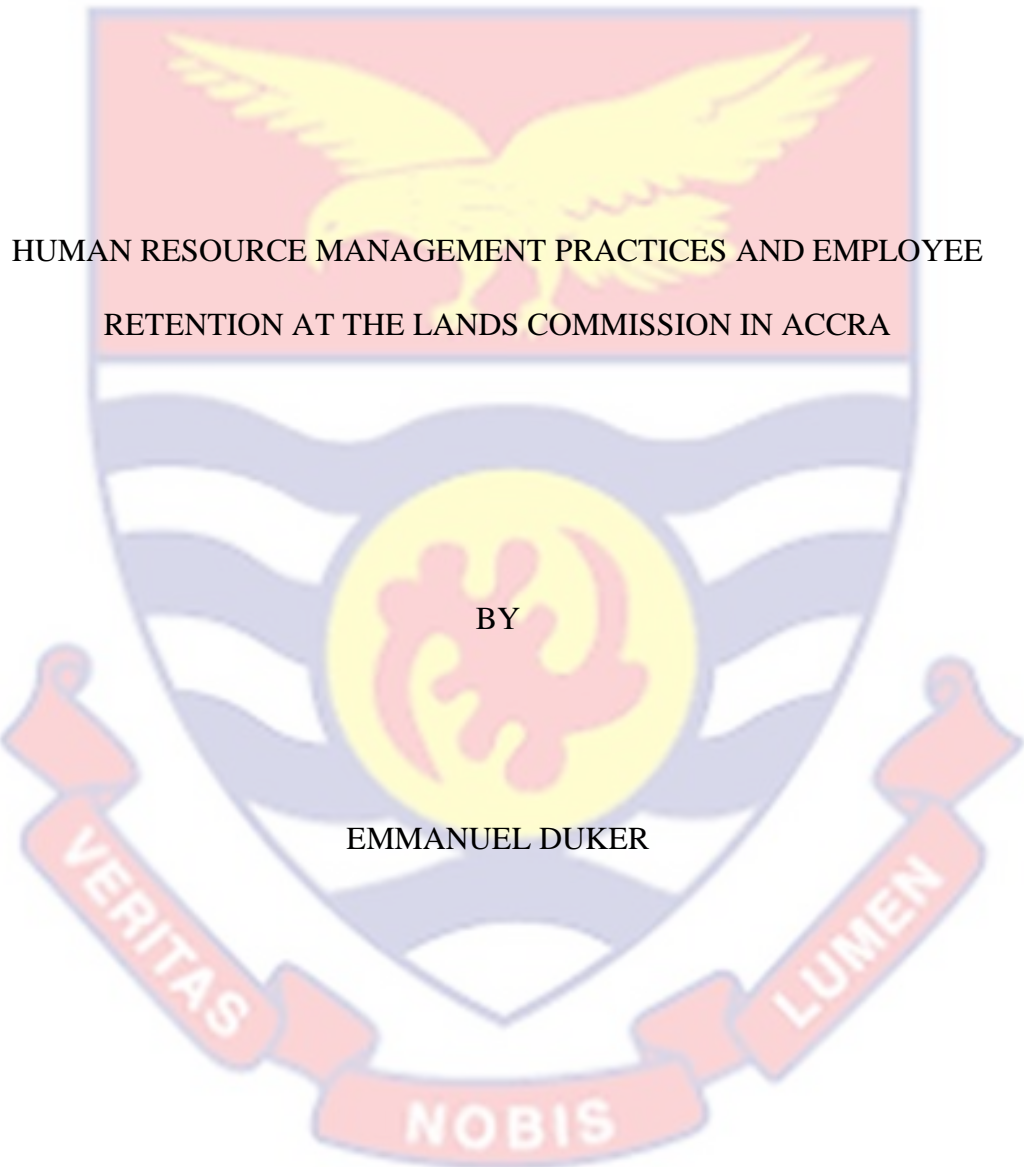
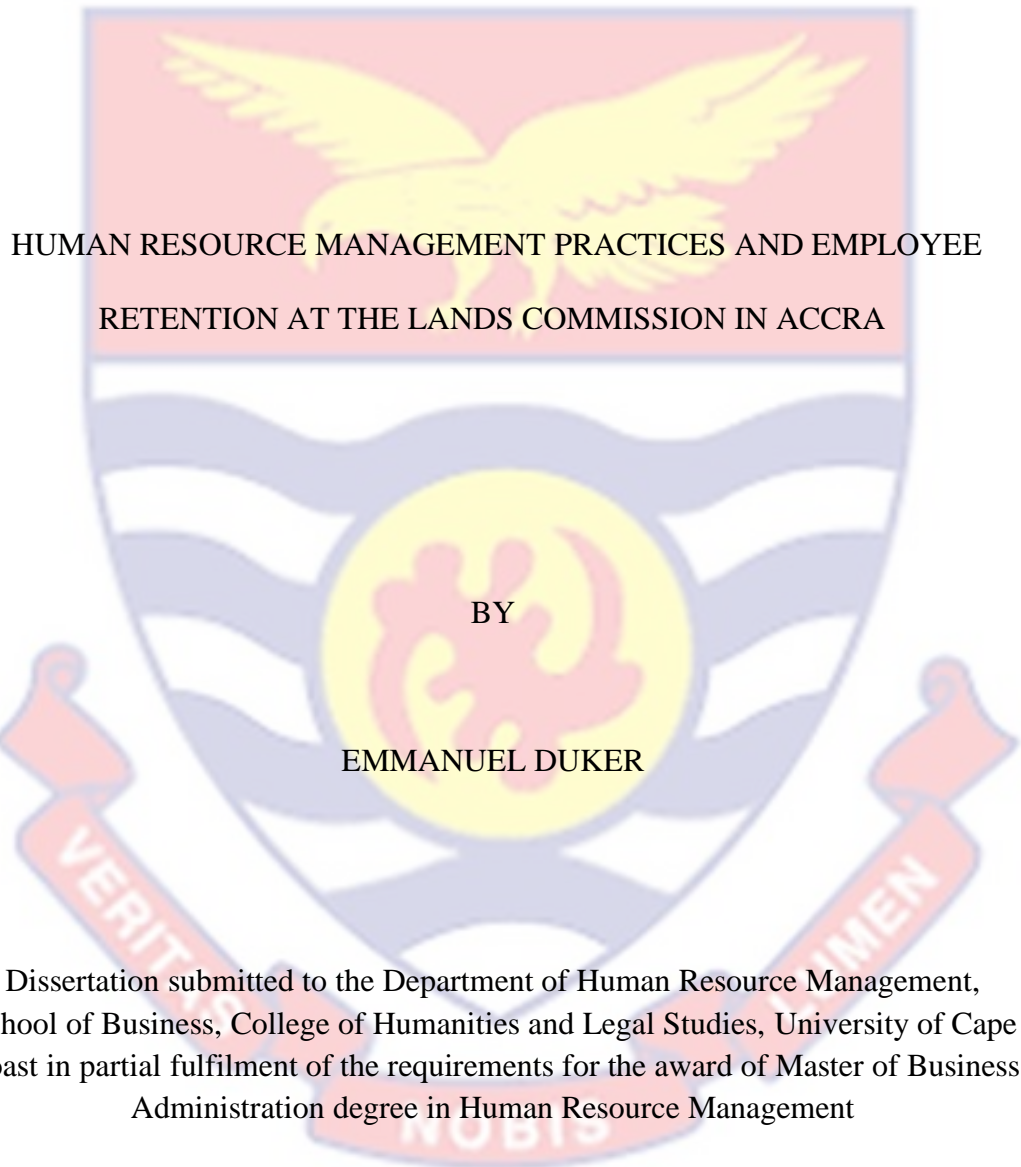


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HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE  
RETENTION AT THE LANDS COMMISSION IN ACCRA

BY

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Dissertation submitted to the Department of Human Resource Management,  
School of Business, College of Humanities and Legal Studies, University of Cape  
Coast in partial fulfilment of the requirements for the award of Master of Business  
Administration degree in Human Resource Management

JUNE 2022

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature ..... Date .....

