



## The Importance of Motivation on Staff Retention: Literature Review Supported by Case Studies

Elena Diana Lazar<sup>1</sup>, Dr Husam Alharahsheh<sup>2\*</sup>

<sup>1</sup>Postgraduate Alumni – MA in International Business, Nelson College London

<sup>2</sup>Research Centre Manager, Nelson College London

### \*Corresponding Author

**Dr Husam Alharahsheh**

Research Centre Manager,  
Nelson College London

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**Abstract:** The review paper provides a discussion on the factors that influence employee motivation, including cultural and leadership aspects. Further, there is a discussion on the impact of employee motivation on employee retention rate, including perspectives on employee morale and productivity. The review paper discusses the challenges and strategies for employee motivation. Moreover, the review paper has discussed the advantages of employee motivation properly.

**Keywords:** Employee Motivation, Staff Retention, Leadership, Organisational Culture.

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## INTRODUCTION

This review paper highlights the importance of motivation for retaining staff in the organisation. It evaluates the factors that contribute to motivating staff in the workplace. The review paper discusses the impact of motivation in the workplace. It addresses the challenges of employee motivation and outlines strategies to mitigate them. This review paper provides a theoretical framework to define the impact of motivation on employee retention. A literature gap is emphasised in this review paper. The review paper concludes by supporting the application of key concepts, using Amazon as a case study and posing additional questions for readers to explore.

### Factors Contributing to Employee Motivation Cultural Factors

The workplace culture of an organisation influences the attitudes and behaviour of employees. According to Paais and Pattiruhu (2022), the cultural aspects of a workplace play a significant role in influencing the level of motivation of its employees.

Thus, it is easy to understand that an evaluation of the workplace and organisational cultures can help in influencing employee motivation levels in a firm. The cultural factors include elements like organisational values, beliefs, mission, and the principles which guide the policies and regulations being implemented in the workplace. Cultural elements like the values, principles, mission, and general attitudes of the employees help in the formation of the overall organisational culture of a business (Lubis and Hanum, 2020). The concept of organisational culture can influence employee motivation as the organisational culture of a workplace directly impacts the social environment surrounding the workers. Therefore, employees are influenced by the organisational culture. Organisational culture shapes the attitudes and behaviour of employees. However, organisational culture is a complex structure, as influencing organisational culture may not result in the intended impact on employee motivation. Thus, there is a need to consider the complexities of cultural elements in specific workplaces to accurately

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understand the influence of culture on employee motivation.

### **Leadership Factors**

Leadership factors include the vision of the company and the approach to leadership and management adopted by business leaders in a workplace. According to Khuwaja *et al.*, (2020), leadership styles adopted by managers can greatly influence the attitudes of employees working under them. Thus, it is critical to evaluate the leadership approaches used in a workplace to determine the motivational outcomes. Therefore, adopting favourable leadership approaches with a focus on considering the concerns and inputs of employees can help develop positive employee attitudes towards the leadership. Further, employees are greatly influenced by their line managers, who act as the leaders for teams of employees by guiding everyday work. Thus, the leadership style adopted by the line managers has a profound impact on employee motivations. However, Uysal (2019) explains that poor leadership approaches, such as the adoption of toxic traits like pressuring employees with high workloads, can lower employee motivation by degrading the employees' attitudes towards the business leaders. Thus, it is important to consider leadership factors to properly understand the dynamics of employee motivation.

### **Recognition Factors**

Rewards and recognition consist of motivation tools like bonuses and awards given to employees. Self-actualisation and self-esteem are important personal needs among individuals (Simanjuntak, 2019). In this context, giving rewards and recognition can improve the level of employee motivation by utilising the self-actualisation and self-esteem needs of individuals. Recognition factors include the desire among employees to be rewarded for their hard work and good performance. Thus, rewards and recognition play an important role in influencing the level of motivation among employees. Provisions of fair and transparent processes for rewards and recognition can improve the level of employee motivation and influence them to perform more productively (Hayat Bhatti *et al.*, 2022). However, a lack of a fair and transparent process in providing rewards and recognition can lead to decreased employee motivation. Further, performance can also be lowered because of the lack of fair measures to reward hard work. Thus, rewards and recognition are important factors that influence the level of employee motivation.

