

UNIVERSITY OF CAPE COAST

RECRUITMENT AND RETENTION OF EMPLOYEES IN SELECTED  
ORGANIZATIONS IN THE GREATER ACCRA REGION

BY

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## DECLARATION

### Candidate's Declaration

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

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### 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.

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## ABSTRACT

The private sector in recent years has been recognized as a key engine of economic development in Ghana. However, Productivity is commonly low in the various private firms in Ghana mainly because employees are poorly recruited and retained. This therefore makes it necessary for a critical look into how some private organizations recruit their employees and the measures they put in place to retain them. Also, ways of improving current recruitment and retention strategies of these firms as well as new and efficient ones are very important to research into and unearth. Hence, this study looks at the factors that influence staff recruitment and retention in some organizations in the Greater Accra region. For reason of convenience, three private organizations namely Arthur Energy Advisors Limited, International Community College, and Holman Consulting Limited which represent the energy sector, the education sector, and the ICT services industry were selected for this study. Quotas of respondents were allotted to these organizations based on their population. To investigate the set objectives of this study, primary data comprising field survey was used. A purposive sampling technique was employed to select employees. The study revealed that these selected organizations do not have problem advertising job vacancies for prospective applicants to apply. However, perceived good condition of service by applicants tend to be false after applicants are employed. It was also observed from the study that regardless of the employees' positions, they expect to be motivated properly. Motivation to aid in retaining employees do not only come from financial benefits but non-financial factors as well. Based on the findings, it is recommended among others that employees should be seen as valuable assets and be treated as such.

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## DEDICATION

To my son, Jabesh Oppong Peprah.

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## CHAPTER ONE

### INTRODUCTION

#### **Background of the Study**

No organization can replenish its supply of raw materials, equipment, and other goods without systematically planning and projecting ahead the types and quantities needed. Planning and projections are equally important in acquiring people to staff any organization. Recruitment and retention of employees has been a concern for employers for many decades. However, employee recruitment and retention has taken on a new face as employers realize the methods used to attract and retain previous generations are not as effective today with the younger generation (Smith, 2001). Recruitment occurs even in the face of limited growth or decline in service capacity, because individuals with specialized skills or training who leave the organization must be replaced, and because services or technologies that have been revised or modified must be staffed. The recruitment of personnel plays an important role in assisting the organization to adapt and remain competitive (Schuler and Jackson, 1996). The economic downturn is affecting workforces around the globe, and regardless of region, recruitment and retention seem to take the biggest hit.

Employee retention is a significant concern and expense for every organization, with the expense of recruiting and retaining a new worker costing more than the departing employee's annual salary. Depending on the employment level, the many costs associated with employee turnover are co-worker burden, recruitment and training costs, lost productivity, loss of clients and loss of intellectual capital.

Employees today are different. They are not the ones who do not have good opportunities, especially, experienced and talented ones. As soon as they feel dissatisfied with the current employer or the job due to lack of advancement opportunities, salary and remuneration and others, they switch over to the next. In accounting firms for instance, employees keep on switching to work for other competitors as soon as better working conditions as perceived there. The result is that employers lose their invested resources to their competitors, corporate memory is lost, employee-customer relationships are strained and the moral of existing staff goes down (Muchinsky, 1977). It is therefore very important that employers retain their employees, especially the good and experienced ones.

The principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply to fill vacancies in the organization through a selection process. A poorly conducted recruitment results in improper hiring. Jobs not clearly defined, positions not properly established with the required knowledge, skills and competencies are likely to result in creating job misfits which eventually result in employers and employees expressing dissatisfaction and frustration. Every good recruitment practice ensures that the right employees are hired for the right positions at the right time within the organization's budgetary constraints. Recruitment should be based on a well-defined policy and recruitment strategy. The quality of the policy and strategy determines the success or failure of the recruitment practice.

In the post-colonial period, having a formal employment was considered desirable and sufficient candidates could be found to fill them in the past.

Moreover, once employed, workers would often spend their entire careers in those jobs. In areas where there was high turnover, new employees could be recruited easily. Similarly, workers were loyal to their organizations and stayed often on the job until their retirement. As a result of this, employers were loyal to their employees by taking care of them in a more paternalistic way.

Interestingly, while today's organizations are indeed different, the challenge of retention is growing. It is quite sad that businesses today are not adopting some of the strategies used in the past to ensure that more employees are retained. Smith (2001) suggests that there may be several factors involved in why employees leave their job. It could be voluntary, where the employee chooses to leave. It could also be for reasons that may include better career opportunities, increased compensation and broadening of current tasks and responsibilities and boredom with current task. Involuntary turnover occurs when employees are asked to leave for reasons including poor performance or inappropriate behavior. Company benefits, employee attitude and job performance are all factors which play an important role in employee retention. When a company replaces a worker, the company incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resources fee and new hiring cost.

Staff retention refers to the situation where employees are able to survive in organizations for long duration (Philips and Connell, 2003). Such staff are regarded as having been retained, maybe as a result of suitable conditions, or having developed some coping mechanisms to survive. What happens during the recruitment and selection stage can have varying effects on

the organization's ability to retain applicants by shaping their perceptions of the recruiting organization. When a business loses employees, it loses skills, experience and "corporate memory". The magnitude and nature of these losses is a critical management issue, affecting productivity, profitability, and product and service quality. For employees, high turnover can negatively affect employment relationships, morale and workplace safety. The cost of replacing workers can be high, the problems associated with finding and training new employees can be considerable, and the specific workplace-acquired skills and knowledge people walk away with can take years to replace.

### **Problem Statement**

Recruitment and retention of human resource come with challenges (Schuler and Jackson, 1996). Hence, Arthur Energy Advisors Limited, International Community College and Holman Consulting Limited's recruitment and retention practices are worth examining in relation to their effect on staff retention and turnover. This study therefore explores how recruitment and retention practices affect staff turnover in these selected organizations.

### **Objectives of the Study**

The general objective of this study is to examine factors that influence staff recruitment and retention in some organizations.

The specific objectives are to:

1. depict the state of staff recruitment and retention in these selected organizations

2. examine factors that influence staff recruitment and retention in these selected organizations; and
3. determine other ways of improving staff recruitment and retention in these selected organizations

### **Research Questions**

This study seeks to find answers to the following questions:

1. what is the state of recruitment and retention in these selected organizations?
2. how effective are the recruitment and retention practices in these organizations?
3. how can the current recruitment and retention practices in these selected organizations be improved?

### **Significance of the Study**

The effectiveness of any organization rests largely on its human resources. No efforts of modern technology can match human efforts when an organization wants to achieve its set objectives. It is, therefore, imperative for organizations to spend time, energy and money to recruit and select competent personnel to fill vacancies when the need arises as well as institute practices that will retain the personnel recruited. In this direction, this study would be useful in two main ways as follows;

- The study would help not only the selected organizations, but others in similar situations to put in place the appropriate mechanism to recruit and retain qualified and competent personnel to fill vacancies in the organization.

- The study would also contribute to the stock of knowledge in recruitment and retention as a source of reference document to academia, human resource professionals and researchers.

### **Scope and Limitations of the Study**

Although the main aim of this study is to examine factors that influence staff recruitment and retention in organizations in the Greater Accra region, it is narrowed to three companies. The researcher was denied certain information that could have been of added benefit to this study by the chosen companies as such information was deemed confidential.

### **Definition of Terms**

For the purpose of this study, the following terms require definitions:

**Recruitment:** this refers to the entire processes and activities involved in identifying vacancies and getting the vacant position filled.

**Retention:** this refers to everything an employer does to encourage qualified and productive employees to continue working for an organization.

