a persistent challenge in retaining its workforce, with high employee turnover rates resulting in substantial costs and productivity losses. This issue undermines the industry's competitiveness and threatens its long-term sustainability. Motivational factors are critical in retaining employees, but their impact must be understood in this industry. Previous research has focused on individual factors, neglecting the interplay between motivational variables. This study aims to address this knowledge gap by investigating the impact of motivational factors on employee retention in the manufacturing industry.

Specifically, the study explores the relationships between job satisfaction, recognition, Leadership, work-life balance, and career advancement opportunities. Organizations can develop targeted retention strategies by identifying the key motivational factors influencing employee retention, enhancing employee motivation, and reducing turnover rates. This research contributes to the existing body of knowledge, providing insights for practitioners and scholars alike. The study's findings affect human resource management practices, organizational behavior, and industrial psychology. Organizations can develop effective retention strategies by understanding the motivational factors that drive employee retention, improving productivity,

competitiveness, and sustainability. The study's outcomes will also inform policy decisions, helping to address the industry's workforce challenges. Organizations can reduce recruitment costs, improve knowledge retention, and enhance innovation by retaining employees. Ultimately, this research aims to support the manufacturing industry's growth and development, contributing to the well-being of employees, organizations, and the broader economy.

1.2 THEORETICAL BACKGROUND OF THE STUDY

Employee retention is a significant area of study in organizational behavior and human resource management, particularly in industries facing high turnover rates, such as manufacturing. The study draws from several established theories to understand the role of motivation in employee retention.

1. Maslow's Hierarchy of Needs:
This theory suggests that employees are motivated by a hierarchy of needs, from physiological needs to safety, belongingness, esteem, and self-actualization. In retention, meeting these needs through fair wages, job security, and career growth opportunities can ensure employee satisfaction and loyalty.

2. Herzberg's Two-Factor Theory:
Herzberg identifies motivation and hygiene factors as critical to job satisfaction. Hygiene factors like salary and working conditions prevent dissatisfaction, while motivation factors like recognition and career advancement enhance retention by fostering satisfaction and engagement.

3. Expectancy Theory by Vroom:
This theory emphasizes the role of perceived effort-reward relationships. Employees are likelier to stay with organizations where they believe their efforts will lead to meaningful rewards, such as promotions or recognition.

4. Equity Theory:
Equity theory suggests that employees evaluate their workplace experience by comparing their input-output ratio to their peers. Perceived fairness in recognition, Leadership, and work-life balance can significantly influence retention decisions.

5. Social Exchange Theory:
According to this theory, relationships between employees and organizations are based on reciprocal exchanges. When organizations invest in employees through training, leadership support, and work-life balance, employees reciprocate with loyalty and commitment.

6. Job Embeddedness Theory:
This theory explores how connections within the organization and community reduce turnover. Strong Leadership, recognition, and career growth opportunities create bonds that embed employees in their roles, making them less likely to leave.

7. Work-Life Balance Framework:
Balancing professional and personal life is increasingly recognized as a key factor in employee motivation. Organizations offering flexible working conditions and wellness programs can foster higher retention rates.
The theoretical background underscores the importance of motivation as a multidimensional construct affecting retention. Integrating these theories, the study examines how job satisfaction, recognition, Leadership, work-life balance, and career advancement opportunities impact employee decisions to stay within manufacturing organizations. By grounding the research in these established frameworks, the study aims to provide actionable insights to enhance retention strategies in the manufacturing industry.

1.3 OBJECTIVES OF THE STUDY:
1.To identify and examine the motivational factors influencing employee retention in the manufacturing industry.
2. To analyze the relationships between motivational factors and employee retention.
3. To determine the relative importance of each motivational factor in predicting employee retention.

1.4 NEED OF THE STUDY:

Employee retention has become a significant concern for manufacturing sectors due to rising turnover rates and competitive labor markets. Retaining proficient staff guarantees continuity, decreases recruitment expenses, and improves organizational efficiency. Motivation significantly impacts employees' decisions regarding retention or departure. Comprehending the elements influencing motivation, including incentives,

acknowledgment, and advancement prospects, is crucial for developing efficient retention techniques. This study examines the deficiency in recognizing motivation-based retention strategies pertinent to the manufacturing industry. It explores the influence of intrinsic and extrinsic motivators on employee engagement. This research will assist organizations in developing customized strategies to enhance workforce stability. The increasing demand for efficiency renders this study essential for maintaining competitive advantage in the sector.