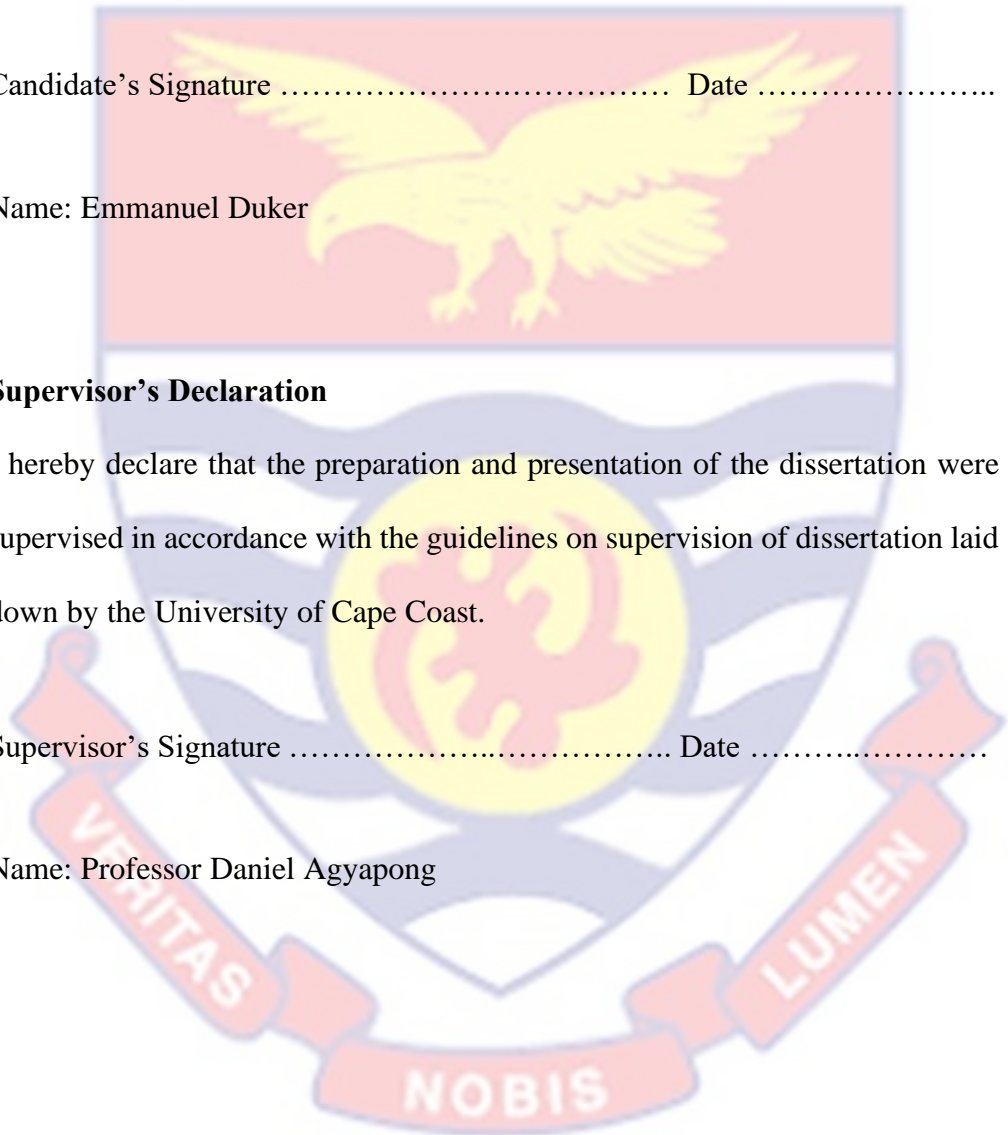
Name: Emmanuel Duker

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature ..... Date .....

Name: Professor Daniel Agyapong



## ABSTRACT

The purpose of the study was to ascertain the link among some selected human resource practices and employee retention at the Lands Commission in Accra. The study employed quantitative approach and explanatory research design. Using questionnaires, quantitative data were collected from a sample size of 265 out of the population of 850. The quantitative data were analyzed using Pearson product moment correlation and multiple linear regression. The study found that career development positively influenced employee retention. Employee retention was also found to be positively correlated with the selected human resource practices i.e. training and development, compensation and employee engagement. It was concluded that the selected human resource practices are critical factors in keeping employees of the Commission with their employers and these practices should therefore be taken seriously and the needed investment made in them. It is suggested that further research should be conducted to cover the other human resource management practices not covered in this study to ascertain how they also influence employee retention at the Lands Commission as the studied HRM functions are not practiced in isolation.

**KEY WORDS**

Human resource management practices

Training and development

Compensation

Employee engagement

Employee retention



## ACKNOWLEDGEMENTS

Professor Daniel Agyapong, who is with the Department of Finance of the University of Cape Coast, is my supervisor, and I am grateful he has supported and supervised me in completing this work. Thanks to all that are in the crowd, for their prayers and encouragement.





## DEDICATION

To my family



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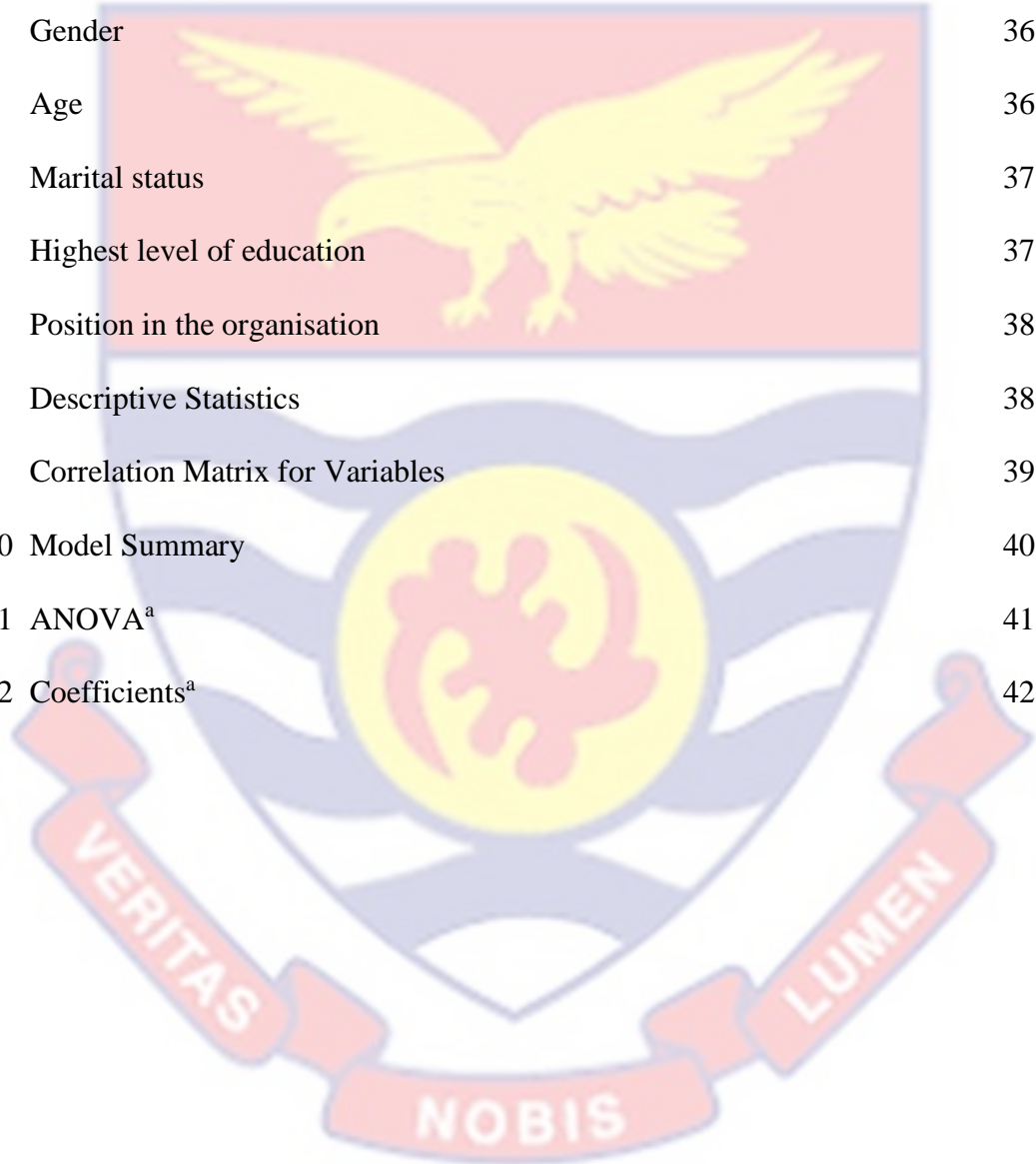
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## CHAPTER ONE

### INTRODUCTION

Competition in recent times amongst business has deepened as globalization becomes a trending issue in today's world. It can be accomplished by globalization by gaining more access to capital flows, technology, cheaper imports, and larger export markets. Human resources can help an organisation compete in the global marketplace (Greer & Hauptmeier, 2016). Organisations are able to build quality human capital through experiences gained by their human resources over a longer period of time as they continue to work with them. The quality of human resources that an organisation has may serve as a competitive advantage. Human capital is the basic startup capital which the survival of a firm depends on to a larger extent. The ability of human resource manager to develop and retain its human resources base to ensure effective management of employees has been of great concern to the management (Turulja & Bajgoric, 2018).

#### **Background to the Study**

One of the most important issues in a competitive organisation of today is employee retention (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018). It is important for the firm to focus on making its Human Resource Management systems the best fit for their environment to be able to make improvements to their corporate strategy (Ott, Tolentino, & Michailova, 2018). The characteristics of HRM are different. Performance, family friendly, and high involvement, which influence employees' behaviors and outcomes, are three things (Fahim, 2018). To



keep talented individuals, excellent human resource management practices are required.

According to Cooke, Schuler and Varma (2020), HRM practice is seen as employer's commitment to employees. This is further illustrated by Brewster, Mayrhofer and Farndale (2018) employees' commitment towards their organisations is related to the employer's support and commitment. Cooke (2018) HRM practice could be the unique source of sustainable competitive verge. HRM strategies inside organisations must be strategically handled in order to retain talented individuals and foster corporate commitment (Peccei & Van De Voorde, 2019). Companies use technologies to track their progress and remain profitable. One of the advantages of being in the market is the ability to find new performance indicators and human capital is one of them (Papa, Dezi, Gregori, Mueller & Miglietta, 2018). The use of HR measurement has increased since the 1980s (O'riordan, 2017).

Everyone has heard of the term "global village." The business world has likewise evolved into a village representative of the era in which we live. Businesses are up against fierce competition from all over the world (Anwar & Abdullah, 2021). Human resource management practices are critical to achieving and maintaining an organisation's goals, as well as maintaining a competitive advantage. The link between organisational HR policies and organisational employee retention is critical for accomplishing organisational goals (O'riordan, 2017). Social exchange theory posited that failure of the organisation to provide sufficient rewards in exchange for employees' efforts is likely to result in increased

organisational retention (Homans,1974). According to Zafar, Memon and Khan (2018), Cutthroat competition boosts human capital labor efficiency and leads in better production. As corporate firms aim to duplicate the different resources of successful organisations, human capital is an asset that cannot be simply imitated. Retention is the top priority of organisations as the competition increases.

Azeez (2017) explained that personnel are the most important elements of any organisation. This is supported by the human capital theory that human capital, per the notion, are at the heart of all corporate resources since they are the most significant corporate assets for progress (Schultz, 1961). Organisational performance is dependent on having an efficient and productive employee. If a company cannot keep its employees, it will not be able to get the most out of its human resources (Akunda, Chen, & Gikiri, 2018). In recent years, the impact of HR strategies on employee retention has gotten increased attention. As postulated by the resource-based theory that recognizing human resources as one of the most significant corporate resources necessitates the application of specific management procedures (Porter, 1985).