**Traditionalists:** the people in today's workforce who were born between 1922 and 1945.

**Baby Boomers:** the people in today's workforce who were born between 1946 and 1964.

**Generation X:** the people in today's workforce who were born between 1964 and 1980.

**Generation Y:** the people in today's workforce who were born from 1980 to current date.

### **Organization of the Study**

Chapter one starts the study with the general introduction of this work. Chapter two continues with a literature review depicting the discussion of some important theories that revolve around this topic. Chapter three describes the methods used in gathering information as well as the procedure used. Chapter four subsequently deals with the presentation, analysis and findings from the data gathered. Chapter five summarizes and concludes the study, as well as outlining some recommendations made by the researcher.



## CHAPTER TWO

### LITERATURE REVIEW

#### **Definition of Recruitment and Retention**

Recruitment is the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner (Orrell, 2007). The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. Recruitment and retention of employees has been a concern for employers for many decades. Organizations must have a constant influx of candidates for potential employment. New employee positions are required as market areas are expanded. Recruitment occurs even in the face of limited growth or decline in service capacity, because individuals with specialized skills or training who leave the organization must be replaced, and because services or technologies that have been revised or modified must be staffed. The recruitment of personnel plays an important role in assisting the organization to adapt and remain competitive.

However, employee recruitment and retention has taken on a new face as employers realize the methods used to attract and retain previous generations are not as effective today with the younger generation. While remuneration and other types of benefits continue to be an important factor in the retention equation, it is important to note that the current human resource literature treats them as only one potential area for retention, and not always in and of themselves, sufficient to ensure strong employee commitment.

Schuler and Jackson (1996) define retention as everything an employer does to encourage qualified and productive employees to continue working for the organization. The main objective of retention is to reduce unwanted voluntary turnover by valuable people in the organization. Together, effective recruitment and retention efforts attract individuals to the organization and also increase the chance of retaining the individuals once they are hired.

There are organizational factors that impact on employee retention. Gering and Conner (2002) state that retaining good workers is critical to any organization. Literature and best practices indicate that, to some extent, if employers treat their employees as valued contributors, they tend to remain in the organization. To this end, organizations train, offer competitive compensation plans and increase benefits to secure their employees' loyalty. Despite these efforts, many organizations experience a shortage of employees and high turnover rates.

In an era of employee shortages and increased service delivery demands, it is important to explore factors which contribute to the retention of employees who contribute a wealth of knowledge and experience to their organizations.

### **Recruiting and Retaining Generations**

Different generations are currently in the workplace with their differences magnified as a result of the current fragmented, global, and highly technological world. The changes in the workplace, in society, and in organizations over the years have been massive. These changes, according to Fields (2001) have, to a great extent, caused the rules of the workplace to change.

## Generational Transition

Today's workforce is a blend of up to four generations which can be both challenging and rewarding for employers, requiring specific management strategies. In the workforce, more than ever before, there is an intergenerational blend of employees – Veterans / Traditionalists, Baby boomers, Generation X, and Generation Y (Harrison, 2010). Different generations are currently in the workplace with their differences magnified as a result of the modern uneven, universal, and highly hi-tech world. The changes in the workplace, in society, and in organizations over the years have been massive. These changes, according to Fields (2001) have, to a great extent, caused the rules of the workplace to change.

Traditionalists, who are also referred to as the Silent Generation were people born between 1922 and 1945. This is a conservative group that was greatly influenced by World War II and the Great Depression (Zemke, Raines and Filipczak, 2000). Baby Boomers on the other hand were people born between 1946 and 1964. They were born during or after World War II and raised in the era of extreme optimism, opportunity, and progress (Zemke et al., 2000). Generation X were people born between 1964 and 1980. They were born after the blush of the Baby Boomers and came of age deep in the shadow of the Boomers (Zemke et al., 2000). Generation Y, also referred to as the Millennials were people born from 1980 to current date and are seen as the Nexters, and the Internet Generation. This generation is nearly as large or larger, than the Baby Boomers. They are well educated, skilled with technology, and very self-confident.

Research, according to Harrison (2010) indicates the following work characteristics between the four generations:

Table A: Characteristics of an intergeneration workforce

Generation	Characteristics
Veterans / Traditionalists	<ul style="list-style-type: none"> <li>• Strong work ethics</li> <li>• Conservative and usually loyal to the employer</li> </ul>
Boomers	<ul style="list-style-type: none"> <li>• May be more diligent at work</li> <li>• More comfortable in a working environment</li> <li>• Generally loyal to their employer</li> <li>• Accepting of “chain of command” leadership style</li> </ul>
Generation X	<ul style="list-style-type: none"> <li>• Prefer independence</li> <li>• Self-motivation and self sufficiency</li> <li>• May emphasize the need for personal satisfaction, not just hard work</li> <li>• Have broken the traditional Maslow’s hierarchy of need by challenging the path of individual development</li> <li>• Concerned with work / life balance</li> </ul>
Generation Y	<ul style="list-style-type: none"> <li>• Well educated</li> <li>• Articulate with high levels of technical skills</li> <li>• More individualistic and comfortable being part of the global village</li> </ul>

Source: Harrison (2010)

A culture that has been shaped by the values, standards, and policies of one generation is not necessarily going to be compatible with the next generation that comes through the door (Lancaster and Stillman, 2002). When there are generation gaps at work, when employees do not feel like they fit in, they decide to leave. Lancaster and Stillman (2002) also state that companies

that understand and bridge generation gaps have a real competitive edge in the retention game.

Although every generation wants to earn more money, there are other factors that encourage each generation to stay with an employer. Traditionalists, for example, show a great deal of respect for authority (Carey, 2001). They are not opposed to working hard and believe that it will reap great rewards over time. This generation values conformity and appreciates having their experience respected. They also value having a clearly defined hierarchy in the workplace. This speaks to their military backgrounds.

#### Recruiting Generation Y

According to Lancaster and Stillman (2002), there is a talent war out there. As we have been hearing, a large number of Boomers are in a position to retire over the next few years. Plus Traditionalists have been able to afford to retire at a fairly young age. In line to replace them is Generation X. However, Generation X maxes out at approximately half the size of the Baby Boomer generation. At the same time, Generation Y is still a decade or so away from filling those gaps in management. So regardless of what happens with the economy, there will be fewer workers available to replace those retiring.

Unless something radically changes, according to Sujansky and Ferri-Reed (2009), companies will continue to lose a lot of money because they lack a process to attract, hire, and retain this dynamic new generation. Generation Y has grown up with technology since day one. These young adults live in a virtual world as well as a human world. So it is important for companies to communicate with them through both (Orrell, 2007). Simply advertising open

positions using just the company website will not be enough for this generation. Recruiting needs to be driven by a marketing strategy, and technology needs to be one of the tools in the employer's bag of tricks. Some companies are spreading the word about themselves through the "blogosphere" and social networks or trying to lure Generation Yers through Internet-driven games that draw potential applicants into the company website according to Tulgan (2009). Tulgan (2009) also advises that to lure interested Generation Yers to your internal employment site, your company website had better be a good one, cutting edge not clunky. If you are not visible on the Internet and interesting and cutting edge, you might as well not exist to this generation (Tulgan, 2009). Gone are the days of receiving resumes via snail mail (Gravett and Throckmorton, 2007). Generation Y is a techno savvy group that likes to apply immediately for a job and wants a response immediately as well. Therefore it is important to have an online application process. Unfortunately, Tulgan (2009) goes on to say that too many companies are still offering the same long-term career opportunities with traditional, old-fashioned rewards such as slow steps up the corporate ladder, six-month reviews, annual raises, and other standard benefits. It is important for employers to create a recruiting message that will attract employees who are looking for a self-building job.