1.5 SCOPE OF THE STUDY:

This study focuses on the manufacturing industry in India, examining employee retention challenges and solutions. It includes a sample of 215 employees from diverse manufacturing organizations to ensure varied perspectives. The study explores the impact of five motivational factors—job satisfaction, recognition, Leadership, work-life balance, and career advancement opportunities—on retention. Insights gained will aid organizations in developing effective strategies to retain talent. The findings will have practical implications for human resource management practices, enhancing employee engagement and loyalty. Additionally, the study contributes to organizational behavior by identifying key drivers of motivation. It aims to provide actionable recommendations for sustaining workforce stability in a competitive market.

2. REVIEW OF LITERATURE:

Smith and Johnson (2024) examined strategies for encouragement within manufacturing sectors, emphasizing intrinsic rewards and their impact on employee happiness. Research indicates that cultivating a supportive work culture enhances retention rates by 25%. Moreover, flexible work arrangements were recognized as essential motivators. The study showed that management empathy is a significant factor influencing loyalty. Primary problems involve adjusting tactics to accommodate the varied requirements of the workforce. Their findings suggest the incorporation of technology to customize motivational strategies. These insights are essential for sectors experiencing elevated turnover rates.

Selemani, Sophia, A. (2023) identifies three primary motivation systems: Rewards, Promotion, and Recognition Awards. However, challenges such as inadequate financial resources and uneven budget allocation were also found. Recommendations included sufficient funding, government collaboration, and equitable resource distribution.

Prianka Tewary (2022), Employee retention is a significant issue in Bangladesh's banking industry due to economic growth, skilled employment, and turnover. The banking sector must maintain rules and factors for employee retention to develop the economy. This study aims to determine the factors influencing bank employee retention in Bangladesh. Motivational factors from prior studies will be used, and a conceptual framework proposed. The study will guide bank management to identify motivational factors for retaining skilled employees.

Tolufashe, Joseph (2021), This study examined the perception of non-managerial employees on motivational factors influencing retention in lunch restaurants in Stockholm. A quantitative survey questionnaire was used, and the findings showed a positive correlation between motivational factors and employee retention. The most important motivational factors were job security, training and development, equity and fairness at work, and attractive salary. Employees are satisfied with these motivational factors, which can influence their decision to stay with the organization.

Kumar and Sharma (2020) examined the Correlation between financial incentives and employee engagement inside manufacturing enterprises. The research indicated that competitive remuneration alone does not guarantee loyalty. Non-monetary advantages, such as acknowledgment and professional advancement possibilities, considerably influence employee retention. The authors underscored the necessity for ongoing engagement initiatives. Their research indicated communication deficiencies as obstacles to the implementation of motivational methods. Proposed solutions encompass transparent feedback systems and leadership cultivation. The study states that motivation should encompass both concrete and intangible rewards.

Brown and Taylor (2019) investigated the impact of job security on retention rates among mid-level employees in the manufacturing sector. Employees prioritize long-term stability over immediate financial rewards. The study emphasizes the Significance of explicit career advancement trajectories in enhancing motivation. Furthermore, cultivating peer support networks within organizations was recognized as a retention technique. The authors noted that industrial units employing the participative Leadership approach experienced 15% reduced attrition rates. Their findings emphasize the incorporation of security-oriented policies within HR frameworks.

Garcia and Lopez (2018) examined the influence of workplace surroundings on employee motivation within manufacturing companies. The results demonstrate that ergonomic designs and safety standards improve job satisfaction and decrease turnover rates. They emphasized the need for autonomy in inspiring proficient employees. The training of supervisors to deliver constructive feedback has emerged as a critical aspect. The writers underscored the need to synchronize personal aspirations with corporate aims. Their research offers practical recommendations for HR professionals to retain talent.

3.　RESEARCH　METHODOLOGY

Research methodology encompasses the principles and procedures used to conduct scientific inquiry, including the selection of research methods, data collection techniques, and analysis approaches. Understanding and implementing a robust research methodology is crucial for ensuring research findings' validity, reliability, and accuracy.

3.1　RESEARCH DESIGN

A research design represents how to approach our research and conditions for collecting and analyzing the data to combine relevance to the research purpose. The task of defining the research problem is the preparation of the design of the research project, popularly known as the research design.