### **Flexibility Factors**

Flexibility factors include measures that provide flexible work hours, workload, or working location to employees. According to Davidescue *et al.*,

(2020), flexibility is a growing need among employees that serves as a great motivator that influences the performance of employees. Flexibility features in the workplace provide a greater level of independence among employees regarding the way and time that they finish their assigned tasks. Flexibility helps employees in maintaining a better work-life balance and leads to a more fulfilling professional life. Spurrk and Straub (2020) argue that flexibility has become an important benefit for employees, with many seeking work-from-home facilities as a crucial marker for choosing employment opportunities. Thus, different levels of flexibility in different organisations generate diverging levels of employee motivation, with more flexible offices having a higher level of employee motivation.

### **Professional Development Factors**

Professional development opportunities consist of the prospects available to employees to develop their professional skills and knowledge. The self-actualisation needs of individuals influence employees to seek developmental opportunities to improve their professional capabilities (Minkov and Mihaylova, 2021). Thus, the provision of frequent professional development opportunities can help in improving the level of employee motivation in a workplace. However, the quality of the professional development opportunities can also influence the level of employee motivation by helping them achieve their self-actualisation needs (Minkov and Mihaylova, 2021). Thus, the provision of high-quality, diverse, and frequent professional development opportunities is a significant factor that influences employee motivation.

### **Impact of Motivation on Employee Retention Increase in Morale**

The level of employee motivation has a direct impact on different metrics, including employee morale, which represents the overall attitude of workers in an organisation. According to Kalogiannidis (2021), a high level of employee motivation can help in the development of favourable attitudes of employees. In this context, the development of positive attitudes can help in the development of a better outlook in employees regarding their jobs and responsibilities. Thus, a high level of employee motivation can increase employee morale in a workplace. Further, Enamala and Reddy (2022) argue that positive employee morale can help businesses in generating better employee retention rates. Thus, high employee motivation can aid in decreasing the employee turnover rate by improving employee morale. However, a low level of motivation among employees leads to a lowering of employee morale, which can influence workers to resign from

their jobs, leading to a decrease in employee retention.

### **Increase in Job Satisfaction**

Job satisfaction comprises the perception of employees regarding the level of contentment that they have with their jobs. A high level of employee motivation can have a positive impact on the level of job satisfaction of employees (Pancasila *et al.*, 2020). The positive impact of employee motivation on job satisfaction occurs because motivated employees are likely to enjoy their jobs and perform well. Thus, employees having a good performance and outlook of their jobs naturally develop a higher level of job satisfaction. According to Yukongdi and Shrestha (2020), satisfied employees have a lower frequency of resigning from their jobs. Therefore, having a higher level of motivation can improve the level of job satisfaction of employees, which helps organisations to improve their employee retention rates.

### **Increase in Productivity**

The productivity of employees represents the performance efficiency of workers. Increasing employee motivation can help businesses improve the productivity of their employees, as motivated employees have more focus and dedication to their job responsibilities (Kalogiannidis, 2021). Thus, workplaces with a high level of motivation mean that a majority of the workers have a higher level of dedication and focus within their job responsibilities. Employees can use dedication and focus to satisfactorily perform their jobs, which results in an increase in their productivity compared to employees who are not as motivated. Further, the increase in productivity is likely to help employees have a more satisfactory employment experience, which influences employees to stay in their existing jobs. Thus, an increase in productivity results in enhancing the employee retention rate of a workplace. The staff retention rate also increases from the perspective of employers because they are less likely to make employees redundant if workers are productive (Adisa *et al.*, 2021). Thus, improving the motivation of employees can help in comprehensively improving the staff retention rate in contemporary organisations.