Employee turnover can be reduced with good HR procedures (Cooke, 2018). HR practices assist in managing the human resource team and ensuring that the workforce is engaged in achieving the organisation's objectives (Akunda, Chen, & Gikiri, 2018). As illustrated by Abraham Maslow's Hierarchy of Need Theory Maslow's depiction of human needs as a hierarchy, once one set of requirements is met, that need no longer serves as a drive (Maslow, 1943). Different academic researchers endorse it more (Bibi, Ahmad, & Majid, 2018) Employee attitudes and

behaviour are heavily influenced by HR practices. The strength of relationship between employee and management is reflected in HR practices and policies (Sissons & Green, 2017).

Researchers like Sanders and Yang (2016) and Al-Hajri (2020) posited that HR practices and efficient corporate strategy can help the company's most valuable assets last longer. The workers. Herzberg Theory two elements that influence motivation at work are hygiene issues, which can dissuade or dishearten individuals once they are off-putting or improper (Herzberg, 1959; Hackman & Oldham, 1976). In a competitive environment, firms' principal duty is to discover, acquire, and channel competent human resources into their company operations in order to improve productivity and functional efficiency (Aktar & Pangil, 2017). The human resource department is in charge of finding, hiring, and keeping competent, motivated, and experienced employees (Farouk, Elanain, Obeidat, & Al-Nahyan, 2016). Human resource management methods are processes for developing employees' capacity to achieve their potential in a way that advances both the person and the organisation's aims to acquire a competitive edge (Otoo, 2019).

### **Statement of the Problem**

Human resources are a competitive advantage for any organisation. The most crucial component influencing an organisation's effectiveness is its employees, who play a critical role in its success (Boon, Eckardt, Lepak & Boselie, 2018). Individuals with the ability to manage a global organisation that is responsive to clients and the opportunities given by technology are attracted, developed, and retained by the most successful firms (Delery & Roumpi, 2017).

Human resources are in charge of servicing, developing, compensating, and retaining talented personnel (Adom, 2018). Employee retention is a challenge for both public and commercial businesses due to the abundance of skilled applicants in the global job skills market who can easily move from one organisation to another (Coffie, Boateng, & Coffie, 2018).

Studies on human resource management and staff retention are lacking. Employees provide a significant competitive edge (Wright & Ulrich, 2017). Human resource management methods that maximise employee productivity are critical. A lot of studies have discovered a link between high-performance work practices and HRM's influence (Arvanitis, Seliger, & Stucki, 2016). There are different measures to company performance. Some empirical data support the premise that organisations will achieve better results if their HRM practices are aligned with their business strategy (Boon, Eckardt, Lepak, & Boselie, 2018). Organisations have numerous hurdles in terms of acquiring and maintaining human resources in today's extremely dynamic business climate.

Human Resource Management techniques can have an impact on one's productivity. Employers must reassess human resource practices that have the potential of identifying the best talents, develop and reward them to stay and contribute to its success. This is because when employees are retained and committed to the organisation persistence will always lead to success. Training and development of employees, adequate compensation and being committed to the organisation are some of the practices that could help retain employees (Zakaria,



Mohd Fauzi, Abdullah, & Yusoff, 2018). The current study sought to investigate how these HRM practices impact on employee retention at the Lands Commission.

### **Purpose of the Study**

The study's goal is to look into the link between human resource management techniques and staff retention at the Lands Commission.

### **Research Objectives**

Specifically, the study seeks to:

- 1 examine the relationship between training and development and retention at the land commission.
- 2 assess the effect of compensation on employee retention at the land commission.
- 3 examine the relationship between employee engagement and employee retention at the lands commission.

### **Research Hypotheses**

H<sub>0</sub>: There is no significant relationship between training and development and employee retention

H<sub>0</sub>: Compensation does not have significant effect on employee retention

H<sub>0</sub>: Employee engagement does not have significant effect on employee retention

### **Significance of the Study**

Human resource management is an example of good management techniques. Human factors, social, and work-related aspects can all be identified in the interaction between social commodity control methods and employee retention.

This will benefit employees by increasing their commitment to their jobs. The

findings will aid in the understanding of the elements that influence human resource management and employee retention. The research will be valuable in understanding difficulties connected to human resource management techniques and employee retention in order to fulfill organisational goals successfully. The study will operate as a springboard for more research into creative human resource management strategies for increased corporate productivity, as well as academic research.

### **Delimitation of the Study**

The paper contends that the study should have included a significant number of personnel from government agencies. A study of that magnitude was unable to conduct due to the researcher's limited resources.

### **Limitations of the Study**

Most of them were adamant about avoiding disclosing any information. Others expressed concern that completing the questionnaire would take a lengthy time. Despite the fact that participants' privacy was guaranteed, several stated that they would not participate in the survey owing to the delicate aim of the topic.

### **Organisation of the Study**

There are five chapters in this research. Each chapter describes the contents of each study area in detail. The first chapter contains the introduction. The chapter covers the study's history, problem statement, purpose, objectives, and research hypothesis. The review of literature is the topic of Chapter 2. This is where theoretical concepts of human resource management methods and employee retention are thoroughly investigated, with authority' perspectives compared and



contrasted. The chapter concludes with empirical evidence from earlier research papers in the literature.

The research approach is covered in Chapter 3. This chapter specifies the population and sampling technique. It displays the data sources, data gathering methods, and analytical tools utilized to generate the study's required information. Chapter 4 contains the findings and discussion. Chapter 5 summarizes the summary, conclusions, and recommendations. This chapter contains key findings and recommendations derived from the results that may aid in the formulation or formulation of policy measures that will have a favorable influence on our various institutions.

### **Definition of Terms**

#### **Human Resource Management Practices**

This a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing) a firm's human resource (Lado & Wilson, 1994, p.701 as cited in Aburumman, Salleh, Omar, & Abadi, 2020).

#### **Employee Retention**

This the effort by an employer to keep desirable workers to meet business objectives (Frank, Finnegan & Taylor, 2004 as cited in Kurdi & Alshurideh, 2020).

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter examines the primary difficulties that result from employee motivation and commitment. The chapter introduces the study's theoretical and conceptual foundations, as well as some pertinent empirical studies from various researchers and authors.

#### Theoretical Review

##### Human Capital Theory

Schultz (1961) proposed the human capital hypothesis, which was further expanded by Nobel Prize winner economist Garry S. Becker in 1962 and 1964. Because of the competitive aspect of enterprises, the existence of globalization issues, technology, economic challenges, and evolving customer needs and tastes in both industrialized and growing economies, enterprises are forced to explore new sources of strategic superiority in diverse businesses. Beyond that, acquiring a competitive edge indicates that firms use methods that vary from others, especially those in related industry.

Human capital, per the notion, are at the heart of all corporate resources since they are the most significant corporate assets for progress (Marginson, 2019). According to the notion, human capital performs all functions, tasks, and responsibilities in connection to the various functions needed to have an organisation up and operating. This is especially true because human resources utilize all other organisational and societal resources. As a consequence, the

study suggests that companies cannot prosper without human capital Marginson, 2019. As a result, the theory emphasizes that human capital is critical to the success and prosperity of enterprises, and that specific key practices and policies are needed in all areas of management that have an impact on human capital (Galiakberova, 2019).

Realizing the importance of human resources, most firms have implemented a variety of procedures and regulations. Practices have mostly focused on reward systems, recruiting and selection, training and development, human resource planning, and worker welfare. Human resource practices such as welfare, training and development, recruitment and selection, and succession planning serve as a tool for achieving the level of competitiveness that organisations require, as effective human resource practices put employees on the spotlight of impactful and productive achievement.

### **Resource-Based Theory**

Porter (1985) proposed the resource-based theory, which contends that corporations, enterprises, and groups, amid other views, draw their success via the existence of shared and numerous or various elements of advantages enjoyed by the institution. An organisation's resources comprise its intellectual, financial, material, and available funds, which contain critical skills and expertise, aptitude, and technological know-how. Despite the fact that all of these resources are critical to the survival and prosperity of institutions, human resources take center stage in the utilization of all other resources (Porter, 1985) and thus necessitate impactful

and productive management structures that will aid in their efficiency and appropriation of other corporate resources.

Despite the fact that all of these resources are vital for the survival and success of institutions, human resources take center stage in the utilization of all other resources (Porter, 1985), and thus require effective and efficient management systems to aid in their performance and appropriation of other firm resources. This is especially true given the scarcity and firmness of efficient human resources. Thus, human resource management necessitates the availability of strategies that strive to aid in their performance at work. Hiring and selecting of competent human resources, incentive and pay structures, and training and development schemes are examples of such practices.

HR practices attempt to achieve a competitive edge (Wright & McMahan, 2012). Human capital is the most crucial capital for achieving organisational goals, according to studies by Lado and Wilson (2004), Mueller (2003), and Wright and McMahan (2012). Recognizing human resources as one of the most significant corporate resources necessitates the application of specific management procedures. HR practices have mostly focused on topics like as recruiting and selection, reward and incentive schemes, training and development, and worker welfare (Armstrong, 2008). Following the impetus provided by resource-based theory to HR, firms have implemented a variety of measurements and techniques to encourage, grow, and improve their workplace performance.



## Social Exchange Theory

This research is focused on the Social Exchange Theory (Homans,1974). The idea explains social evolution and stability as a process of parties negotiating trades. According to social exchange theory, human relationships are formed through subjective cost-benefit analysis and comparison of alternatives. Economics, psychology and sociology have roots in the theory. Rational choice theory and structuralism have many assumptions found in social exchange theory. In the business sector, it usually refers to a two-sided process including transactions or simply exchange. According to the exchange theory, the work relationship is made up of social and economic transactions (Aryee, Budhwar, & Chen, 2002).

Social exchange connections entail the exchange of financial rewards in exchange for employees' efforts and are frequently based on legally binding contracts. Social exchanges are voluntary activities that might be sparked by an organisation's treatment of its employees in the hopes that the employees will return the organisation's good deed (Gould & Davies, 2005). Users add themselves to their organisations in exchange for rewards, according to the exchange approach. Employees come to work with certain skills, ambitions, and objectives, and they expect to work in an atmosphere where they can put those skills to good use. Employees' perceptions of pleasant exchange and rewards are supposed to increase retention in the organisation. The failure of the organisation to provide sufficient rewards in exchange for employees' efforts is likely to result in increased organisational retention.