3.2. TYPE OF THE STUDY

3.2.1 Descriptive study
A descriptive research design is used in the study. Descriptive research is concerned with describing the characteristics of a particular individual or a group. It is also concerned with specific predictions and narrating facts and characteristics relating to individuals, groups, and situations. This research is entirely based on the descriptions of factors that lead to the user's decision-making process.

3.3　SAMPLE DESIGN

3.3.1　Sample Size
A sample of 215 employees was taken from the manufacturing industry. The survey aimed to gather data from this representative group. The sample size was determined to be sufficient for reliable results. The employees were selected randomly to ensure an unbiased representation. The survey was administered to the selected employees, and their responses were collected. The results of the study will be used to inform business decisions. Ethical guidelines were used in the survey. The data collection process was rigorous and systematic.

3.3.2　Sample Method
In this study, the sample selection method is Simple Random Sampling.
Simple Random Sampling is a probability sampling method where every member of the population has an equal chance of being selected for the sample.
Characteristics:
1. Equal probability: Each member of the population has the same probability of being selected.
2. Independence: One participant's selection does not affect another's selection.
3. Randomness: Participants are often randomly chosen using a random number generator.

3.3.3.　Survey Design
This study employed a structured questionnaire as the research tool. To achieve the study's objectives, a comprehensive questionnaire was carefully designed and developed. The questionnaire was then administered to the employees, and data was collected from 215 respondents. The questionnaire aimed to gather information on various aspects related to motivational factors and employee retention, including job satisfaction, recognition, Leadership, work-life balance, and career advancement opportunities.

3.4. DATA COLLECTION METHODS

3.4.1.　SOURCE OF DATA
The data was collected from both primary and secondary sources.

a.)PRIMARY DATA
Primary data collection involves gathering original data directly from the source. This method provides first-hand information, offering high validity and reliability. Primary data is typically collected through experiments, focus groups, surveys, interviews, and observations. Researchers can control data quality and collect specific information tailored to their research question. Primary data collection methods include:
● Surveys and questionnaires
● Interviews (structured and unstructured)
● Observations (participant and non-participant)
● Experiments (lab and field)
● Focus groups and discussions

b.) SECONDARY DATA
Secondary data collection involves gathering existing data from indirect sources. This method is cost-effective and time-efficient, as others have already collected the data.
● Academic journals and books
● Government reports and statistics
● Public databases and online resources
● Market research reports and industry studies
● Historical archives and documents

Secondary data provides a broad understanding of the research topic and can be used to supplement primary data. However, researchers need more control over data quality and must carefully evaluate the source's credibility.

3.4.2   QUESTIONNAIRE DESIGN

A structured questionnaire was used to collect data from respondents working in manufacturing industries. The questionnaire consisted of a Likert scale and close-ended questions. The Likert scale ranged from 1-5, allowing respondents to rate their level of agreement or satisfaction. The questions were organized into paragraphs to ensure clarity and ease of understanding. The questionnaire collected information on various aspects of motivational factors and employee retention. The paragraphs focused on different themes, including job satisfaction, recognition, Leadership, work-life balance, and career advancement opportunities. The close-ended questions ensured precise responses, making it easier to analyze the data. The questionnaire was designed to be concise and easy to complete, minimizing respondent fatigue. The data collected was then analyzed using statistical techniques to draw meaningful conclusions.

3.5. RELIABILITY TEST

A reliability check was done to check the reliability of the questionnaires. Cronbach's alpha value is 0.9, which means the questionnaires are Excellent. Reliability testing was conducted among 25 respondents. There are 25 questions for employees to check the reliability of the questionnaire.

CRONBACH'S ALPHA	NO. OF ITEMS
0.9	25

3.6. STATISTICAL TOOLS USED

Statistical tools used for research are the Chi-Square test, Simple Regression, and Correlation.
 i.IBM SPSS STATISTICS VERSION 29.0.2.0(20)
ii.MS Office (XL) worksheet

3.6.1   CHI- SQUARE TEST:
The chi-square test is a statistical method for determining the difference between observed and expected data. This test can also be used to decide whether it correlates with categorical variables in our data. This helps determine whether the difference between two categorical variables is due to chance or a relationship between them.
Where χ^2= Chi Square
O_i= Observed value
E_i=Expected value.