### **Increase in Employee Engagement**

Employee engagement represents the enthusiasm of employees within their job and the connection that they have with their role in their organisation. Employee engagement is an important marker for determining the dedication and satisfaction of employees in their job role (Jeanson and Michinov, 2020). Workplaces featuring high employee engagement levels have the primary characteristic of high levels of employee motivation. Thus, increasing employee motivation can help in

enhancing employee engagement levels. Further, improving the employee engagement levels can aid in enhancing the employee satisfaction levels, which directly impacts the retention ratio of businesses. Thus, another impact of employee motivation on employee retention arises due to the influence of motivation on the level of employee engagement among workers in a workplace.

### **Improvements in Organisational Culture**

The organisational culture of a workplace represents the manifestations of a company's beliefs, values, and attitudes. According to Sunarsi (2019), organisational culture has a direct impact on the attitudes of employees regarding their job and organisation and also influences their job satisfaction levels. A highly motivated workforce helps in the development of a positive organisational culture, which can aid in the development of positive attitudes among other employees. Thus, having a favourable organisational culture can help businesses sustain their employee retention rate. Further, Yukongdi and Shrestha (2020) explain that satisfied employees are less likely to leave their jobs. Thus, the development of a satisfied workforce can help in increasing the employee retention rate in contemporary organisations.

### **Advantages of Motivating Employees within Organisations Increased Productivity**

Employee motivation is an important factor for business organisations in order to improve business productivity positively. As per the view of Iis *et al.*, (2022), the motivation of employees impacts the working progress positively. In this context, the organisational leaders motivate the employees regarding their job roles and responsibilities to complete the business project within the given time. Accordingly, the motivation of employees impacts the business workforce positively, which helps organisations to manage the business process in the international market. On the other hand, employee motivation reduces the rate of absenteeism in the workplace (Labrague *et al.*, 2020). Similarly, the motivation regarding the work influences the employees to attend their office regularly. Therefore, motivating employees effectively reduces absenteeism by improving productivity.

Moreover, The Staff's motivation plays an important role in reducing the work pressure on employees in the workplace. As per the opinion of Li *et al.*, (2021), organisational leaders communicate with the employees to understand their issues. Accordingly, communication helps in mitigating their issues regarding their job roles by increasing their motivation level. As a result, the mitigation of their issues motivates them to contribute to their

efficiency in the workplace. In contrast, the high motivation of employees helps in meeting the deadlines of business projects positively (Žužek *et al.*, 2020). In this context, the organisational leaders motivate employees to meet the deadline of business projects. Therefore, it is an important factor to motivate employees to gain a high business approach in the competitive market by increasing business productivity.

### **Improved Work Culture**

It is important to note that the high motivation of employees improves the work culture positively. As per the study by Mahmoud *et al.*, (2021), employee motivation is necessary to create a positive work environment in workplaces by enhancing the level of motivation among employees. In this context, the organisational leaders motivate the employees to mitigate their issues in the workplace, which results in a positive work culture. Moreover, a positive work culture influences employees to give their best in their specific job roles. On the other hand, a positive work culture helps in retaining employees properly (Kurdi and Alshurideh, 2020). Accordingly, a positive work culture helps to foster a sense of pride among the employees in the workplace. Thus, it can be said that a positive work culture is a beneficial factor in motivating employees in order to retain the staff.

Similarly, pride among employees enhances the business opportunities of companies to achieve their business objectives in the cosmopolitan market. As suggested by Wood *et al.*, (2020), high motivation of employees helps to mitigate conflict among employees. In this context, the organisational leaders are able to effectively communicate with the employees to mitigate their internal conflicts in the workplace in order to improve motivation levels. As a result, it can provide a healthy environment during the business process. Thus, staff motivation is an essential aspect for organisations in terms of creating a healthy work environment in workplaces.