Generation Yers look for several things in a job. Tulgan (2009) identifies eight of them and suggests to employers to incorporate them sooner rather than later as this generation expects to have these things today rather than waiting for tomorrow. The eight factors, according to Tulgan (2009) that Generation Y looks for in a job are:

1. Performance-based compensation; Generation Y feels very strongly about getting compensated appropriately for their performance. Performance compensation is sometimes more important than actual salary to this group of people.
2. Flexible schedules; Generation Y likes to have control over their schedule and if they are putting in long hours, they want to know that they will be able to take some time off in exchange for those long hours.
3. Flexible location; It is important for these folks to have the flexibility to define their own work space by such ways as arranging their furniture, computers, and art work.
4. Marketable skills; This generation is looking for a job where they can build themselves up with the employer's resources. They are looking for formal and informal training opportunities that build their skills and knowledge faster than they would become obsolete.
5. Access to decision makers; Not only does Generation Y not want to wait to be promoted, but they also do not want to wait to build relationships with important leaders, managers, clients, customers, vendors, or coworkers.
6. Personal credit for results achieved; Generation Y wants to be recognized for the work and results of the work they did. They are not interested in making others look good. They are interested in receiving the accolades they feel they deserve for the work they did.
7. A clear area of responsibility; This generation wants to know that they will have control over something to prove that they can do it.

8. The chance for creative expression; Generation Y wants to know that what they do provide value to the organization, but they also want to have the freedom to do some things their own way.

Using these eight points in the recruiting process, employers may find they have a better chance of attracting the Generation Y job seeker.

Generation Y also is attracted to ethics. Dorsey (2010) encourages employers to post and validate its company's ethics, values, and mission online. Because Generation Y is very techno-savvy, Dorsey (2010) suggests posting videos or photos on the company website of employees putting ethics into action. Since using technology is very much a part of this generation, it is also recommended that employers offer a virtual tour of the company or a virtual Day One. It has been noted that Generation Y often decides on their first day at work if they will stay with a company long-term. Using technology to show how the company endorses its mission, values its employees, and demonstrates a day in the life of the employee, creates an attractive opportunity for the Generation Y job seeker. An employer can separate itself from the rest of the companies by keeping its technology up to date with the current trends and, as a result, attract more Generation Y applicants to their company.

#### Retaining Generation Y

There is no doubt that Generation Y is coming. They are well educated, skilled in technology, and very self-confident. They bring with them to the workplace high accomplishments and even higher expectations (Sujansky and Ferri-Reed, 2009). This attitude frustrates and irritates the older workers. There is no doubt, however, that organizations cannot afford to waste time and



money by not investing in the potential that Generation Y has to offer. In addition, the Baby Boomers are leaving the workplace in increasing numbers. As Boomers leave a workplace that was designed around them, organizations are finding that this current workplace is at odds with the work expectations of Generation Y who are in-line to replace those retiring. This clash of culture in the workplace is creating puzzlement, consternation, and havoc at companies that now find themselves faced with the need to adapt their cultures to the work styles of Generation Y (Sujansky and Ferri-Reed, 2009).

Grab a hold of Generation Y the moment they accept a job offer. Mentoring is important for this generation. A well prepared employer will assign the new hire to experienced employees from day one to work with and mentor the Gen Y employee. The mentors are expected to take responsibility for orientation and initial training of the new hire. They are also expected to stick with the new hire for the first six months of employment according to Tulgan (2009). The mistake employers often make after investing so much time and energy into a new hire, is immediately dropping them into a demoralizing non-supportive workplace. Tulgan (2009) suggests that some employers break down the size of a task or project into small sizes and train the new hires one tiny piece at a time until they have built a fairly big repertoire. For ambitious new hires, this could happen within a few months and since Generation Y does not want to wait years to do important work and to be taken seriously, this style of training can serve both the employer and the employee very well. Organizations who are accustomed to the work-life imbalance of the Baby Boomers are in for a surprise when trying to retain Generation Y employees.

This younger generation is more interested in a work-life balance to the extent that they will leave their jobs if they feel there is an imbalance. Work-life balance means more than salary for many (Sujansky and Ferri-Reed, 2009). Companies that are creative with the work schedules of this generation will undoubtedly have an advantage over those that are not. If your company can offer such scheduling options as telecommuting, taking Fridays off after working four ten-hour shifts, or arriving early on Friday to leave early on Fridays, then these options need to be heavily promoted to Generation Y employees. Having a flexible work schedule allows Generation Y to meet their workplace ambitions and meet their lifestyle priorities. It will also keep them happy and secure their longevity at their place of employment (Dorsey, 2010).

According to Sujansky and Ferri-Reed (2009), companies that want to be the best in the eyes of Generation Y, will need to communicate corporate vision. This generation is attracted to companies that value a commitment to quality products, the environment, and customers.

Generation Y likes to feel that their work contributes to the greater good of society. Companies will also need to emphasize respect for diversity. According to Orrell (2007), this generation grew up with dual-income families, divorced parents, and daycare. With the use of the Internet, they have been able to communicate and befriend people from all over the globe.

As a result, this is a very diverse generation with an open mind and acceptance for differences in race, gender, ethnicity, and sexual orientation.

Generation Y wants to work for a company that involves itself in the community and one that values volunteerism. In middle school and high school most of this generation was required to provide some form of service to

the community. These young people want to align themselves with a company that makes them feel proud (Sujansky and Ferri-Reed, 2009).

A total compensation package is important to attracting a member of this generation (Carey, 2001). Generation Y expects strong base pay packages, a management style that promotes honesty and integrity, opportunities to work with diverse groups in team settings, and continuous training. They want an organization that will keep them marketable. Often times it has been said that this group needs immediate feedback. They are not willing to wait for an annual review to find out how they are performing. This generation is hungry for mentoring and coaching and responds very well to spontaneous feedback in real time according to Sujansky and Ferri-Reed (2009). Gen Y wants to be the best. They are interested in knowing how they are doing right away so they can make corrections and improve. They are not interested in waiting several months to find out how they are performing (Sujansky and Ferri-Reed, 2009). In addition to providing immediate feedback, successful companies will engage this generation if they create what Sujansky and Ferri-Reed (2009) call "career pathing" or "career laddering." This is defined as a formal process that shows employees what their career progression can look like. Generation Y is more likely to be loyal to a company if they are allowed to be involved in developing their career path within that company, especially if it relates to the visions of the company.

Many companies are trying to figure out how to develop loyalty with Generation Y. As Dorsey (2010) states, Generation Y loyalty is based on an emotional connection to a company and its leadership. It has little or nothing to do with their paycheck. According to Lipkin and Perrymore (2009), this

generation shows loyalty to people, not companies. Dorsey (2010) also states that Generation Y wants to be valued by their employer. They want to be seen as individuals first, employees second. Once Generation Y feels the appreciation by the employer, the foundation is laid for them to create a safe emotional space where they can begin to trust the employer with their loyalty.

Generation Y is unlike their predecessors. Although they are loyal, they are only loyal if they are treated well (Dorsey, 2010). They are not likely to suffer in silence if they are not treated well or are not appreciated and rewarded appropriately. Unlike the Baby Boomers before them who were simply happy to have a job and receive a paycheck every two weeks, this generation wants more. They want lots of feedback and praise. They want a culture that values them and a company with a vision they can be proud to work for. Companies that are realizing this are starting to think of innovative ways to create a new company-wide culture that appeals to this generation as well as encourages them to stay.

### **Recruitment and Orientation**

A review of the Human Resource literature seems to confirm that good retention is about more than what a company does once an employee has been hired and established within an organization. How companies recruit and how they provide orientation in the first days on the job can be of crucial importance to keeping workers over the longer term. Failure to effectively recruit and orient employees may impose significant separation and replacement costs down the road. Jackofsky, (1984) attributes 60% of undesirable turnover to bad hiring decisions on the part of the employer. “Bad hiring decisions” may cover a number of considerations, including overly

hasty selection processes that fail to ensure that the job candidate really has the adequate skills and qualifications to do the job for which she or he is hired.