3.6.2   REGRESSION:

Statistical analysis evaluates the relationship between a dependent variable and one or more independent variables. It aims to understand how changes in the independent variables are associated with changes in the dependent variable. Regression analysis is widely used in various fields, including economics, social sciences, business, and healthcare, to explore and predict relationships between variables.
The regression equation represents the mathematical relationship between the dependent and independent variables. It takes the form of a linear equation, which can be expressed as

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \ldots + \varepsilon,$$
Where

dependent variable = Y X1, X2.

independent variables = β0, β1, β2, etc. are the coefficients or parameters to be estimated, and ε represents the error term

3.6.3   CORRELATION

It is a statistical technique that is used to the extent to which two or more variables fluctuate together.

● A positive correlation shows how much those variables increase or decrease in parallel.

● A negative correlation shows how much on to variable increases or decreases.

4. RESULTS AND DISCUSSION:

4.1. CHI-SQUARE TEST HYPOTHESIS I

NULL HYPOTHESIS (H0): There is no significant association between Income Level and Appreciation.

ALTERNATIVE HYPOTHESIS(H1): There is a significant association between Income Level and Appreciation.

Case Processing Summary						
	CASE					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
4. Income Level * 25. The company encourages employees to express Appreciation for each other's efforts and contributions."	215	100.0%	0	0.0%	215	100.0%

Table no: 4.2.1
Table name: Income level vs Appreciation

Chi-square tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.807[a]	16	.002
Likelihood Ratio	41.397	16	<.001
Linear-by-Linear Association	3.880	1	.049
N of Valid Cases	215		

a.10 cells (40.0%) have an expected count of less than 5. The minimum expected count is 1.72.

INTERPRETATION:

The statistical analysis reveals a significant association between Income Level and Appreciation. The calculated value of 37.807 surpasses the table value of 26.296, leading to the rejection of the null hypothesis (H0). Consequently, the alternative hypothesis (H1) is accepted, indicating a significant relationship between Income Level and Appreciation. This finding suggests that income level plays a crucial role in predicting Appreciation, implying that employees with higher income levels tend to have greater appreciation for their work. The significant association highlights the importance of fair compensation in fostering a positive work environment and increasing employee motivation and job satisfaction. By recognizing the impact of income level on Appreciation, organizations can develop targeted strategies to enhance employee engagement and retention.

HYPOTHESIS II

NULL HYPOTHESIS (H0): There is no significant association between Income Level and Leadership.

ALTERNATIVE HYPOTHESIS(H2): There is a significant association between Income Level and Leadership.

Table no:4.1.2
Table name: Income Level vs Leadership

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	53.095[a]	32	.011
Likelihood Ratio	63.357	32	<.001
Linear-by-Linear Association	5.356	1	.021
N of Valid Cases	215		

a. 23 cells (51.1%) have an expected count of less than 5. The minimum expected count is .57

INTERPRETATION:

The statistical analysis reveals a significant association between Income Level and Leadership. The calculated value of 53.095 exceeds the table value of 46.194, leading to the rejection of the null hypothesis (H0). Consequently, the alternative hypothesis (H2) is accepted, indicating a significant relationship between Income Level and Leadership. This finding suggests that income level significantly impacts Leadership, implying that employees with higher income levels tend to perceive their leaders as more effective. The significant association highlights the importance of fair compensation in fostering a positive work environment and increasing employee trust and confidence in Leadership. By recognizing the impact of income level on leadership perception, organizations can develop targeted strategies to enhance leadership effectiveness and employee engagement.

HYPOTHESIS II
NULL HYPOTHESIS (H0): There is no significant association between Income Level and Training and development.
ALTERNATIVE HYPOTHESIS(H3): There is a significant association between Income Level and Training and development.

Table no:4.2.3
Table name: Income Level vs Training & Development

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	72.294[a]	44	.005
Likelihood Ratio	80.007	44	<.001
Linear-by-Linear Association	6.079	1	.014
N of Valid Cases	215		

a. 35 cells (58.3%) have an expected count of less than 5. The minimum expected count is .19.

INTERPRETATION:

The statistical analysis reveals a significant association between Income Level and Training and Development. The calculated value of 72.294 surpasses the table value of 60.481, leading to the rejection of the null hypothesis (H0). Consequently, the alternative hypothesis (H3) is accepted, indicating a significant relationship between Income Level and Training and Development. This finding suggests that income level significantly impacts employee perception of training and development opportunities, implying that employees with higher income levels tend to have greater access to training and development programs. The significant association highlights the importance of providing fair compensation and opportunities for growth and development, leading to increased employee motivation, skill enhancement, and job satisfaction. By recognizing the impact of income level on training and development, organizations can develop targeted strategies to enhance employee growth and retention.