### **Reduced Staff Turnover**

The role of staff motivation is an effective process to reduce staff turnover-related issues in organisations. As per the observation of Kalogiannidis (2020), high employee motivation helps companies to retain their efficient employees effectively. In this context, organisational leaders motivate the employees regarding their work, which influences them to produce high-quality work by reducing staff turnover. On the other hand, staff reduction helps in improving team morale positively (Pattnaik and Jena, 2020). Accordingly, team morale is an important aspect that helps in reducing absenteeism-related issues due to a lack of motivation. The motivation level increases among the

employees due to high team morale, resulting in low staff turnover. Hence, the motivation factor for employees is important to retain them properly with high team morale.

Similarly, high team morale helps in meeting the business objectives properly to create a competitive advantage in the international market. As per the suggestion by Al Breiki and Nobanee (2022), employee motivation increases the chances of achieving business goals by improving productivity. Accordingly, the high team morale motivates the employees to complete their business projects within the given time, which leads to reduced staff turnover. Similarly, the completion of projects at a given time provides better opportunities for companies to achieve a position at a cosmopolitan level. Therefore, the motivation of employees is necessary to improve business opportunities by reducing staff turnover issues.

### **Reduced Organisational Challenges**

Employee motivation helps in mitigating organisational challenges such as poor communication, employee conflict, and lack of trust. Based on the opinion of Kalogiannidis (2020), the motivation factor among employees influences organisational leaders to establish an effective communication process with them. In this context, organisational leaders acquire effective communication approaches to motivate them in their workplaces. Moreover, it helps the employees to build trust with the leaders properly. In addition, a better communication approach with the organisational leaders helps in mitigating workplace conflict to motivate employees. Similarly, the mitigation of workplace conflict helps companies to retain efficient employees properly with high team morale. Thus, the motivation factor among employees plays a prominent role in retaining employees through improving trust and relationships between employees and leaders.

### **Challenges in Motivating Employees and Increasing Staff Retention** **Poor Leadership Approach**

Poor leadership approach is a challenging factor for employees to be motivated in the workplace. As per the view of Vasic (2020), inappropriate leadership is unable to handle the issues of employees properly. In this context, the improper leadership style of organisational leaders creates difficulties in providing motivation to the employees regarding their job roles. Accordingly, it is difficult for the employees to meet the business goals properly with less motivation. Furthermore, a poor leadership approach creates challenges for employees to communicate effectively with their leader, resulting in poor motivation. Thus, poor

motivation impacts the business progress of companies, which creates difficulties for organisations in achieving business goals in the competitive market.

The inappropriate leadership approach is a challenging factor that creates difficulties in building effective team morale. As evaluated by Parashakti *et al.*, (2020), poor team morale is unable to improve the motivation among employees. In this context, the poor leadership attributes of organisational leaders are a challenging factor for employees in understanding the business progress properly. In contrast, inappropriate leadership approaches of leaders lead to an inability to mitigate workplace conflict among employees (Baig and Zaid, 2020). Similarly, employees face challenges to discuss their issues with the leaders of their poor leadership approach. Therefore, it can be stated that a poor leadership style is a difficult factor to motivate employees properly by mitigating their issues.

### **Poor Work Culture**

Less motivation among employees creates an unhealthy work environment in workplaces. Based on the evaluation of Rasool *et al.*, (2019), lower employee motivation provides a toxic work culture for the employees. In this context, employees are not able to focus on their work due to the negative work culture in organisations. On a contradictory note, a negative work culture reduces employee productivity negatively (Rasool *et al.*, 2020). Similarly, low employee productivity creates difficulties for organisational leaders in motivating the employees properly regarding their job responsibilities. Hence, the negative work culture is a crucial factor that creates difficulties for organisational leaders to improve employee productivity with a proper motivation approach.