Good employee retention is in part a result of a good “fit” between a company’s workplace culture, its way of doing business and the qualities that it espouses as valuable and the interests, character, and motivations of the individuals that exist within it. In terms of recruitment, companies should therefore put an emphasis on not only evaluating formal qualifications, job-relevant technical ability, etc., but also more general types of qualifications and dispositions on the part of the recruit.

If work in the company involves being part of a highly cohesive team, the company may want to recruit individuals who are interested in and capable of working in such an environment. Employees in some workplaces, particularly the smaller ones, do more than merely work together: they often share similar interests and have a very strong inter-personal rapport, and these in turn help to bind them together as a cohesive whole (Jackofsky, 1984). Indeed, the quality of interpersonal relations may contribute significantly to retention in its own right.

It is equally important for the individual job candidate to have a fair chance at deciding whether the company is a good fit for him or her. Meyer and Fourie (2004) have emphasized the importance of providing “realistic job previews” to potential employees. These previews provide potential new hires with more than just a cursory glance at a company’s operations, providing the candidate with enough information to make a decision about whether it is the right workplace for him or her.

Jackofsky (1984) cite the example of a number of companies that simply relate the positives and negatives of the job and the organization in an objective, non-evaluative manner and let the candidate decide whether this is an opportunity that he or she wants to pursue. In the long run, getting real maximizes the fit between candidate and organization. This is not to downplay the importance of other traditional and non-traditional recruitment methods such as structured interviews, multiple and panel interviews, pre-employment testing, biographical data analysis, simulations and work samples. The company must have at its disposal the right tools to enable it to make reasonably accurate evaluations about the type of people it might hire; and there exist a great number of evaluation tools at the employer's disposal.

Staw (1980) suggests that allowing both parties to the employment contract to make informed decisions can help to ensure that the right hiring decision is made. Of course, the underlying assumption in the literature is that the cost of recruitment will more than compensate for the costs associated with unwanted turnover; naturally each company must also engage in making such calculations.

Many companies place great trust in candidates referred to them by members of their own firm, and some even support this process by awarding bonuses to employees who refer a candidate who eventually gets hired by the company (Milman, 2003). While less formal in nature, employee referrals seem to accomplish both of the objectives just described. The employee who provides the referral is able to provide the candidate with a realistic preview of what it's like to work in the company based on personal experience and observation. Meanwhile, because they usually know the person they refer

reasonably well, and would be hesitant to refer someone whose performance would reflect badly on them, employees can often provide critical information that resumés, job applications and interviews might not reveal. Including one's employees in helping to evaluate candidates may also be particularly effective with respect to retention in workplaces where team-based work is the norm (Milman, 2003). Allowing employees to have a say in whoever they will be working with, and asking for their assistance in evaluating whether that person will be a good fit, may prove helpful in ensuring that the candidate not only has the requisite experience but will also be an effective member of the work team.

Finally, providing a good initial orientation to the newly-hired employee can not only help to effectively integrate that person into the workplace but can also help to make the new person feel welcome and provide him or her information about how to cope with the demands of the workplace, and any possible problems that may arise. These can be important elements of the socialization process, and some companies spend two weeks or more on orientation, during which they provide information about the company, its values, structure, goals, objectives, clients, customs, and history.

### **Strategies to manage the Intergenerational Workforce**

Recognizing the value of the unique traits of each generation of workers is a positive way of embracing an intergenerational workforce. While some may feel that older employees are more rigid and more change resistant, their maturity and experience can help them foresee problems before they arise. This experience can be used to benefit other staff through mentoring and support. In contrast, younger employees may have more creative ideas and a

better appreciation of contemporary issues, which can complement a mature approach when all ages are supported to work together collaboratively (Harrison, 2010).

A large part of managing the intergenerational workforce, according to Harrison (2010) is change management. Managing such change would include acknowledging the different climate today's workers are in from time past. Harrison also suggests that organizations should focus at least some of their human resource activities on working with the up-and-coming new generation of workers, determining their views on working, reward and workplace preferences.

Harrison (2010) further explains that, another initiative organizations can take to ensure both their own competitiveness and an ability to retain an intergenerational workforce is to offer life-long learning that is commensurate with the knowledge era we are now in. A programme of continual learning will keep employees up to date with current trends and developments, and will bridge generational gaps by ensuring that all employees acquire up to date information needed in their work.

Fields (2001) argues that the ranks of workers with the right technological and managerial perspective to survive and thrive shrank, and those "with the goods" started to flex their workforce muscle and demand some heretofore unthinkable things if they were to be recruited and retained in an organization. In other words, the movement has switched from the age of the disposable employee to that of the indispensable employee.



### **The Future Workforce**

In today's fast-paced work environment, there are as many work and lifestyle arrangements as there are ages of people in the workforce. Employers who want to be successful in retaining and attracting indispensable employees are open to exploring a variety of work arrangements with staff: telecommuting, job sharing, flexible scheduling, compressed work weeks, and so forth (Fields, 2001). During the next decade, managers will need to utilize strategies and tools to ease the transition of Boomers out of the workforce, and to welcome succeeding generations in their place. The best way to approach this according to Mann (2006) will be, to follow a multidimensional policy that will:

- Encourage Boomers to remain in the workforce.
- Recognize the technical competence, entrepreneurial spirit and work-life balance needs of Generation X.
- Anticipate the tech-savvy, collaborative work styles and need for self-directed education and training for Generation Y.

### **Understanding Employee Retention**

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth and Hom 2001). Organizations are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for a talented person. There are many organizations which are looking for such employees. If a person is not satisfied by the job he's doing, he may switch over to some other more suitable job. In today's

environment it becomes very important for organizations to retain their employees. The reason may be personal or professional (Fombrun and Shanley, 1990).

These reasons should be understood by the employer and should be taken care of. Most organizations are becoming aware of these reasons and are adopting many strategies for employee retention. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for various reasons.

### **Reasons for Retention**

There is broad agreement in the Human Resource literature about the general features of any potential Human Resource programme that contributes to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention (Aquino, Griffeth, Allen, and Hom, 1997). These features or 'motivators' include:

- A stimulating work environment that makes effective use of people's skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allows them to see how their own contribution influence the company's well-being.
- Opportunities for learning and skills development and consequent advancements in job responsibilities.
- Effective communications, including channels for open, two-way communication, employee participation in decisions that affect them, an understanding of what is happening in the organization and an understanding of the employer's main business concerns.
- Good compensation and adequate, flexible benefit plans.

- Recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work.
- Respect and support from peers and supervisors.

Companies that are inflexible, or whose organizational culture is characterized by domination and autocracy are likely to have dissatisfied employees no matter how good the incentives to stay may be (Dalton, & Todor, 1979). Or, at the very least, the tenure of their employees is likely to be highly sensitive to changes in specific incentives: small changes in compensation may lead to numerous departures. There are however other aspects of the work environment or particular jobs that can act as strong ‘de-motivators’ that can cause people to leave their employment. These include:

- Lack of control over one’s work
- Feeling bored or unchallenged by repetitive tasks
- Lack of job security
- Lack of learning opportunities
- More generous compensation or benefits package offered elsewhere
- Concerns about the future of the firm.

It is important to note that some of these de-motivators can occur at the best of organizations, or can be the result of forces that originate beyond the company itself. That a particular job description involves many repetitive and boring tasks is not necessarily the result of indifference on the part of the employer, but is rather inherent in the nature of that type of job. That employees are often pulled to other companies or industries by more generous offers is, in part, a result of the broad characteristics of an industry or the segment of the market in which the company operates.