4.2 REGRESSION

HYPOTHESIS TEST
NULL HYPOTHESIS(H0): There is no significant difference between Recognition and Leadership.
ALTERNATIVE HYPOTHESIS(H1): There is a significant difference between Recognition and Leadership.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474[a]	.225	.221	.7815

a. Predictors: (Constant) I believe that the company recognizes and values my skills and contributions
b. Dependent Variable: SAF leaders inspire & motivate employees to make effective decisions.

ANOVA[a]						
Model		Some of Squares	df	Mean Square	F	Sig.
1	Regression	37.751	1	37.751	61.818	<.001[b]
	Residual	130.075	213	.611		
	Total	167.826	214			

a. Dependent Variable: SAF leaders inspire & motivate employees to make effective decisions.
Predictors: (Constant) I believe that the company recognizes and values my skills and contributions.

COEFFICIENTS

| Model		Unstandardized Coefficients		Standardize ed Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.501	.188		13.304	<.001
	My skills and contributions are recognized and valued by the company.	.370	.047	.474	7.862	<.001

a. Dependent Variable: SAF leaders inspire & motivate employees to make effective decisions.

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.871	4.350	3.919	.4200	215
Residual	-2.8504	2.1290	.0000	.7796	215
Std. Predicted Value	-2.494	1.028	.000	1.000	215
Std. Residual	-3.648	2.724	.000	.998	215

Dependent Variable: SAF leaders inspire & motivate employees to make effective decisions.
CHARTS

Histogram
Dependent Variable:SAF leaders inspire & motivate employees to make effective decision

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SAF leaders inspire & motivate employees to make effective decision
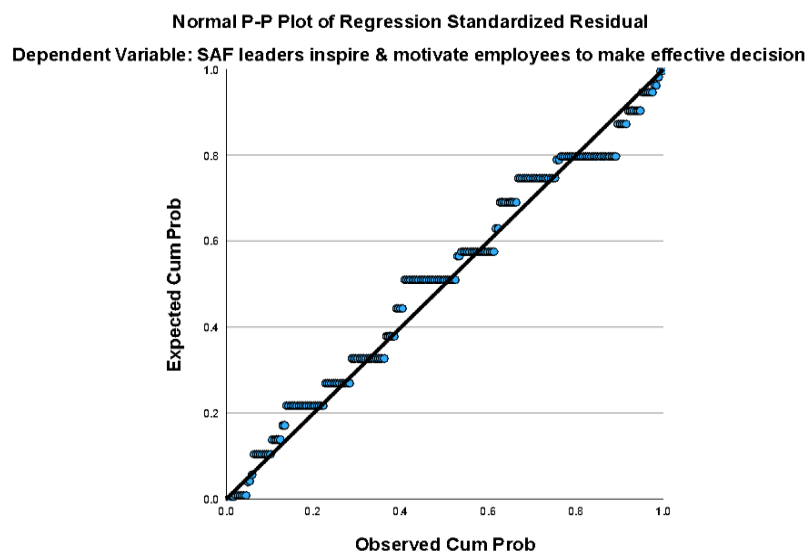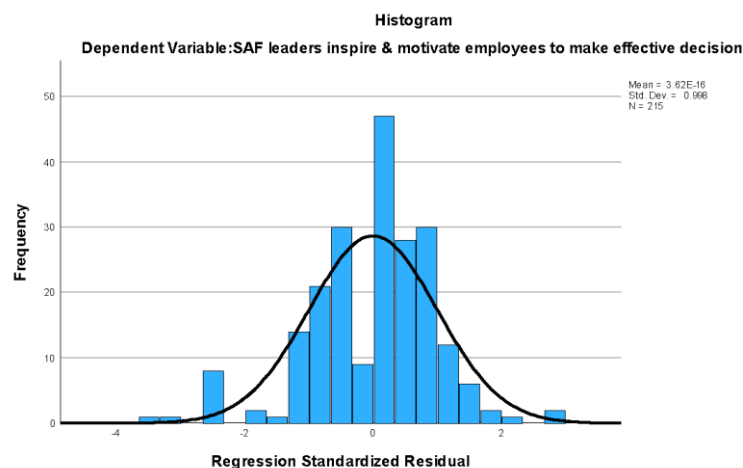
INTERPRETATION:

The regression analysis reveals a significant relationship between Recognition, Leadership, and Employee Retention. The results show a P-value of less than 0.01, indicating a strong correlation. This leads to rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1). Specifically, the findings suggest a significant difference between Recognition and Leadership in predicting Employee Retention. Recognition and Leadership are substantial predictors of Employee Retention, with a considerable impact on employee motivation and retention. The analysis highlights the importance of recognizing employees' contributions and effective Leadership in fostering a supportive work environment. These findings have practical implications for organizations seeking to enhance Employee Retention and overall performance. Organizations can develop targeted strategies to improve employee motivation and reduce turnover rates by prioritizing Recognition and Leadership.

4.3 CORRELATION ANALYSIS:
HYPOTHESIS TEST:
NULL HYPOTHESIS (H0): There is no significant relationship between Working conditions and Appreciation.
ALTERNATIVE HYPOTHESIS(H1): There is a significant relationship between Working conditions and Appreciation.

Correlations		Working_conditions	Appreciation
Working_conditions	Pearson Correlation	1	.427**
	Sig. (2-tailed)		<.001
	N	215	215
Appreciation	Pearson Correlation	.427**	1
	Sig. (2-tailed)	<.001	
	N	215	215

INTERPRETATION:

Based on a sample size of 215 observations, the correlation analysis reveals a moderate positive correlation between Working Conditions and Appreciation, with a correlation coefficient of 0.427. This Correlation is statistically significant, with a p-value less than 0.001, indicating strong evidence to reject the null hypothesis (H0). Consequently, the alternative hypothesis (H1) is accepted, suggesting a significant relationship between Working Conditions and Appreciation. This finding implies that as Working Conditions improve, Appreciation also tends to increase. The significant Correlation indicates that employees' Appreciation for their work is influenced by their working environment. The results highlight the importance of providing favorable Working Conditions to enhance employee Appreciation and motivation. By investing in better Working Conditions, organizations can foster a positive work environment, increasing employee satisfaction and productivity.

INFERENCE:

The analysis demonstrates a statistically significant moderate positive correlation between Working conditions and Appreciation. The significant p-value provides strong evidence against the null hypothesis H0, supporting the acceptance of the alternative hypothesis H1.
There is a significant relationship between Working conditions and Appreciation.

5. CONCLUSION:

This study examined the impact of motivational factors on employee retention in the manufacturing industry. The findings indicate that job satisfaction, recognition, leadership, work-life balance, and career advancement opportunities are key predictors of employee retention. The results emphasize the importance of a supportive work environment, opportunities for growth and development, and maintaining a balance between work and personal life to retain employees. Organizations can improve employee retention by fostering a positive work environment that enhances job satisfaction, recognizing and rewarding employee contributions, providing career advancement opportunities, supporting work-life balance, and encouraging leadership that nurtures and develops employees. By implementing these strategies, organizations can reduce turnover rates, boost productivity, and enhance their competitiveness in the industry. This study contributes to the existing body of knowledge on employee retention, underlining the critical role of motivational factors in the manufacturing Industry.

5.1 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH:

This study is limited to the Indian manufacturing industry, focusing on a sample of 215 employees, which may not fully represent all sectors or regions. It examines only five motivational factors, leaving scope for exploring additional variables. Future research could expand the sample size, include diverse industries, and investigate broader motivational dimensions for comprehensive insights.

Limitations

1.The study focuses exclusively on the Indian manufacturing industry, which may limit its applicability to other industries or regions.
2. While diverse, the sample size of 215 employees may not capture all perspectives in a vast and dynamic sector.
3. Data collection relies on self-reported responses, which could introduce bias or inaccuracies.
4. The study examines only five motivational factors, potentially overlooking other significant influences on employee retention.
5. It is cross-sectional, limiting the ability to study long-term trends or causal relationships.

Suggestions for Future Research

1.Future studies could explore additional industries and regions to enhance the generalizability of findings.
2. Longitudinal research could provide deeper insights into how motivation and retention evolve.
3. Including more motivational factors, such as organizational culture and peer relationships, could provide a holistic view.
4. Comparative studies across different organizational sizes and structures may offer valuable insights.
5. Advanced data analytics and qualitative methods could improve accuracy and uncover deeper patterns.

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