Poor work culture plays a crucial role for organisational leaders in motivating employees in their workplaces. Based on the suggestion of Hasanah (2022), a negative work culture reduces team morale among employees. Accordingly, the employees face challenges in completing their jobs on time due to low morale with their colleagues, which results in a poor workforce. Similarly, poor employee morale creates conflict issues among the employees that reduce the chances of motivating the employees in the workplace. In contrast, a toxic work environment severely increases employees' stress levels (Wang *et al.*, 2020). In this context, the high-stress level of employees creates staff turnover-related issues that are challenging factors for organisational leaders to retain efficient employees. In addition, the heavy stress-related issues among employees demoralise the motivation level of employees severely, resulting in high workplace conflict. Thus, an unhealthy

working culture is a factor that leads to creating difficulties in increasing the motivation level of employees properly.

### **Fewer Training and Development Programmes**

The improper training and development programmes create challenges for motivating the employees through enhancing their skills and competency levels. As discussed by Le *et al.*, (2021), fewer training programmes severely impact the motivation level of employees. In this context, employees face a lack of motivation in the workplace due to poor training programmes by the organisational leaders. Moreover, inappropriate training programmes for carter's difficulties result in employees being unable to meet the business objectives properly, resulting in less motivation. Therefore, the improper training of programmers creates difficulties in motivating the employees by improving their skills and competencies related to their job profiles.

### **Improper Communication**

Improper communication is a challenging factor for employees to improve their communication level in the workplace. According to Grant *et al.*, (2021), reduced communication significantly increases workplace conflict among employees. In this context, workplace conflict among employees creates difficulties for organisational leaders in improving the satisfaction level of staff to motivate them in the workplace. Moreover, improper communication creates challenges for organisational leaders to understand the issues of employees in the organisation, which leads to a reduction in the motivation level of employees. In addition, improper communication reduces the team morale and trust between the employees and employers in an organisation, which results in less motivation. Therefore, the poor communication approach increases the staff turnover issue by reducing employee motivation, creating challenges to retaining staff properly.

### **Reduce Business Opportunities**

The poor motivation level among employees creates difficulties in achieving business opportunities through improving business progress. As suggested by Hosseini *et al.*, (2022), less motivation creates challenges for employees to meet the project deadline properly. In this context, the lower motivation level is a challenging factor for employees to complete the business projects on the given deadlines. Moreover, it creates a difficult situation for employees to operate the business process properly due to low productivity. Thus, companies face low business opportunities in the competitive market due to low employee morale.

## **Effective Strategies to Improve Motivation for Employee Retention**

### **Providing Appropriate Training Programmes**

Appropriate training programmes are an important strategy that can enhance the motivation level of employees properly. As per the opinion of Hartinah *et al.*, (2020), training programmes increase the skills and competencies of employees positively. In this context, the high skill and competency level help employees to improve their productivity, which leads to enhancing their motivation level. On the other hand, a training programme influences employee to meet their Job deadlines with high motivation. Moreover, the training programmes are effective in terms of improving the relationship between employees and employers, which results in improved team morale with high motivation. As a result, high team morale improves the level of motivation among employees, which results in high business productivity for organisations.

Training programmes are effective in order to improve the communication between employers and employees. As per the evaluation of Mascarenhas (2021), training and development programmes create an opportunity to discuss the issues and challenges of employees. Accordingly, the discussion over the issues of employees in their workplaces improves the communication level and trust with the leaders. It helps organisational leaders to motivate the employees properly. Therefore, the high motivation level among employees helps organisational leaders to retain efficient employees in the organisation by reducing staff turnover issues.

### **Acquiring a Transformational Leadership Approach**

The transformational leadership approach plays an important role in motivating employees regarding their job responsibilities. As per the study by Lei *et al.*, (2021), the transformational leadership approach refers to the ability to understand the employees properly. Accordingly, organisational leaders can acquire the transformational leadership approach for listening to the issues of employees properly. Similarly, the transformational leadership approach increases the communication level among the employees, which helps in establishing better relationships between leaders and employees to improve the motivation level. Hence, it can be highlighted that organisational leaders need to acquire a transformational leadership style to improve the motivation level among employees to retain the staff effectively.