Muchinsky (1977) argues that attentiveness, responsiveness, and openness of communications on the part of management are elements of the business vision that sustain high retention, even under difficult circumstances.

### **The value of Retaining the Best Employees**

Schuler and Jackson (1996) state that recruiting people to meet the organization's human resource needs is only half the battle in the war for talent. The other half is keeping these people. Organizations that keep their employee turnover rates lower gain an advantage against their competitors by reducing overall labor costs and improving productivity. Moseley et al. (2008) state that employee retention is important to organizations, as increased turnover creates instability and puts additional workload and stress on remaining staff, increasing job dissatisfaction and therefore potentiating the turnover cycle.

The phrase "employer of choice and substance" has come to be defined as an employer who is highly regarded by a targeted population of employees because the organization offers great opportunities, rewards, and compensation that are in line with that niche market's personal and professional value system. In other words, the employer becomes so attractive to people that they choose to work for that employer rather than a competitor (Fields, 2001). The concept of employer-of-choice has intensified in the last decade. Employees want to work for the best employers. Organizations strive to be the "best company to work for" because this statement translates directly into lower rates of turnover. According to Moseley et. al. (2008), becoming an employer-of-choice often involves the issue of acquiring the best talent for the organization, motivating employees to improve performance, keeping them

satisfied and loyal, developing employees so they can grow and contribute skills, and ultimately retaining those employees.

According to Horwitz (2008), skills shortages are a global phenomenon that threaten to hamper economic growth. He further purports that retention strategies are critical in a global market that is faced with the shortage of skilled workers. The skills shortage challenge is not a Ghanaian phenomenon alone. It is therefore important for business, government, public and private sector leaders to address this critical component of employee retention for competitiveness and service delivery.

### **The Importance of Employee Retention**

Employee retention has become a serious and complex problem for all organizations. Managing employee retention and keeping turnover rate below target and industry norms is one of the most challenging issues facing organizations (Phillips and Connell, 2003). Employee turnover is important to individuals, organizations, and society. For the individual, leaving a job may cause temporary loss of income and benefits, family stress, problem with individual self-esteem, and possibly sustained unemployment and relocation for the individual and family (Phillips and Connell, 2003).

From the organizational perspective, employee turnover may lead to disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organization when turnover occurs. From a societal perspective, employee turnover can have a negative impact when it leads to employees with critical and scarce skills leave the country to work abroad.

Kaye and Jordan-Evans (2009) point out that retention is increasingly important as a result of:

- The shortage of skilled workers,
- Changes in employee attitudes,
- The availability of new employment options,
- The high costs associated with hiring new talent, and
- The fact that in the new global economy, having talented employees is the differentiator.

When a business loses employees, it loses skills, experience and “corporate memory”. The magnitude and nature of these losses is a critical management issue, affecting productivity, profitability, and product and service quality. For employees, high turnover can negatively affect employment relationships, morale and workplace safety (Muchinsky and Morrow,1980).

The cost of replacing workers can be high, the problems associated with finding and training new employees can be considerable, and the specific workplace-acquired skills and knowledge people walk away with can take years to replace. The problem of turnover can be addressed through a variety of pro-active retention strategies: workplace policies and practices which increase employee commitment and loyalty. Knowledge transfer initiatives on the other hand, ensure that the knowledge and expertise of a company’s employees 'corporate memory' are systematically and effectively shared among employees. They can offset the negative impact of turnover, but can also work pro-actively to reduce turnover by providing learning and skills development opportunities to employees - factors known to reduce turnover.

Employee retention and knowledge transfer are two elements of a more general concern that might be best termed ‘skills management,’ that is, everything that has to do with recruiting, maintaining and developing the necessary mix and levels of skill required to achieve organizational and business objectives

### **Employee Retention Strategy**

In contrast to “culture,” the term “strategy” refers to a more formalized and planned system of practices that are linked with an overall vision, a set of values and a mission (Jackofsky, 1984). Many companies, particularly larger ones with fully developed Human Resource departments, engage in elaborate planning exercises in order to develop a cohesive and unitary strategy to deal with employee retention or, more generally, human resources management which often includes retention as one of its objectives, will roll out particular programmes or interventions with explicit reference to an overall organizing principle.

Indeed, many experts within the Human Resource literature emphasize the importance of such exercises, and emphasize that good retention is best assured when companies take a strategic approach to the question. Yet it is clear that taking a strategic approach to Human Resource management can require considerable resources, and may prove to be too resource-intensive for smaller companies, particularly companies that are too small to have a department dedicated to Human Resource matters, or even too small to have an executive exclusively devoted to Human Resource questions (Muchinsky,1977).

Lockwood (2006) has provided evidence that indicates a correlation in firms between “good” workforce outcomes which includes reduced layoffs, quit rates, accidents and grievances and Human Resource strategies that emphasize employee participation and intrinsic rewards. The presence of practices related to internal career development is often the best predictor of an employee's affective commitment. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring.

Furthermore, as Lockwood, (2006) point out, it is still unclear whether successful practices engender high performance, or whether strong performance creates the resources for the implementation of such practices.

### **Workplace Culture and Commitment**

There exists a keen interest in the concept of company or workplace ‘culture’ and its connection with an employee’s sense of ‘commitment’ to his or her employer. Authors in the Human Resource field speak increasingly of the need to ensure retention by nurturing ‘affective commitment,’ or, simply put, an employee’s desire to remain a member of a particular organization for motives beyond compensation or obligation (March and Simon, 1958). A ‘culture of commitment’ is more than just the sum of particular Human Resource policies or retention initiatives. It is related rather to overall organizational culture, in other words, not just particular programs but rather how such programs fall into a company’s overall values, how it communicates with its employees about those values, and how employees perceive their own role within the company and the value that the company attaches to their individual contribution (Hunter and Hunter, 1984). Because workplace culture depends a lot on how individual perceptions and feelings hold together, it can



of course be difficult to say exactly what decisively makes up a particular company's culture.

Branham (2005) suggests that commitment-oriented corporate cultures depend on a number of objective and subjective elements. Cultures of commitment, he writes:

- View employees as partners.
- Recognize the human needs of all employees.
- Invest in people as the primary source of competitive advantage.
- Communicate clear corporate mission, vision, strategy, goals, and objectives.
- Commit to long-term strategy and the people needed to carry it out.
- Reward system and management styles to support the mission and strategy.
- Focus on “managing the performance contract,” not controlling the people.
- Put a premium on employee involvement in new ideas and innovation.
- Focus on results, not on who gets credit.
- Trust employees enough to delegate.
- Tolerate “intelligent error” and experimentation.

Similarly, Collins (2007), confirms a strong link between “affective commitment” and turnover intention; particularly as such commitment is built through (i) skills development opportunities, (ii) systems that allow people to recognize their individual contributions, and (iii) systems that encourage greater participation in decision-making. Nevertheless, the literature strongly

supports the notion that people stay with their employers if the culture of commitment is strong. Beyond this, however, it is also clear that people are more likely to stay if the perceived workplace culture is a good “fit” with the individual’s own interests, orientation and attitudes (DiPietro and Milman, 2004). This suggest that while compensation, personal and professional development opportunities, and other incentives are important in attracting people and keeping them happy, their decision to stay with the company depends vitally on how well they fit in to the company’s way of doing business, how it treats employees, what it expects of them, and how people relate to one another in the workplace.

### **Reasons for Employee Turnover**

Sometimes organizations are faced with unavoidable turnover. This occurs when employees retire or move for non-job-related reasons. Schuler and Jackson (1996) argue that turnover due to the upcoming retirement of Baby Boomers is expected to have major implications for future recruiting activities. Furthermore, they also state that not all turnover is bad.