Employees respond to perceived favorable working conditions by behaving in ways that benefit the firm and other employees, according to social exchange theory. Employees react against poor working conditions by adopting unfavorable work attitudes, such as being late for work (Haar, 2006). Employee retention has been explained using the exchange idea. Employees exchange their identification, loyalty, and attachment to the organisation for incentives during exchanges. An individual's decision to join an organisation is based on their judgment of the fairness of the balance of organisational inducements and employee contribution. Smith and Meyer (2009) Employees who do not believe they have been handled fairly will not stay with the company.

### **Conceptual Review**

This section reviewed the concepts of the study.

### **Human Resource Management Practices**

Organisations strive to attract and retain a small number of personnel. Employee retention is not influenced by high salaries or titles. Other elements have an impact on retention. Costea-Stavrou (2005) asserted that employee retention issues must be addressed in a consistent manner. Employee participation and attrition are influenced by human resource management considerations (Stein, 2000). Managers are aware that how they handle their human capital has an impact on their ability to compete. If something goes wrong with the root of an organisation's strength or weakness, it cannot be replaced. HRM is becoming a critical component of business initiatives. Companies that spend in technological



and quality programmes to become more competitive also invest in the most up-to-date staffing, training, and remuneration policies (Chiang, Back & Canter 2005).

Many research papers focus on human resource tasks including recruitment and training. Collins (2007), Dermody, Young, and Taylor (2004) are some examples (2004). The function of appropriate recruitment in retaining good employees is critical. Boosting an organisation's type and number of workers requires improving the industry's image, as well as more smart ways to handle work calendars and burden. Incentives and creative benefits like as financial rewards, shorter working hours, and training institutions make hourly paid employees more appealing to the business (Demody *et al.*, 2004).

Training has been mentioned in the literature as a possible retention tactic. The interaction between schooling, work satisfaction, and intention to continue in the sector was investigated by Chiang, Back and Canter (2005). The data demonstrate that happiness and willingness to stay are linked to training quality. Training is tied to the idea of teaching and the types of training provided by training providers. Hjalager and Andersen (2001) revealed that it is difficult to say as to if tourism employment is dependent, temporary, or permanent. In their investigation on food servers, Wildes and Parks studied at the impact open innovation has on employee retention.

They say that cultivating strong internal relationships minimizes employee turnover and motivates employees to refer their friends to their friends. Employee retention in the mining business is not valued. The importance of balancing work and family life in disengagement decisions has lately been investigated. There is a

correlation between work-life conflict and employee turnover, according to Doherty (2004) and Maxwell (2005) studies. Managers play a critical role in the development and execution of WLB policies, including the inclusion of flex time and arrangements, greater training, work breaks, and improved work support. All of these methods help to keep employees.

Taylor and Walsh (2007) posited that although a solid wage and benefits package are vital, the survey indicated that employees tend to stay with a business if their bosses support their professional development. Employees that are dedicated to completing difficult tasks are more likely to remain with the organisation. Personnel are capital of the employer, according to human resource management. HRM is a collection of rules, procedures, and systems that have an impact on employees (Khadka, 2009). Armstrong is a well-known author (2009) Employees are attracted, developed, managed, and motivated through human resource management techniques.

According to several experts (Pfeffer, 2005), human resource management might be a basis of strategic advantage, and a set of good human resource management practices can influence company performance. Many firms miss the rising relevance of HRM practice as a strategy to stand out from the competition, according to McMillan (1983). Guest (2007) stated that HRM is the foundation of any business. In order to achieve corporate success, robust HRM infrastructure is required (Jyothi & Venkatesh, 2006) To achieve desired results, HRM practices must be strategically established and implemented.

Recruitment serves as a connection between those who have positions to replace while those who are trying to find work. Potential employees are encouraged to apply for positions inside the company. Its purpose is to fill each job posting with a large number of competent candidates. Direct and indirect acquisition can be done through private hiring agencies and licensed brokers, according to Werbel and DeMarie (2005). The process of determining which job applications are qualified for the position is ongoing. There are numerous activities involved in the choosing process (Lloyd & Leslie, 2009).

Employees receive cumulative cash and non-financial benefits in exchange for the service (Mondy & Noe 2005). The monetary and non-monetary benefits are usually determined by a number of criteria (Milkovich & Newman 1999). Compensation is vital for staff to make contributions to the growth of the firm (Philips, 2003). Compensation is important for individuals to choose to work for an organisation. Many companies use the payment scheme to compensate and recognize their employees' efforts (Chew & Chan, 2008). One strategy to boost productivity and job happiness is to improve job performance. Traditionally, compensation schemes have been developed to recruit and retain personnel, as well as motivate them to raise current activity and outputs. Compensation is amongst the most major costs of running a business. Recruiting and selection decisions are influenced by compensation. It is a crucial tool for aligning staff' interests with business goals by rewarding them for achieving particular objectives.

Training and development are the study of how to improve the skills of the people in organisations. Several other names have been given to it (Snell, 2006).

Training focuses on gaining the skills, information, and attitudes taken to fulfill a job or activity, whereas training programmes are not job-related and focus on widening the employee's worldview (Down, 2007). Individual and corporate objectives must be aligned in performance management. In terms of role obligations and skills, roles and accountabilities should be established and agreed upon. The goal is to improve people's ability to meet expectations so that they can recover from such an occurrence (Bret & Mike, 2009).

There are the chance employees will feel good and get some intrinsic satisfaction. The good news is that employees like working in this position where they are paid the way they deserve, have decent benefits and give themselves some pleasure. Equal levels of compensation are necessary to bring about an intimate sense of satisfaction and passion in employees (Walker, 2009). Compelling oneself to perform contributes the force for the success of an organisation. Eisenberger, Stinglhamber, Vandenberghe, Sycharski and Rhoades (1986) stated that motivation can definitely help with efficiency for the company itself and in relation to the more well-rounded personality of the individual, as well as cause more self-esteem for donors, such as the need for high grade donations.

### **Employee Retention**

Armstrong (2006) postulated that, the programmes outlined in the previous paragraph aimed to ensure that the group kept engaged staff for a long time. To ensure people don't quit, the programmes are created to make sure they stay committed to the organisation. Employees are exposed to frequent change, yet they can stay with the company for a longer time. Key personnel must be able to devote



to a company that has good human resource rules and processes. Retaining talented employees are important to a business because skills are usually lost to competitors, thus they affect a company's ability to stay competitive and therefore its performance. Pfeffer (2005) supported the facts that talent retention and acquisition help shape competitive advantage within many industries and countries. Implemented HR practices can attract attractive human resources to make even the most competitive organisation that much more effective and attractive to personnel in the future.

Understanding how pulls both folks to devote themselves to being productive and loyal is a good place to start with companies. Their system and systems support it, rather than preventing it (Van, 2011). To effectively and creatively achieve quality retention issues, an organisation should focus strategies on appropriate retention factors for each of their employees. Dobbs (2001) revealed that current and former employees with each employee group can get the information on what people stay and what to say about what they've noticed in real life with those that just came to work. Exit interviews with ex staff are being modified in order to provide more accurate data. Current employees view relevant factors in part due to a variety of interviews and surveys. It's thought to a certain extent that there is an edge in simply doing all the basics well.

Organisations attract few employees and will make them fit in the organisation. Retention factors used in organisations are rather inconsequential in a business environment full of high pay and requirements. than high salary and designation. Retention is also impacted not only by their bodily integrity but also



by other factors. Stavrou-Costea (2005) stated that these factors used to influence employees return to staff need to be managed with confirm balance and proper consideration of organisational standards. An organisation will utilize human resource management factors to decide whether to hire the person or not. (Stein, 2000).

To begin with, Osteraker (2009) said that the cornerstone for maintaining healthy and productive workforces is employee satisfaction thus far has been a key to enduring a successfully-run organisation. His study revealed differing aspects of retention into the social, mental or physical aspects. The groupings influence their performance by: whether the group consists of people involved with work whom people know well, the physical problems associated with some work tasks, and whether it involves wood or electronics or other material items. retention factors of the mental and work characteristics are how consistently you are produced, as well as how flexible the tasks are and how good you feel feeling, they all affect motivation and retention. The social dimensions refer to the direct interactions that employees have with other individuals, both within and externally. The pay is included on the physical height, as are working conditions and pay. The organisation needs information about the dynamics that indicate the attraction of a job or the ability to do a particular job.

Employees who identify as part of a group help to strengthen the organisation and thus are more loyal and stay there for a long period when vacancies present themselves (Van, 2011). This recommendation is based on Locke's research (1994) that there is the need to create a purpose that require

individuals to contribute to the team's success. The focus of Locke (1994) was that that goal requires associates with the group and task for people to achieve it. employees who are valued will take part in team processes, and will actually do better at work because they can show the productivity and focus that the workplace has to offer (Silbert, 2005). Employees respond to praise, support, and encouragement, according to Freyermuth (2007). On either hand, according to Kristof (2006), the ideals of the profession they match can improve retention. This is included as part of employee selection based on Employee Value congruent with organisation and Person goals as according to perspective of Employee selection

Cable and Judge (2007) posited that matching between employee values and culture the focus of employee selection processes is how core employee's retention methods are retained. Silbert (2005) established that rewarding people is important in enhancing retention but it is also supported the perception that employees are regarded as valued based on past experience and therefore they will remain with the company. Reward is a sum of perks received by an employee in compliance with contract terms for labor rendered to the organisation. A bonus could be cash, a gift of gratitude such as a certificate of recognition or a worker certificate, or an over-boarded item for the employee's CV or book shelf. In the workplace rewards are in many different types and can consist of recognition, cash bonuses, awards and free trips. An organisation can try and motivate someone to change in future by offering a payback in response to the contribution.

Staff can also be kept through the organisation's training programmes. It has long been assumed that companies that emphasize staff training have lower turnover rates. Internally and externally, training assists employees in gaining new knowledge and abilities (Noe, 2009). They are able to handle most of the job assignments. This background makes matters more difficult for it (Goldstein, 2001). The company should begin a coaching program to improve the abilities of the employees who were hired in the first few years. The authors of this study realized that employee training slows because organisations don't necessarily want employees to change and that the employees' personal value rarely matches the culture at the organisation (Lauri, Benson, & Cheney, 2006).