### **Developing Strong HRM Policies**

A better HRM policy can improve the motivation level of employees positively by providing them with business facilities. Based on the comment

of Waheed *et al.*, (2019), the development of HRM policies can improve the motivation level among employees. In this context, HR managers can provide better amenities and facilities to the employees to work positively in the workplace. Similarly, it is a beneficial factor for HR managers to improve the satisfaction level among employees by providing better work facilities that result in high business productivity. On a contradictory note, HR managers are able to understand the requirements of employees in order to provide them through establishing effective policies (Waheed *et al.*, 2019). In addition, better policies regarding the needs and demands of employees enhance the motivation level in workplaces. Therefore, a better HRM policy is an important factor that can motivate employees by meeting their requirements.

### **Ensuring Healthy Work Life**

Organisational leaders need to provide a healthy work-life to the employees to ensure workplace motivation. As commented by Bae *et al.*, (2020), a healthy work-life enhances the satisfaction level of employees related to their job roles. In this context, the HR managers of organisations can provide flexible work schedules to employees to reduce their workload. The reduction in workload influences the employees to meet the deadlines of their jobs positively, resulting in high motivation levels. In contrast, a healthy work atmosphere can improve the productivity of employees (Leitão *et al.*, 2019). Similarly, organisational leaders need to create a healthy work environment to motivate their employees in the workplace. Therefore, the establishment of a healthy work culture is necessary to improve the staff retention process through employee motivation.

### **Providing Reward and Recognition**

It is important to provide rewards and recognition to the employees in order to improve their motivation level. As per the study by Darmawan *et al.*, (2020), reward programs influence employees to improve their skills and competencies to complete their jobs on time. Accordingly, it is an important approach to provide recognition to the employees in the workplace appropriately. The recognition given by their leaders helps in motivating the employees properly (Darmawan *et al.*, 2020). Thus, the reward and recognition programmes enhance the communication between leaders and employees. Thus, it can be said that employee recognition is an important strategy to improve the satisfaction level of employees, which leads to improving the staff retention rate of companies.

## Theoretical Considerations

### Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs serves as a guide for comprehending what drives people to behave the way they do (Ştefan *et al.*, 2020). The reasons are projected upon a pyramid, with every layer standing for a distinct necessity in society. Encompassing basic survival requirements, a sense of security, respect, and identity. By using this theory, the company can take care of the emotional well-being of the employees. Workers require accessibility to critical resources and incentives whilst at the workplace to experience their very necessities. The company requires the availability of a washroom, a location to get fresh beverages, pauses to consume lunches and snacks, and a pleasant operating atmosphere.

Security is a key requirement within this notion that might affect the general happiness in Amazon's workplace. Concerning oneself with the security of another person is a normal human emotion. As an illustration, one of Amazon's main goals would be to give its employees a secure place to live; it goes to great lengths to meet that demand. It is crucial to have the impression that security measures are worth a lot and are given the top priority at work. The theory offers a sense of belonging to the staff members. Businesses that hold cultural events and give more possibilities for connection enhancement beyond the workplace are likely to have greater levels of worker involvement than firms that do not concentrate on such aspects of a professional and private combination.

The highest step of Maslow's hierarchy of needs is identity, which corresponds to fulfilling personal strengths at employment. In the end, everyone needs to believe they are performing the greatest job possible for their circumstances, since this inspires people to pursue their careers and flourish. A hyper-focused staff member thinks energised and believes that inspires expansion and involvement. Several of the items to guarantee necessity are encountered, such as paying workers, which assist the business. Instead of pressuring workers into positions which won't be a better match for people, superintendents must emphasise their talents and knowledge while assisting people in seeking opportunities to grow as professionals.

This theory needs to be seen in a range of circumstances, attempting to make it a very beneficial prototype whenever it comes to interpreting dedication and commitment among staff members (Bozyiğit, 2021). However, the business must not rely on this structure as a procedure or device once it identifies the problem of job satisfaction (Ansari *et al.*, 2019). Rather, it can be more advantageous to

consider Maslow's needs hierarchy as a concept about what motivates Amazon UK staff members.