Research suggests that too little turnover can actually harm the organization’s performance. Sometimes organizations encourage employees to leave. The objective may be to shrink the size of the workforce, or simply to help unproductive employees realize that they may be better off finding alternative employment. But the big share of turnover that is caused by dissatisfied employees is not desirable and may be avoidable by implementing employee retention strategies.

## The Negative Impact of Turnover on the organization

Although every manager and team leader is aware of problems associated with turnover, the following is a list of categories that frame the major negative consequences (Phillips and Connell, 2003).

- High financial cost

Turnover has a huge economic impact on the organization, both direct and indirect costs. It is essential to translate turnover into numbers as they need to realize the true cost of turnover. Sometimes the cost impact alone causes it to become a critical strategic issue. The performance of companies has been inhibited by high turnover rates.

- Survival is an issue

In a tight labor market where the success of the organization depends on employees with critical skills, recruiting and retaining the appropriate talent can determine the success or failure of the organization.

- Exit problems and issues

With increased litigation at the workplace, many organizations spend significant time and resources addressing issues of disgruntled and departing employees. Some individuals find the need to involve the legal system, leaving the organization with the challenge of facing an even bigger problem. Even employees who leave voluntarily can cost the organization time and money.

- Productivity loss and workflow interruption

In most turnover situations, a person who exits abruptly leaves a productivity gap. This void does not only cause problems for the specific job

performed by the departing employee, but also for members as well others on the same team within the workflow.

- Service quality

With so much emphasis on providing excellent service to external and internal customers, high turnover has a negative impact on the quality of customer service. Turnover of front-line employees is often regarded as the most serious threat to providing excellent external customer service.

- Loss of expertise

Particularly in knowledge industries, a departing employee may have the critical skills needed for working with specific software, completing a step in an important process, or carrying out a task for a project. Sometimes a product line may suffer because of such a departure. A departed employee may be impossible to replace – at least in the short term.

- Loss of business opportunities

Turnover may result in a shortage of staff for a project or leave the remaining staff unprepared to take advantage of a new business opportunity. Existing projects or contracts may be delayed or even lost because a key player is no longer available.

- Administrative problems

In most organizations, turnover creates an administrative problem, not only in additional paper work, but also in time spent confronting and addressing turnover-related issues. This takes precious time away from more important, productive responsibilities.

- Disruption of social and communication networks

Every organization has an informal network. Turnover disrupts the communication and socialization patterns critical to the maintenance of teamwork and a productive work environment.

- Job satisfaction of remaining employees

The disruptive nature of turnover is amplified when other employees are forced to assume the workload of departing colleagues or address problems associated with their departure. Remaining team members can be distracted by their concern and curiosity about why employees are leaving.

- Image of the organization

High turnover creates the negative organizational image. Once this image has been established in the job marketplace, it is difficult to change, especially in the recruiting channels.

The above are significant and negative consequences. With such impact, excessive turnover should command the attention of everyone in the organization.

#### External Drivers of the Retention Crisis

According to Phillips and Connell (2003), major changes have occurred in organizations – both internally and externally – making the employee retention issue more critical today than in previous years. Unfortunately, these changes will only worsen the crisis in the future. The following are the external drivers of retention:

- Economic growth

Almost all industrialized nations, and many emerging economies, have experienced long economic expansions. As economies grow, job growth will

continue. In almost all segments of the economy, economic expansions translate directly into new jobs, which in turn create new opportunities for employees to leave current employment.

- Shortage of special skills

Compounding the situation is the short supply of workers with special skills, particularly in high-tech occupations, health care, and other critical areas. The news is often flooded with situations in which the number of candidates for jobs falls far short of the demand. This involves every spectrum from high-tech specialists, engineers, and scientists, where employment opportunities have outpaced the supply, to entry-level positions, such as those in the fast-food industry, where jobs require skillfulness.

- Entrepreneurship

In recent years, most countries have seen a growth in the establishment of small businesses, particularly in those businesses created by individuals leaving large organizations and taking their expertise with them. In Ghana, baby-boomers are taking early retirement to start their own businesses, sometimes in direct competition with the organization they left.

#### Internal Drivers of the Retention Crisis

Internal changes in organizations operate in concert with the external influences to excessive turnover. Internal issues include structural changes within the organization and changes in employees attitudes about work and their employers. The following internal drivers, as highlighted by Phillips and Connell (2003) have a tremendous impact on turnover:

- Lack of organizational loyalty

Perhaps one of the most frustrating issues is the growing lack of organizational loyalty. Research shows that organizational loyalty has deteriorated in the recent years. Years ago employees appreciated their jobs and would strive to stay with an organization for a long time. There was a sense of pride in working for the same company.

- Desire for challenging and useful work

Employees want creative, challenging, and useful work, a desire that has been evolving for many years. For many employees, their jobs define who they are and they have a need to use their minds and make a significant contribution. If they cannot achieve this within the framework of the current job, they will find one where they can.

- Need for autonomy, flexibility, and independence

Employees are becoming more accustomed to having the autonomy and flexibility to organize and control their work and work environment. And one way of telecommuting is making it easier to work at home. This need is attracting many employees to organizations offering a flexible structure.

- Need for performance-based rewards

More employees are seeking appropriate reward systems that reflect individual contribution and performance. If rewards are not in direct proportion to achievement, employees will often find jobs in organizations where they will be rewarded accordingly.

- Need for recognition of participation, accomplishments and contributions

In addition to monetary rewards, employees want credit for what they do and what they have accomplished. Periodic feedback and recognition have been an important part of motivational research for years. Employees seek workplaces where they can be acknowledged in a more systematic and consistent manner.

- Desire for all types of benefits

Unfortunately, employees expect compensation in all forms. Some employees go to the extent of seeking an organization with particular benefits that are critical to their needs. Organizations therefore have had to adjust their programs to offer all sorts of perks, sometimes bordering on the absurd.

- Need to learn new skills

Perhaps a more recent development is employees' desire to acquire new skills and skills sets. Employees want to learn new technologies, processes, and projects and acquire new skills, particularly in the technical areas. Employees view skills acquisition, not seniority as providing them with job security. Consequently, employees seek organizations that are willing to invest in them. The availability of generous tuition payment, ample job-related training, and continuous development opportunities can be effective organizational incentives.

- Career growth

In addition to obtaining new skills, employees want the opportunity to advance within an organization as they grow and develop these skills. Some advancement is upward and other movement is lateral, such as growth of



specialized skills, but if employees cannot advance inside the organization, they will move to another one.

- Desire to be on the leading edge

Employees are interested in organizations with a good reputation, and are considered to be advanced in technology or product development, or the best at what they do. These high-profile organizations are admired by many others and often they are best in the field and able to attract individuals who want to be associated with the best. More often, employees who do not find these characteristics in their organizations may leave and look for other organization.

- Desire for competitive compensation

Increased salary schedules have probably been the most visible and discussed internal change in organizations. Compensation levels have grown significantly, sometimes outstripping other economic indicators. Employees want more money, with more disposable income. They also view their income level as a reflection of their worth to the organization and their profession.

- Need for a caring, supportive environment

Some employees place a high level of importance on working in a caring and supportive environment. Gone are the days of willingness to tolerate harsh attitudes, continuous conflict, and unappreciative bosses. If organizations do not have the nurturing environment they want, employees tend to move to another organization where they can find it.

- Need for work/life balance

Many employees seek a job where they can establish a balance between their work and personal lives. Few employees are willing to work an excessive

number of hours, cope with unusual working conditions, or tolerate highly stressful demanding situations. They want time for involvement in family activities, social networks and religious commitments. Employees seek organizations that will provide the appropriate work/life balance.