Pasewark and Viator (2006) revealed that families give workers a great deal of a choice regarding work arrangements that help in keeping workers and helping make sure the entire team is retained, crucial rules for retaining employees. with Flexible work arrangement now an important key part of wok family support. Thompson and Prottas (2005) argued that employees limit their desire to go elsewhere as much as they can because of assistance such as role clarity, elastic down time working atmosphere, and co-click support, according to the study. Yanadoria and Katob (2010) found that employee retention was improved by family support at work, because family supports reduced turnover and improved recruit/tenant levels, attracting good people to create a great work ethic and give talent to the entire organisation.

## **Empirical Review**

This section worked on the review of related literatures for each of the research objective.

## **Training and Development and Employee Retention**

Human resource management are related to turnover and staff retention in manufacturing, fisheries, cosmetics, pharmaceuticals, and other sectors. Approximately 50% of the workers annual salary will be spent on training a replace this worker to repair and restore their lost tooth and mouse skills. (Johnson *et al.*, 2000). The price does more than just there. As an employee leave a firm, it becomes more certain that the learning curve in looking for the job will make the productivity of the employee lower. Lee and Lee (2007) asserted that as employees leave a firm, it becomes more certain that the learning curve in looking for the job will make the productivity of the employee lower

In addition, Hussain and Rehman (2013) stated that though human resource management strategies encourage individuals to demonstrate, they do not inspire them to stay. In order to understand how people, work, practices were used, in fact, the study showcased seven practices worked by managers such as volunteering, employment protection and internal communication, and employee empowerment. The middle management component employees were given a number of questionnaires. In researching how four Human Resource Management practices influence workers' decision to stay with an organisation, analysis shows that they are key to employee development who are thinking of staying with the organisation. Human resource administration and employees Retention were found to have



relationships, reflecting positive inter-personal relationships. The report states that employees improve and Retain-ability of their company if policies are adoption of hiring human resource management practices.

The interaction between the employee training and the recruiter is tight. The needs analysis is never offered before Training by the school was found to be lacks both Needs Analysis and training It is appreciated that training has a certain amount of benefits such as helping employees develop business strategies, improving skills, and enhancing commitment, the to use a tool as a method to in order to enhance the commitment and improve employees skills.

### **Compensation and Employee Retention**

Neubaum, Barringer and Jones (2005) survey looked at 50 fast-growing enterprises and 50 slow-growing companies. There are motivations that distinguish between fast-growing and slow-growing businesses. Firms seeking to achieve rapid expansion included incentives and stock options in their remuneration packages. Firms were able to elicit outstanding results from employees, give employees a sense of ownership in the company, recruit and retain high-quality personnel, and move a portion of the company's current risk to the employees. Lee and Lee (2007) agitated that some HRM techniques that can increase corporate performance include skills development, teamwork, compensation/incentives, HR planning, appraisal system, and employee security. Three factors influence corporate performance: training and development, compensation/incentives, and HR strategy.

Due to the idea that money may affect behavior, Wright (2000) considers fair remuneration to be the cornerstone of the contractual and implied agreement



between employees and employers. To attract and retain important talent, certain organisations may provide salary packages that are well above market rate (Parker & Wright, 2000). For most managers, money is the most important factor in retaining personnel, and many individuals cite better salary or fund as a motivation for switching jobs (Mathis & Jackson, 2004). According to Khan (2010), thorough rewards system, supplemented by an efficient distribution system, can help attract the finest applicants, shape employee behavior and business results, and facilitate talent retention. contends that comprehensive salary and rewards, supplemented by an efficient disbursement mechanism, can help attract top candidates, shape employee behavior and performance outcomes, and facilitate talent retention.

Employee benefits may influence employee attraction. Employees depart for a variety of reasons, one of which is a lack of suitable perks (Rusbult & Farrell, 1983). According to Casper and Buffardi (2004), a company might compensate for low pay with a big number of benefits. Browne (1997) found that potential employees were willing to accept lower salary in return for the services that were important to them. Employee perk packages boost employee commitment to the organisation (Mitchell, Holtom, Lee, Sablynski & Erez, 2001).

Remediation consequences have been researched and found in the literature. Boudreau, Trevor and Barry (1997) revealed that employees' salary increase and other benefits have a big impact on their decision to leave. Wheeler and Miller (1992) argued that employee retention is influenced by the whole compensation package. According to research, high-talent persons demand high income. They might stay with the existing company if an acceptable salary plan is offered to them

(Jardine & Amig 2001). Employees' bad sentiments toward the organisation would be exacerbated if important themes were not provided, making them unwilling to stay.

Lepilale (2009) looked on the link between staff turnover working practices and voluntary labor turnover. Compensation policies, according to the report, are a means of keeping staff. Wambui (2014) investigated the impact of human resource management methods on employee retention in higher education institutions. The data collected out from closed ended questions was analyzed using percentages and frequencies in this study.

### **Employee Engagement and Employee Retention**

Individuals look forward to collaborating for companies where they are valued. Keeping skilled and bright personnel is simply one aspect of the difficulty of engaging them throughout their careers (Kaye & Jordan-Evans, 1999). Employee involvement has a significant impact on results. Employee engagement, according to the Gallup Organisation, is a strong predictor of positive organisational outcomes (Luthans & Peterson, 2003). It also reduces the likelihood of staff turnover by up to 87 percent (Corporate Leadership Council, 2004). Employers may develop a more efficient and productive workforce by concentrating on employee engagement, according to Markos and Sridevi (2010). Employee retention and loyalty, as well as a link to overall stakeholder value, can all be influenced through engagement (Corporate Leadership Council, 2004).

Employee merit has been related to labor-management involvement schemes, appraisal system, elevation, and annual bonus schemes that identify and

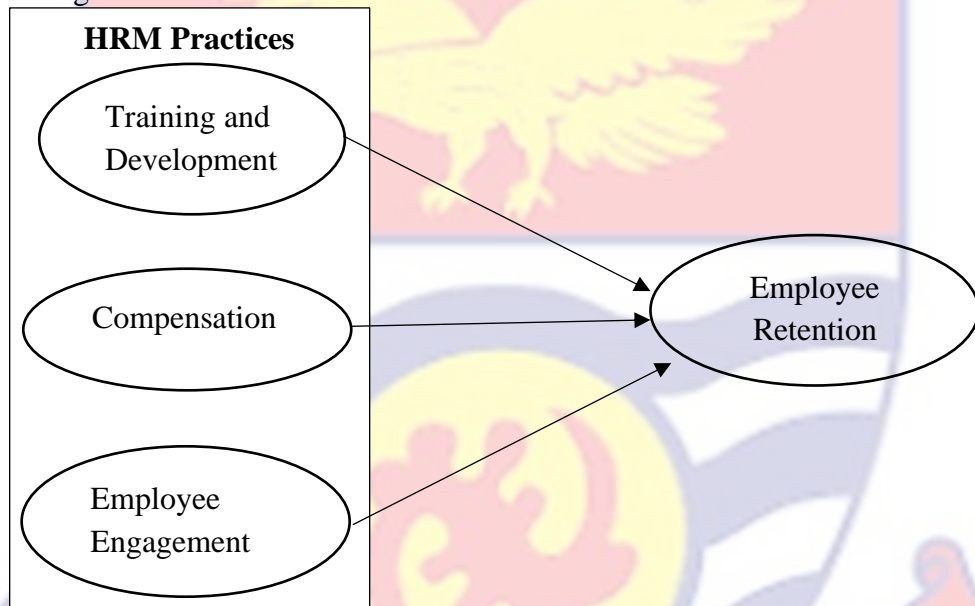
promote employee merit (Huselid, 1995). Many organisational science researches have concentrated on individual-level determinants of turnover, with little emphasis paid to the consequences of human resource management methods (Shaw, 2013). In previous studies of human resource management strategies, sample units from a variety of industries were employed (Becker & Huselid, 1999; Huselid, 1995; Pfeffer, 1994; US Department of Labour, 1993; Walsh & Taylor, 2007).

Wangui (2009) study on Equity bank revealed that to keep its employees, Capital Bank offers both financial and non-financial incentives. Romano and colleagues (2014) investigated the impact of employee engagement on retention. The findings revealed a downward trend in employee engagement. Gachunga (2010) conducted research on the impact of human resource management techniques on core employee retention in the media business. Leadership skills that are compatible with retention tactics are valued by Standard Group. Employee retention in manufacturing enterprises is influenced by several factors, according to Wanjiru (2007). Manufacturing organisations prioritise achieving a competitive advantage, according to the survey, and engage in HRM measures to retain staff. Huselid (1995) posited that a relationship exists between high-performance work behaviors and organisational outcomes. Instead of focusing on a single practice, the simultaneous application of numerous complex human resource methods was evaluated. He discovered a link between the practices and turnover, organisational productivity, and financial performance. Doty and Delery (1996) concluded that employee retention is influenced by the availability of explicit or informal policies. Employee retention and productivity are improved through the adoption of human

resource management techniques. Recruitment and training procedures are part of the working environment.

### Conceptual Framework

Employee retention can influence explanatory variables such as training and development, salary, and work engagement. The figure shows the model that was created again for research.



**Figure 1. Conceptual framework**

Source: Author Construct (2017)

The conceptual framework established the three (3) HRM practices that could impact on the employee retention. However, if the practices are not appropriately or not well-managed, employees may not stay in an organisation (Aburumman, alleh, Omar, & Abadi, 2020). This is why the study investigates how the three (3) HRM practices could be carried out at the Lands Commission to enhance employee retention.



### Chapter Summary

The subject of management approaches and employee retention is studied in various theoretical and empirical investigations. The following chapter examines how people management variables are collected and measured.





## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter details the study's procedures, including the research strategy, study area, population, sample, and sampling methods. A research technique is a method for solving an issue in a systematic fashion. Procedures for describing, understanding, and forecasting phenomena are followed by researchers. The work schedule is for a research project. The research approach is influenced by the study's goal and objectives.