### Incentive Theory

According to the incentive motivation theory, humans are motivated by feedback, acknowledgement, bonuses, and prizes. According to incentive theory, individuals may behave in various ways to achieve specific objectives, elicit specific behaviours, or obtain rewards. Additionally, it asserts that rather than individual processes, incentives and sanctions from outside the participant are what primarily determine their behaviour. The cognitive therapy curriculum of behaviourism gave rise to this concept (Kang *et al.*, 2019). According to the incentive theory, individuals are more inclined to take steps which result in a recompense. This idea contends that outside factors inspire staff members. Based on the particular outcome, rewards may be either favourable or unfavourable. Whereas unfavourable rewards deter bad behaviour, extrinsic motivators promote appropriate behaviours.

Amazon's workplace in the UK can use this theory by offering bonuses, commissions, and even stock options. Monthly bonus payments may be awarded to employees of a corporation. Rewards are frequently given out to recognise employees who have accomplished significant objectives. Most businesses provide confirmation incentives to new hires who stay with them for a longer period. On the other hand, the commission, which is a popular type of reward, is given particularly to salespeople or retailers. Workers who get paid as a reward include appraisers and commercial personnel. Salespeople frequently continue to receive a base pay or rate. Whereupon, following that, the commission is incorporated as a staff bonus to motivate the person to promote an additional given asset.

By providing stock bonuses, employers enable their staff to purchase a specified percentage of stock holdings at a specified price. In rare circumstances, a business may provide its employees with these deferred compensations at a rate below fair value. Staff rewards like share options provide them with long-term economic advantages. As per this theory, providing workers with the chance to advance their careers may serve as a primary motivation. Amazon UK is able to provide corporate development programs, conferences, and provident funds. A corporation may also run a programme for workplace training. Coworkers from various departments or degrees of the business coexist with workers. This increases enthusiasm and introduces the individual to an additional business structure.

### Literature Gap and Considerations for Managers and Researchers

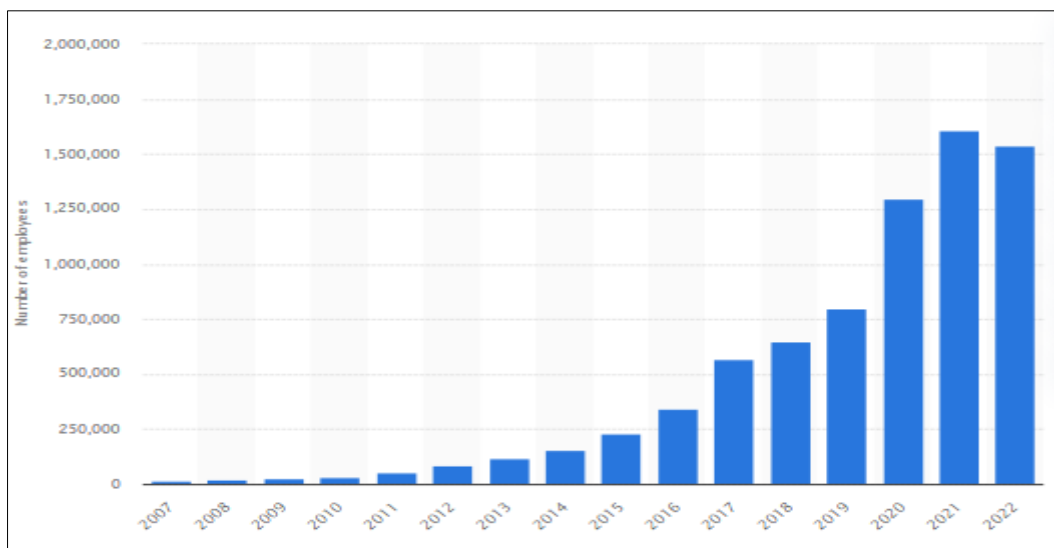
The review paper discusses the impact of employee motivation on retaining staff. Accordingly, the review paper has discussed the strategies for motivating employees in the workplace to improve staff retention. However, the process of implementing the strategies has not been mentioned in this review paper. Thus, a gap has been identified in the review paper on strategy implementation to mitigate employee motivation-related challenges. Moreover, a gap has been identified in the disadvantages of staff motivation regarding employee retention in the organisation.