## CHAPTER THREE

### METHODOLOGY

#### **Introduction**

This chapter presents the profile of three companies representing three sectors in Ghana; energy sector, the education sector, and the ICT services industry. These organizations are Arthur Energy Advisors Limited, International Community College, and Holman Consulting Limited. This chapter also discusses the methodology employed by the researcher for the study which includes the administration of questionnaires to employees of these organizations. This chapter again observed the research design, sampling techniques, data collection tools as well as the method of data analysis.

#### **Profile of Sampled organizations**

Arthur Energy Advisors Limited is a company that was established as a response to the growing professional business advisory needs in the energy sector across Africa and especially in Ghana and the West African Sub-region resulting from fundamental changes in the industry environment due to deregulation, private sector participation, technology change as well as the need for major infrastructural developments.

International Community College on the other hand is an ultramodern primary and secondary school that runs the British Curriculum. It is a christian school, established with the aim of providing quality education to students in Ghana. International Community College is committed to offering high quality education to students through the provision of a modern resourced school. The school creates in students international mindedness, ethical standards and the respect for different cultures and religion.

Holman Consulting Limited (HCL) is an Accounting firm specializing in applying IT to providing accounting and finance solutions. HCL combine a deep knowledge of accounting and finance with an increasingly deep knowledge of IT to bridge the gap between Accountants, Finance Managers and information technology experts. HCL's purpose is to provide real cost effective solutions to clients through specialization, commitment to keeping abreast of knowledge and application. It operates with the highest ethical standards and deliver as promised.

These three firms were chosen in order to ascertain a broader knowledge about recruitment and retention in the various industries these firms belong to.

### **Type of Research**

This research is a descriptive type which seeks to gather data that will examine factors that influence staff recruitment and retention in some organizations. This type of research was used in order to obtain objective information, and to provide a systematic description that is factual and accurate as well. In order to achieve a deeper individualized understanding and also reveal the basic truth about an organization that this research affects, sampled organizations cutting-across three industries are used.

### **Research Design**

The main aim of this research study is to examine factors that influence staff recruitment and retention in the already listed organizations. A research such as this requires an approach bearing in mind the population hence a descriptive survey process of collecting data was used in testing the hypothesis or research questions concerning the status of the subject under study. This

approach was considered suitable as a method of eliciting information needed in drawing useful conclusions from the research study. Other designs such as interviews were also employed.

### **Population and Sample**

The population refers to the number of people chosen to be involved in this research. Therefore the population under study was the staff of Arthur Energy Advisors, International Community College, and Holman Consulting Limited. The sample population of the research study was made of a total of Sixty (60) employees from all the three sampled organizations. These 60 respondents comprised of more than ninety percent of the staff strength in these organizations. The primary reason therefore was that respondents would be in good position to mention factors that influenced their employment in their various organizations since they form the majority and why they are still there. Views and opinions from their HR managers were also considered to effectively contribute much in the research.

### **Sampling Techniques**

A purposive sampling technique was employed to select the employees from the chosen organizations for this study. This technique was used because it ensured that everyone in the population had an equal chance of being selected. The techniques used by the researcher to select the sample size required prior knowledge of the target population which allowed a determination of the size of the sample needed to achieve a reasonable estimate with accepted precision and accuracy of the population. The goal of

the sampling method used was to obtain a sample that is a representative of the population.

### **Data Collection Procedure and Primary Sources**

The researcher personally administered the questionnaire. Respondents were allowed sufficient time to complete the questionnaire. The questionnaires contained a series of structured questions which were related to the research work and directed to respondents with the aim of gaining first-hand information. The questionnaire consisted of both open ended and close-ended questions. Thus, in some cases, respondents were to choose the option that best reflected their opinions.

The questionnaire afforded respondents much flexibility and privacy in answering the questions without any undue influence. The questionnaire was in simple and unambiguous language and as such, did not pose any problem as regards interpretation. The personal interview was a face to face interaction. This method was purposefully selected so that the researcher could interact on a personal level.

Data for this research was primarily collected through questionnaires which were simple and straight forward to answer within a constraint. Questions were structured on the objectives of the study so as to bring out what the researcher needs. Some follow-up interviews where it was deemed necessary by the researcher was also made.

The researcher found it necessary to use these structured questionnaire and interview skills for the respondents to feel free to share information about intimate and relevant matters concerning the subject under review.

### **Data Analysis**

The data gathered from respondents were studied, examined and classified to answer the research questions and objectives. Computation of the responses were scored and statistically analyzed. Data from the questionnaire was analyzed using frequencies and percentages.

## CHAPTER FOUR

### RESULTS AND DATA ANALYSIS

#### Introduction

In this chapter, the results obtained in the study are presented and discussed. A summary of the responses received from the respondents to the questionnaire is presented in tabular form and is presented in the same sequence as the questions in the survey questionnaire. After each section, the results are discussed. A total number of 52 employees comprising 32 employees from Arthur Energy Advisors Limited (AEA), 15 from International Community College (ICC), and 5 from Holman Consulting Limited (HCL) responded to the questionnaires administered by the researcher.

In this chapter, the results from the questionnaires are analyzed under four main steps based on the background characteristics and the objectives of this study. In the first step, the background characteristics of the respondents are discussed. This is followed by ascertaining the state of staff recruitment and retention in the selected organizations. The third step looks at examining factors that influence staff recruitment and retention in the organizations selected for this study. The final step determines other ways of improving staff recruitment and retention in these selected organizations.

#### Biographical data of respondents

Data was collected from 52 respondents out of which 41 were males and 11 were females, representing 78.9% and 21.1% respectively. These statistics seem to suggest that the workforces of these firms are gender biased in favor



of males in these industries represented by the selected firms. The sex composition is shown in Table 1.

It must be also emphasized that out of the 32 respondents from AEA, only 2 representing 6.25% are females. HCL also followed suit with only 1 respondent representing 20% being a female. ICC on the other hand had 7 respondents being females representing 46.67%. This shows that although the employment rate in these firms favor the men.

Table 1: Sex composition of respondents

Sex	Frequency	Percentage (%)
Male	41	78.9
Female	11	21.1
Total	52	100.0

Source: Field Data (2014)

From Table 2, the majority of respondents (75%) are 33 years and below. This depicts that the current workforce consist mainly of Generation Yers (people born from 1980 to current) who are also referred to as the internet generation. The generation X (people born from 1964 to 1980) are gradually fading out with only 11 respondents representing 21.15% of respondents belonging to this group. The baby boomers (people born between 1946 and 1964) are on the verge of leaving the workforce of these companies whiles the veterans or the traditionalists (people born between 1922 and 1943) have already left the working class.

Table 2: Age of respondents

Age Range	Frequency	Percentage (%)
33 years and below	39	75
34 – 49 years	11	21.15
50 – 68 years	2	3.85
69 years and above	0	0
Total	52	100.0

Source: Field Data (2014)

### State of Staff Recruitment and Retention

From the gathered data as shown by Table 3, majority of employees representing 78.85% in the selected organizations have spent less than 6 years in their respective organizations. If this huge percentage of employees have spent less than 6 years in these organization, it means employees are not retained properly signifying that the retention strategies employed by AEA, ICC and HCL are not that successful.