#### Research Approach

The research employed quantitative methods. Quantitative approaches work with a set of data that may be statistically analyzed. These data are presented using statistics, tables, or graphs (Acap, 2012). The study's findings were statistically examined and presented in tables and statistically interpreted.

#### Research Design

Primarily, there three forms of research design; namely exploratory, descriptive, and causal or explanatory. The study used an explanatory research design. The study objectives examined relationships between variables, hence the selection of the explanatory research design. This design allows the research to test for cause-effect relationships (Baskerville & Pries-Heje, 2010).

### **Population of the Study**

The target respondents were junior staff, senior staff and top management level. The study was done in the metropolitan area. There are 850 employees at the lands commission in Accra (Lands Commission Human Resource Unit, 2020).

### **Sample Size**

The sample size determination is critical to every quantitative due to the need for generalisation (Sekaran (2003). The sample size for the study was two hundred and sixty-five (265) employees. This was calculated using the Krejcie and Morgan (1970) sample size determination table.

### **Sampling Procedure**

Sampling procedures could be probability or non-probability. This study employed the convenience sampling technique. The convenience sampling procedure allows the study to interrogate participants that are available as at the questionnaire administration process (Etikan, Musa & Alkassim, 2016). This sampling procedure saves time, and also gives the researcher to deal with respondents that are willing to participate in the study (Etikan, Musa & Alkassim, 2016).

### **Data Collection Method**

A structured questionnaire was used as the primary data collection tool. A questionnaire, according to Sekaran (2010), is a set of groups of people are asked their responses. Questionnaires have several advantages, including accurate information, high response rates, and anonymity. The questionnaire's five (5) sections are listed below. Respondent demographic data is collected in section A.

Section B collected data on training and development; section C collected data on compensation; section D collected data on employee engagement and section E dealt with employee engagement.

### **Data Collection Procedure**

An introductory letter was obtained from the University of Cape Coast prior to the data collection exercise to accompany the data collection exercise. However, the exercise was beset by difficulties, such as adhering to COVID 19 protocols and some respondents' unwillingness to participate in the exercise due to fears of contracting the COVID 19 infection. These issues were mitigated by following COVID 19 protocols, such as using hand sanitizers and wearing a nose mask, as well as providing assurances that the exercise was solely for academic purposes. Respondents who requested to fill out the questionnaires at their leisure were also permitted to do so. These safeguards were put in place to encourage respondents to participate in the survey, as their input is crucial to the study's success.

### **Data Processing and Analysis**

Only when the data collected from research is organized, summarized, and observations explained can the structure, quantitative connections, and vital triggers and trends be determined (Dane, 2011). The process necessitates the researcher's analysis of the data gathered (Leary, 2004). As a result, the Statistical Package for Social Sciences (SPSS) version 25 statistical program was used to process the data. The responses from the respondents in the questionnaire had previously been coded for data entry. The demographic data from the survey was analyzed with descriptive statistics like frequencies and percentages; and the

research objectives were analysed using the Pearson product moment interaction and multiple linear regression analysis.

### Measurements of Variables

The measurement of variables was presented in Table 1.

**Table 1. Measurement of Variables**

Variable	Category	Operationalisation	Measure
Retention	Dependent Variable	employee retention is defined as a company's ability to maintain its company for a longer period of time.	5-point Likert scale
Training and development	Independent Variable	Employee abilities become more firm-specific as a result of training programmes, which boosts employee productivity and minimizes job discontent, which leads to employee attrition.	5-point Likert scale
Compensation	Independent Variable	Employee abilities become more firm-specific as a result of training programmes, which boosts productivity and minimizes job discontent, which leads to attrition.	5-point Likert scale
Employee engagement	Independent Variable	An organisational endeavor aimed at getting employees fully engaged, engaged, excited, and devoted to the business and its principles, and so acting in the organisation's best interests.	5-point Likert scale.

Source: Field data (2017)

### Reliability and Validity

According to Sekaran (2003), an instrument's validity is determined by how well it measures what it claims to measure. According to Siniscalco and Auriat (2005), an instrument has content validity when a panel of judges or experts on a



topic agrees that the statements in the instrument relate to the things they are supposed to measure. The questionnaire was given to experts who are well versed in research and measurement and evaluation for scrutiny, taking into consideration how well the items are developed and whether the objectives of the study and research questions, as well as the variables of interest are met. This helped to ascertain the face and content validity of the research instrument. Suggestions and corrections were made to the questionnaire to enhance its validity.

According to Sekaran (2003), reliability is defined as the consistency and stability of a measuring instrument, regardless of the test takers' stability. According to Stangor (2004), the reliability of a measuring instrument is the degree to which it is error-free, allowing it to measure consistency over time and variables of interest. As a result, it is the extent to which an instrument produces the same results after repeated testing over time. Pallant (2005) considers a Cronbach's Alpha Coefficient of 0.70 or higher to be adequate. A pre-test was conducted to check the reliability of the constructs. The result is presented in Table 2.

**Table 2. Cronbach alpha reliability coefficients (N=265)**

Variable	Cronbach alpha
Training and Development	0.72
Compensation	0.72
Employee Engagement	0.75
Employee Retention	0.74

Source: Field data (2017)

The Cronbach alpha coefficient results in this investigation were all over 0.7.



### **Ethical Considerations**

Voluntary participation, right to privacy, anonymity, and information confidentiality were the major ethical issues addressed in this study. As a result, every effort was made to ensure that all of these ethical concerns were addressed. With voluntary participation, for example, all respondents were allowed to willingly participate in the data collection exercise. Also, possible issues of right to privacy were addressed by allowing respondents to complete the questionnaires on their own and informing them to leave any questions unanswered in order to receive further explanations through their preferred medium. The issue of anonymity was addressed by excluding respondents' names and phone numbers from the questionnaire. The study ensured data confidentiality by assuring respondents that all information provided would be kept private. Finally, to avoid an ethical issue of plagiarism, all necessary documents obtained for the study were properly referenced.

### **Chapter Summary**

The data gathering procedures and statistical methodologies used to address the current study's research hypothesis were presented. The outcomes of the analysis are discussed in the following chapter, with special attention paid to the observation and experimentation.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

As stated in the research purpose and research methodology, this chapter gives details on data analysis results and discussions of study findings. The results of the data analysis of the research variables are presented in this chapter. It contains a description of the variable statistics, correlations between variables, and regression findings, as well as some normality assumption tests.

The descriptive analysis is discussed first to provide a greater comprehension of the analysis, followed by the inferential statistics. Descriptions of the descriptive measures that were utilized to derive the data for the variables in this study as gathered are provided. The Statistical Package for the Social Sciences (SPSS) version 22 statistical tool was used to analyze and present the data in this research investigation. Following that, inferential statistical measures are used to analyze the constructs relevant to the investigation, notably human resource management practices and employee retention. Furthermore, inferences are reached based on the findings of this research.

#### Descriptive Statistics

The descriptive statistics based on the variables covered in the biographical questionnaire are presented in this section. Gender, age, marital status, level of education, and position in the organisation are the demographic characteristics being discussed.

### Biographical Information

The findings of the bio question analysis are provided in a graphical manner, with brief summaries of the respondents' personal data, highlighting their gender, age, marital status, greatest degree of education, and organisational position.

**Table 3. Gender**

Variable	Frequency	Valid Percent
Male	146	55.1
Female	119	44.9
Total	265	100.0

Source: Field data (2017)

Table 3 shows that the majority of the respondents (55.1 percent) were male (n = 146) while the remaining respondents (44.9 percent) were female (n = 119). According to the table above, the Land Commission primarily hires men.

**Table 4. Age**

Variable	Frequency	Valid Percent
20-30	59	22.3
31-40	74	27.9
41-50	98	37.0
51 and above	34	12.8
Total	265	100.0

Source: Field data (2017)

The age distribution of the responders is fairly represented. The majority of respondents (37.0 percent) are between the ages of 41 and 50 (n=98), while the second greatest percentage (27.9%) are between the ages of 31 and 40 (n=74). The majority of respondents (22.3 percent) are between the ages of 20 and 30 (n=59), with the remaining (12.8 percent) being between the ages of 51 and above (n=34).

**Table 5. Marital status**

Variable	Frequency	Valid Percent
Single	58	21.9
Married	193	72.8
Divorced	12	4.5
Widowed	2	0.8
Total	265	100.0

Source: Field data (2017)

The marital status of the respondents is shown in Table 5. The bulk of the respondents (72.8 percent, n=193) were married, while the remaining (21.9 percent, n=58) said they were single. Furthermore, 4.5 percent (n=12) of respondents were divorced, while the rest (0.8 percent) (n=2) were bereaved.

**Table 6. Highest level of education**

Variable	Frequency	Valid Percent	Cumulative percent
Diploma	97	36.6	36.6
Bachelor Degree	91	34.3	70.9
Master's Degree	57	21.5	92.5
Doctorate	20	7.5	100.0
Total	265	100.0	

Source: Field data (2017)

The greatest level of education of the respondents is shown in Table 6. The majority of the respondents (36.6 percent, n=97) had received a diploma certificate, while another 34.3 percent (n=91) said they held a bachelor's degree. Furthermore, 21.5 percent (n=57) of respondents said they had a master's degree, while the rest (7.5 percent) (n=20) said they had a doctorate degree.



**Table 7. Position in the organisation**

Variable	Frequency	Valid Percent
Junior staff	97	36.6
Senior staff	108	40.8
Management	60	22.6
Total	265	100.0

Source: Field data (2017)

Table 7 depicts the respondents' various positions within the organisation. Senior staff accounted for 40.8 percent of the respondents (n=108), while younger employees accounted for 36.6 percent (n=97). Furthermore, 22.6 percent (n=60) were in management positions.

**Table 8. Descriptive Statistics**

Variable	Mean	Std. Dev
Training and Development	2.268	0.623
Compensation	2.875	1.189
Employee Engagement	3.324	1.146
Employee Retention	3.175	1.135

Source: Field data (2017)

The people give training and development a mean score of 2.268, meaning that on average, the participants agreed with the items, showing that training and development is beneficial in the long term in every firm. Compensation received a mean score of 2.875. According to the Likert scale, the participants were somewhat in agreement with the items. This indicates that they are somewhat in agreement that compensation and benefits are proportional to the amount and quality of labor they perform.