### Example Case study – Amazon

Amazon is a well-reputed mu e-commerce organisation that is focused on the development of the business through maintaining a healthy work environment. In this case, it has been observed that the company places major importance on its employees and prioritises them to maintain a healthy work environment and retain them within the company. According to Zakirova *et al.*, (2020) employees are the main assets of any organisation for its sustainable development. Hence, Amazon focuses on providing motivation to its employees to enhance productivity and manage the work process effectively within the organisation. Employee motivation plays the most significant role in developing organisational performance, along with meeting its goals. Based on the review of NGUYEN *et al.*, (2019) the performance

of employees can be enhanced by providing motivation for them to provide their individual performances. For example, the company Amazon UK has implemented effective strategies to retain its customers, and the following figure represents the graph of the number of employees of the company, Amazon UK, from 2007 to 2022 (Statista.com, 2023). In this context, effective implementation of strategies can help retain customers by enhancing companies' performance.

Additionally, it can be said that the performances of the companies can be improved by providing support to the employees through different health benefits. In addition, paying salaries based on experience and performance was also observed to enhance the motivation of the employees to enhance their performance and activity in an effective way. For instance, the company Amazon has been observed to constantly confer with "medical and health experts" and supply suitable proposals to make and retain employees beneficial while performing in the business (Amazon.jobs, 2022). In this context, this can help in developing the relationship of the employees with the organisation in an effective manner. In addition, this also promotes the "organisational process" effectively and provides competitive advantages. In this context, it can be said that the role of employee motivation plays the most crucial role in developing organisational performance in an effective manner.



**Figure: Number of Amazon employees**  
(Source: Statista.com, 2023)

**Discussion Questions:** Applicable to Amazon or other companies as case studies

1. How does a company focus on maintaining a healthy work environment contribute to its

overall success as an e-commerce organisation?

2. Discuss the significance of employee motivation in enhancing organisational

- performance, with specific reference to a company's strategies.
3. How do health benefits and performance-based compensation impact employee motivation and retention at a company?
  4. Analyse the correlation between employee motivation and customer retention, using a company as a case study.
  5. Explore the role of continuous consultation with medical and health experts in promoting employee well-being and organisational effectiveness at a company.
  6. In what ways can the effective implementation of strategies, as observed in a company, enhance employee performance and contribute to customer satisfaction?
  7. Discuss the long-term implications of prioritising employee motivation for a company's sustainable development and competitive advantage.
  8. How might a company's approach to employee motivation and retention differ across different geographical regions, considering cultural and economic factors?
  9. Evaluate the effectiveness of a company's performance evaluation and compensation system in fostering employee engagement and productivity.
  10. What potential challenges might a company face in maintaining its focus on employee motivation and well-being while striving for continued growth and innovation?

## CONCLUSION

The review paper has emphasised the impact of staff motivation on staff retention. The review paper has provided a conceptual framework to evaluate the key findings of the topic. The review paper has elaborated on the advantages of employee motivation for improving staff retention rates in the context of Amazon UK. However, it can also be applied to other companies to support educational applications, as outlined in the discussion questions at the end. The review paper identifies the challenges that organisational leaders face in motivating employees to achieve staff retention. Moreover, this review paper incorporates theoretical perspectives to discuss the importance of employees' motivation levels. A literature gap has been identified in this review paper by analysing the key themes of the topic. Therefore, staff motivation is important for retaining efficient employees in workplaces.

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