Employee involvement was given a mean score of 3.324. This meant that the participants agreed with the things to some extent. This also suggests that participants agreed that they felt a strong sense of belonging to the organisation.



Employee retention had a mean score of 3.175 based on the mean scores. The table shows that remuneration had the highest standard deviation, indicating that compensation had more substantial fluctuation than the other variables across the time. However, when compared to the other variables, training and development had the lowest standard deviation, indicating that it has remained steady and consistently important across time.

### Correlation Matrix

Correlation Matrix presents the correlation matrix for all the variables incorporated into the model. The coefficient of correlation provides an index of the direction and the magnitude of the relationship between two set of scores without implying causality. The sign of the coefficient is an indication of the direction of the relationship. The absolute value of the coefficient indicates the magnitude. Correlation matrix is useful to the extent that it reveals whether there are elements of multicollinearity in the data. Multicollinearity is the situation when some or all of the explanatory variables are highly related making it difficult to tell which of them is influencing the dependent variable.

**Table 9. Correlation Matrix for Variables**

		Employee Retention
Training and Development	Pearson Correlation	.736**
	Sig. (2-tailed)	.000
Compensation	Pearson Correlation	.448**
	Sig. (2-tailed)	.000
Employee Engagement	Pearson Correlation	.656**
	Sig. (2-tailed)	.000

Note: \*\* and \* denote significance at 1%, 5% level respectively.

Source: Field data (2017)

In the correlation analysis (Table 9), the decision rule for determining whether a test is significant was: if the p.01 is less than or equal to one, the test is

significant; if the  $p > .01$  is greater than one, the test is not significant. Statistically, the relationship between training and development and employee retention was represented as  $r(265) = .736, p < .01$ , meaning there was a positive significant relation between training and development and employee retention. Furthermore, the relationship between compensation and employee retention was represented as  $r(265) = .448, p < .01$ , meaning there was a positive significant relation between compensation and employee retention. Lastly, the relationship between employee engagement and employee retention was represented as  $r(110) = .656, p < .01$ , meaning there was a positive significant relation between employee engagement and employee retention.

### Multiple Regression

The effect of the three human resource management practices on employee retention was determined by a multiple regression analysis. Tables 10, 11 and 12 show the final results.

**Table 10. Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.756 <sup>a</sup>	.572	.556		.75776

a. Predictors: (Constant), training and development, compensation, and employee engagement  
Source: Field data (2017)

The model summary (Table 10) presented on the R, R square, adjusted R square and the standard error. The R represents the Pearson product moment correlation coefficient which describes how the variation in the employee retention is accountable by training and development, compensation, and employee engagement. The R value (.756<sup>a</sup>) implies that 75.6% of the variation in employee

retention is explained by training and development, compensation, and employee engagement. The R square represents the coefficient of determination. The R square (.572) depicts that 57.2% of the variation in employee retention is explained by training and development, compensation, and employee engagement. A further inference was drawn from the adjusted R square, which revealed that 55.6% of the changes in employee retention is explained by training and development, compensation, and employee engagement.

**Table 11. ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.660	4	20.165	35.119	.000 <sup>b</sup>
	Residual	60.290	105	.574		
	Total	140.951	109			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), training and development, compensation, and employee engagement.

Source: Duker (2017)

The F-statistics are used in the ANOVA section of Table 11 to determine the test significance for R and R square. By dividing the regression mean square by the residual mean square, the F-statistics is calculated. When the significance of the F-statistics is less than 0.01, the rule of thumb is that the independent variables best explain the variation in the dependent variable. The ANOVA section, showed a F-statistics significance value that <0.01, meaning training and development, compensation, and employee engagement does well in explaining the variation in employee retention.

**Table 12. Coefficients<sup>a</sup>**

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.168	.304		.550	.000
Training and Development	.690	.124	.588	5.581	.000
Compensation	.208	.131	.195	1.589	.000
Employee Engagement	.124	.061	.136	2.046	.000

Dependent Variable: Employee Retention

Source: Field data (2017)

The regression analysis in the Table 12 presented on the standardized and unstandardized beta coefficients, standard errors and the significance level. Under the unstandardized coefficient beta column, we have the constant value of 0.168 which stands for the gradient/slope/intercept in the regression equation. With respect to training and development, the  $\beta$  coefficient was .588 depicting a positive relationship between training and development and employee retention. Hence, a percentage change in training and development will result in a 58.8% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that training and development has a significant positive influence on employee retention.

In relation to compensation, the  $\beta$  coefficient was .195 depicting a positive relationship between compensation and employee retention. Hence, a percentage change in compensation will result in a 19.5% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that compensation has a significant positive influence on employee retention. Finally,



the  $\beta$  coefficient for employee engagement was .136 depicting a positive relationship between employee engagement and employee retention. Hence, a percentage change in employee engagement will result in a 13.6% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that employee engagement has a significant positive influence on employee retention.

### **Discussions**

This discussion was done per the research hypotheses.

In relation to the first research hypothesis, the study found that training and development, had a  $\beta$  coefficient of .588 depicting a positive relationship between training and development and employee retention. Hence, a percentage change in training and development will result in a 58.8% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that training and development has a significant positive influence on employee retention. This means when organisations provide adequate training programmes and care about their employees, it makes the employees stay for longer periods of time and enhances their retention rate (Bibi, Ahmad & Majid, 2018). The findings were also supported by social exchange theory which implies that when employees receive proper training from an organisation, they are more satisfied and feel obligated to repay this through their positive attitudes, loyalty and devotion (Homans, 1958).

In the case of the second research hypothesis, the study found that compensation had a  $\beta$  coefficient of .195 depicting a positive relationship between compensation and employee retention. Hence, a percentage change in



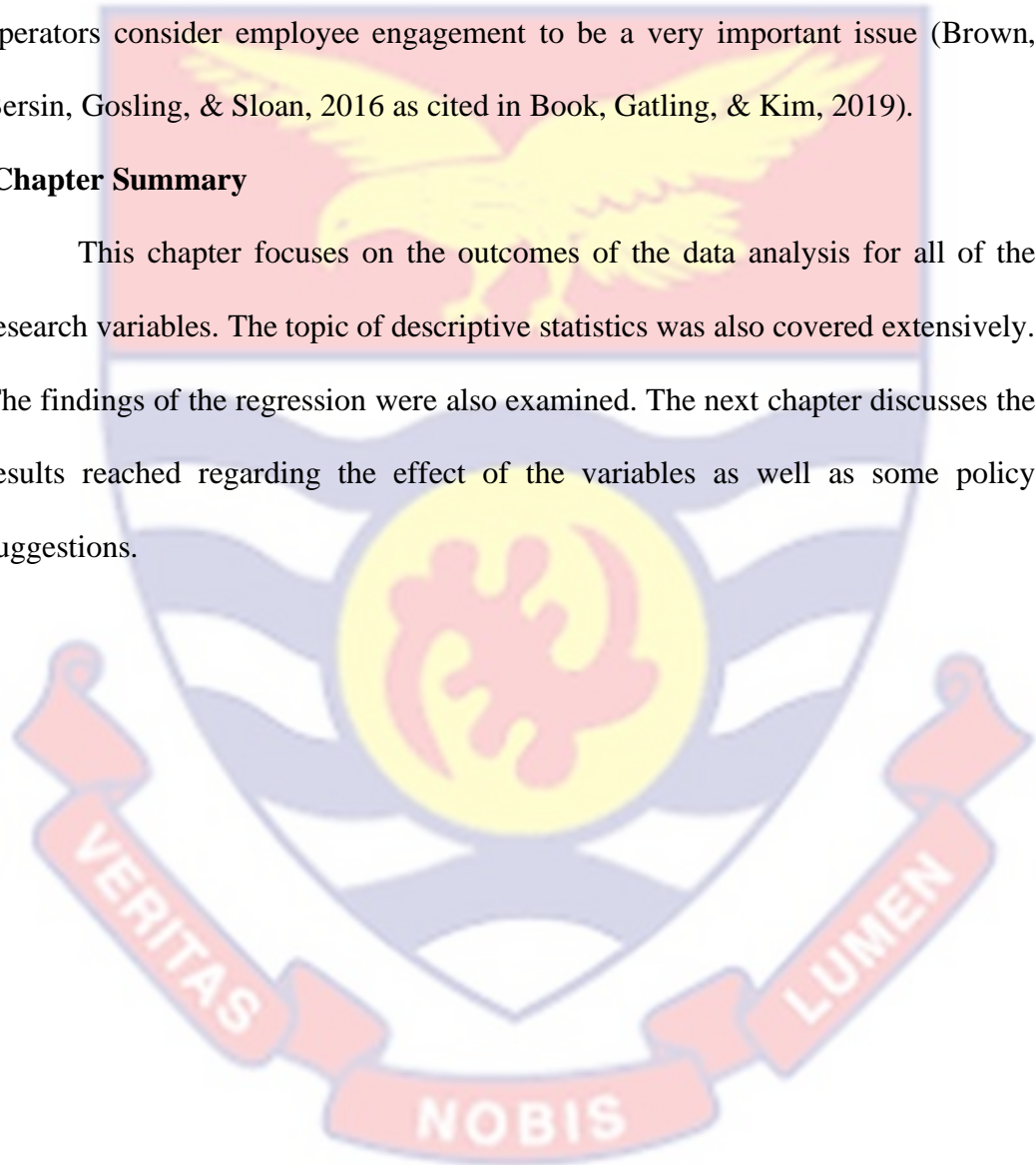
compensation will result in a 19.5% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that compensation has a significant positive influence on employee retention. These findings may imply that inability to retain employees in an organisation can be contributed by salaries that are not perceived to be adequate compared to job responsibilities. This implication is aligned by Osibanjo, Adeniji, Falola and Heirsmac (2014) who advocated that organisations that have better compensation systems and policies in place put a very positive impact on their employees and hence become committed to the organisation and remain. Similarly, Salisu, Chinyio and Suresh (2017) concluded that it is crucial to have compensation package that is adequate and capable of retaining workers as it may come up with salaries that can satisfy and retain employees. Conversely, Tj, Tecualu and Wijaya (2021) found that compensation has no effect on employee retention at PT Pradu. This means that even though the compensation is already competitive, it does not directly affect the employee's desire to stay in the company for a long period of time.

Lastly, in the case of the third hypothesis, the study found that the  $\beta$  coefficient for employee engagement was .136 depicting a positive relationship between employee engagement and employee retention. Hence, a percentage change in employee engagement will result in a 13.6% change in employee retention. This relationship was deemed significant because its  $p < .05$ . This suggested that employee engagement has a significant positive influence on employee retention. This finding means that managers or employers who delegate tasks or responsibilities to their subordinates form a good quality relationship with

their subordinates, which is characterized by respect, loyalty, motivation, and mutual trust. Employee delegation and consultation also enhance employee explicit knowledge regarding their job and can reduce employee training and development cost (Khalid & Nawab, 2018). This also affirms that assertion that 48% of business operators consider employee engagement to be a very important issue (Brown, Bersin, Gosling, & Sloan, 2016 as cited in Book, Gatling, & Kim, 2019).

### **Chapter Summary**

This chapter focuses on the outcomes of the data analysis for all of the research variables. The topic of descriptive statistics was also covered extensively. The findings of the regression were also examined. The next chapter discusses the results reached regarding the effect of the variables as well as some policy suggestions.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter summarizes the findings, draws inferences, and makes recommendations based on the findings. The purpose of this study is to look into the impact of human resource management methods on employee commitment among Lands Commission employees in Ghana's Greater Accra Region. The study's overview provides a glimpse of the research, highlighting the major features. The conclusion captures the inference drawn from the empirical study, whereas the recommendations are made based on the results and take into account all of the variables.

#### Summary

The purpose of the study was to assess the effect of human resource management practices on and employee retention at the Lands Commission. Specifically, the study sought to: examined the relationship between training and development and retention at the land commission; assess the effect of compensation on employee retention at the land commission; and examine the relationship between employee engagement and employee retention at the lands commission. Due to the study's purpose, a quantitative research approach and an explanatory/causal research design were used. A primary data-gathering tool (questionnaire), was employed to collect information from all 265 staff. The data was analyzed with descriptive and inferential tools such as frequencies, percentages, correlation, and multiple regression using the Statistical Package for

Social Sciences (SPSS) version 25. In Chapter 4, the findings were presented in tables and discussed.

### **Key Findings**

In relation to the first research hypothesis, the study found that training and development, had a  $\beta$  coefficient of .588 depicting a positive relationship between training and development and employee retention. Hence, a percentage change in training and development will result in a 58.8% change in employee retention. This relationship was deemed significant because its  $\rho < .05$ . This suggested that training and development has a significant positive influence on employee retention.

In the case of the second research hypothesis, the study found that compensation had a  $\beta$  coefficient of .195 depicting a positive relationship between compensation and employee retention. Hence, a percentage change in compensation will result in a 19.5% change in employee retention. This relationship was deemed significant because its  $\rho < .05$ . This suggested that compensation has a significant positive influence on employee retention.

Lastly, in the case of the third hypothesis, the study found that the  $\beta$  coefficient for employee engagement was .136 depicting a positive relationship between employee engagement and employee retention. Hence, a percentage change in employee engagement will result in a 13.6% change in employee retention. This relationship was deemed significant because its  $\rho < .05$ . This suggested that employee engagement has a significant positive influence on employee retention



## Conclusions

In the case of the findings for the first research hypothesis, the study concluded when organisations provide adequate training programmes and care about their employees, it makes the employees stay for longer periods of time and enhances their retention rate. This is supported by the social exchange theory which implies that when employees receive proper training from an organisation, they are more satisfied and feel obligated to repay this through their positive attitudes, loyalty and devotion.

In the context of the findings for the second research hypothesis, it was concluded that the inability to retain employees in an organisation can be contributed by salaries that are not perceived to be adequate compared to job responsibilities. In addition, organisations that have better compensation systems and policies in place put a very positive impact on their employees and hence become committed to the organisation and remain.

In the relation to the findings for the third research hypothesis, the study concluded that managers or employers who delegate tasks or responsibilities to their subordinates form a good quality relationship with their subordinates, which is characterized by respect, loyalty, motivation, and mutual trust. Employee delegation and consultation also enhance employee explicit knowledge regarding their job and can reduce employee training and development cost.



## Recommendations

It was recommended that although engagement happens at all levels of the organisation, a strategic focus on increasing engagement throughout the organisation can yield great dividends. Increasingly, employees want to work for organisations that demonstrate meaningfulness, purpose, and connection. Senior leaders can play a significant role in strengthening engagement and loyalty across the entire organisation, but particularly with younger employees, ensuring the employees have the opportunity to be personally involved activities that demonstrate corporate citizenship.

It was also recommended that in terms of practice, an arrangement should be made for development and growth chances of staff. Several factors, for example, the giving training chance and opportunity to internal promotion ought to be taken into consideration, because it makes the observation among employees that the employee development and organisation values. In this manner, this is prescribed that training and development chances ought to be utilized as a medium to help generally speaking job embeddedness, which may prompt a higher employee intention to remain with the company.

Lastly, it was recommended that HR managers in any organisation; it is recommended that top managers take the action of considering employee retention as the main factor in the company strategy as it reduces the cost of business and improves business growth and profitability, this can be achieved through focusing on specific training programmes that should be available all the time and offered to

all employees, these programmes should be customized according to each employee needs to fill the gap of knowledge to fit employee job.

### **Suggestion for Future Research**

There are few studies whose main research aim is to investigate the relationship between the concepts of human resource management techniques and retention, especially in the Ghanaian environment. To gain a deeper knowledge of the structures, more research is needed in this area. A lot of employees requested pay for completing the questionnaire and survey when the study was conducted. This indicates that employees may be driven by external factors. This should be investigated further since it may provide insight into why many employees remain in their current positions.

### **Chapter Summary**

This chapter summarizes the important findings and draws implications from the study of the variables derived from the regression results, as well as some recommendations. These suggestions may be useful in addressing some issues and improving the impact of government policies and programmes affecting the Land Commission. Some recommendations for future study were also offered to address some of the research's limits and issues.

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APPENDICES

UNIVERSITY OF CAPE COAST

Dear Sir/Madam,

Please tick (√) if you agree to participate in the study.

**SECTION A: DEMOGRAPHIC DATA**

1. Gender:  Male  Female
2. Age:  20- 30  31- 40  41 -50  51 and above
3. Marital status:  Single  Married  Divorced  Widowed
4. Highest level of education:  Diploma  Bachelor Degree  Masters Degree  Doctorate
5. Position in the organisation  Junior staff  Senior Staff  Management

**SECTION B: TRAINING AND DEVELOPMENT**

Kindly tick [√] in the appropriate boxes provided for each of the statements (5-Strongly Agree to 1-lease agreed).

Item	Statement					
		1	2	3	4	5
5	Training programmes, in my opinion, are beneficial.					
6	My company has a training and development program that all employees can participate in.					
7	Supervisors urge employees to share what they have learned with other colleagues when they return from training.					
8	My company has an overflowing learning & growth department staffed by qualified personnel.					
9	Supervisors allow employees to instantly put their training into practice on the workplace.					
10	As a result of their training, supervisors assist employees in setting realistic job goals.					
11	On-the-job resources are provided to supplement what employees have learned.					
12	The training equipment is similar to the equipment used on the job.					

13	Employees that take advantage of their training are given priority in their assignments.					
14	My company views training and development to be an important aspect of its overall strategy.					

**SECTION C: COMPENSATION**

Kindly tick [√] in the appropriate boxes provided for each of the statements, the extent to which you agree made below (5-Strongly Agree to 1-lease agreed).

Item	Statement					
		1	2	3	4	5
15	Because I earn more than others in similar jobs in other institutions, I am dedicated to my work.					
16	I am committed to my work because the quasi benefits I receive here, such as vacation time and medical insurance, are superior to those I could receive at other businesses.					
17	I am pleased that my dedication to the organisation's goals and outcomes has been recognized.					
18	I enjoy my work since the pay and benefits I receive at this organisation are appropriate for my responsibilities.					
19	I am satisfied with the fact that my pay is evaluated on a regular basis.					
20	I am thankful that the compensation and perks I receive are comparable with the volume and amount of service I perform.					
21	I enjoy my job since the pay and perks are equivalent to what is available on the market.					
22	I am happy with the quantity of yearly leave days provided by the company.					
24	I'm still with this group due to the sheer intellectual benefits it provides.					

**SECTION D: EMPLOYEE ENGAGEMENT**

Kindly tick [√] in the appropriate boxes provided for each of the statements, the extent to which you agree made below (5-Strongly Agree to 1-lease agreed).

Item	Statement					
		1	2	3	4	5
25	This organisation's success is important to me.					

26	Because contact is good at all levels in our organisation, I am dedicated to my work.					
27	I am pleased to announce that I am a team worker.					
28	I am willing to go above and beyond what is expected of me in order to assist this organisation in its success.					
29	This organisation gives me a tremendous feeling of connection.					
30	This organisation recognizes and rewards my devotion, which I appreciate.					
31	I intend to advance my career with this company.					
32	My bosses foster a positive and encouraging work environment.					
33	My bosses respect and value my contributions, ideas, and thoughts.					
34	I would not leave my development authority now because I feel a feeling of responsibility to it.					
35	My loyalty is due to the organisation.					
36	I don't feel obligated to stay with my current company.					

**SECTION E: EMPLOYEE RETENTION**

Kindly tick [√] in the appropriate boxes provided for each of the statements (5-Strongly Agree to 1-I don't agree).

ITEM	Statement	1	2	3	4	5
37	My employment gives me a sense of personal success.					
38	I feel like a unique individual.					
39	I'm not happy with the benefits I'm getting.					
40	My company encourages creativity and innovation.					
41	I am pleased with how I make work-related decisions.					
42	I am pleased with the possibility to advance my career inside this company.					

43	Even if I am offered a better opportunity elsewhere, I will stay with this organisation.					
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