Table 3: Respondents employment duration

Time with current employer	Frequency	Percentage (%)
1 – 11 months	9	17.31
1 – 5 years	32	61.54
6 – 10 years	8	15.38
11 years and above	3	5.77
Total	52	100.0

Source: Field Data (2014)

From Table 4, 25 of the respondents representing 48.08% were referred to their current employer whiles 15 respondents also representing 28.84% heard of their current position’s vacancy through a radio advert. Eight

of the respondents signifying 15.38% also got to know of their vacant positions via the internet while 2 of the respondents each representing 3.85% had knowledge of the current positions through a newspaper advert and a job fair respectively. From this data, it can be concluded that the majority of employees from these selected firms are with their current employers because of a help extended to them from a third party in the form of referrals. It was also gathered that, the expenditure made on radio adverts was a good investment as far as recruitment is concerned especially in the case of Arthur Energy Advisors Limited, where 17 out of the 32 respondents representing 53.13% got to know of their current positions through this medium.

Also, 37 of the respondents representing 71.15% considered the processes they went through before getting employed, flexible. The remaining 28.85% however considered the processes before getting employed, cumbersome.

Table 4: Advertising media for employment vacancies

Advertising medium	Frequency	Percentage (%)
Internet	8	15.38
Newspaper	2	3.85
Billboard	0	0
Radio	15	28.84
Job fair	2	3.85
Referrals	25	48.08
Total	52	100.0

Source: Field Data (2014)

### **Factors that influence staff recruitment and retention**

With 32.69% and 38.46% agreeing that salary was relevant and very relevant respectively to their decision to join their respective firms, the researcher came to the conclusion that salary plays a very major role in recruitment because only 11.54% saw salary as irrelevant to their decision to join their firms. The promise of incentives at the recruitment period followed suit with 44.23% of respondents seeing it as relevant to their decision to join their firms. As large as 23.08% also saw it as very relevant to the decision to join their firms. Promise for more financial gains kept on being very relevant and relevant to respondents' conclusion to be with their current employer with promise of benefits according a whopping 48.08% of respondents seeing it as relevant. Although 23.08% of respondents saw the promise of more benefits as quite relevant to their decision to join their employer, only 13.46% of respondents perceived it as very relevant.

From Table 5 and its corresponding analysis, the researcher came to the conclusion that financial benefits such as a good salary, promise of incentives as well as more benefits made majority of the employees in the selected organizations to allow themselves to be recruited to their current positions.

Table 5: Financial factors that influenced respondents' decision to join their current firms

Factors / Relevancy	Frequency	Percentage (%)
<b>Salary</b>		
Not Relevant	6	11.54
Quite Relevant	9	17.31
Relevant	17	32.69
Very relevant	20	38.46
Total	52	100.0
<b>Incentives/Rewards</b>		
Not Relevant	10	19.23
Quite Relevant	7	13.46
Relevant	23	44.23
Very relevant	12	23.08
Total	52	100.0
<b>Benefits</b>		
Not Relevant	8	15.38
Quite Relevant	12	23.08
Relevant	25	48.08
Very relevant	7	13.46
Total	52	100.0

Source: Field Data (2014)

Non-financial benefits also saw respondents agreeing to their effect into deciding to occupy their current positions. A significant 40.38% of respondents acclaimed that the culture of personal recognition at their organizations helped in deciding to join their organizations. The prospect of being engaged in the challenging work also saw 44.23% of respondents agreeing to work for their current employer. Assurance of training

opportunities did not only see 40.38% of respondents agreeing of its relevance in joining their current employer but 40.38% of respondents also saw it as very relevant to their decision. Team building been another perceived organizational culture aided 42.31% of respondents in deciding to join their present establishments while a staggering 46.15 saw the prospect of career advancement very relevant to them making their mind to be part of their establishments. 32.69% of respondents also saw the prospect of a career advancement relevant to their decision to join their present employer. When 44.23% of respondents perceived at their pre-employment period that there would be flexibility in scheduling their work, it was relevant in them making up their minds of been part of their recent firms although 19.23% of respondents saw it as irrelevant.

Table 6: Non-financial factors that influenced respondents' decision to join their current firms

Factors / Relevancy	Frequency	Percentage (%)
<b>Personal Recognition</b>		
Not Relevant	7	13.46
Quite Relevant	9	17.31
Relevant	21	40.38
Very relevant	15	28.85

Table 6: continued

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Total	52	100.0
<b>Challenging work</b>		
Not Relevant	1	1.92
Quite Relevant	15	28.85
Relevant	23	44.23
Very relevant	13	25.00
Total	52	100.0
<b>Training Opportunities</b>		
Not Relevant	4	7.69
Quite Relevant	6	11.55
Relevant	21	40.38
Very relevant	21	40.38
Total	52	100.0
<b>Team building</b>		
Not Relevant	2	3.85
Quite Relevant	10	19.23
Relevant	22	42.31
Very relevant	18	34.61
Total	52	100.0

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Table 6: continued

<b>Career advancement plan</b>		
Not Relevant	2	3.85
Quite Relevant	9	17.31
Relevant	17	32.69
Very relevant	24	46.15
Total	52	100.0
<b>Flexibility in scheduling</b>		
Not Relevant	10	19.23
Quite Relevant	11	21.15
Relevant	23	44.23
Very relevant	8	15.39
Total	52	100.0

Source: Field Data (2014)

Majority of respondents, 44.23% of them precisely, saw the value of integrity and honesty in their current employment as very relevant leading them to join. 34.62% of respondents saw it as simply relevant as well. Also, 48.08% of the respondents agreed that the perception of their current employment supporting a balance in their work and personal lives was relevant in their decision to be recruited to their current positions. Just 3.84% of respondents think it was irrelevant. Although 26.92% of respondents saw the prospect of a good retirement plan in their organizations as relevant in



leading them to join these organizations, another 26.92% of respondents saw it as irrelevant in their decision to allow themselves to be recruited.

Although the promise of a good retirement plan did not significantly move the employees much to make a decision to join their current employers, other non-financial benefits such as personal recognition, the prospect of a challenging work, training opportunities, team building, career advancement and the value of integrity and honesty contributed significantly in employees' decision to join their current establishments. However, the most significant factors that led employees to join their current employers were a perceived flexibility of work scheduling and a purported balance between their work and personal lives.

Table 7: Other factors that influenced respondents' decision to join their current firms

Factors / Relevancy	Frequency	Percentage (%)
<b>Value integrity and honesty</b>		
Not Relevant	4	7.69
Quite Relevant	7	13.46
Relevant	18	34.62
Very relevant	23	44.23
Total	52	100.0
<b>Supporting work &amp; life balance</b>		
Not Relevant	2	3.84
Quite Relevant	13	25
Relevant	25	48.08
Very relevant	12	23.08
Total	52	100.0
<b>Retirement plan</b>		
Not Relevant	14	26.92
Quite Relevant	6	11.54
Relevant	14	26.92
Very relevant	18	34.62
Total	52	100.0

Source: Field Data (2014)

When the desire to be self-employed comes, 53.85% of respondents agreed that they will leave their current employment. Although 38.46% of respondents are not sure whether that will make them leave their current

employment or not. Only 7.69% believe the desire to be self-employed will not make them vacate their current positions. Despite a significant 44.23% of respondents not sure whether they will leave their current employment when they see recurring redundancy in their organizations, 34.62% of the respondents agree they will leave their present employment. A whopping 63.46% of respondents will leave their current employer as soon as they get an excellent job opportunity elsewhere. Although 23.08% of respondents cannot confirm whether this will make them leave their employment, 13.46% of respondents affirmed they will not leave at the sight of an excellent job opportunity elsewhere.

Although 44.23% of respondents were not sure they will vacate their post when superiors stress them up, 30.77% of respondents affirmed they will leave while a significant 25% of respondents believe they will not vacate their post. Majority of respondents, represented by 53.85% of them, agree that they will not leave their organizations when they are being overloaded with responsibilities and duties. Although 28.85% of respondents do not know whether they will leave or not, only 17.30% believe strongly that they will leave their employers if they are over-burdened with extra duties and responsibilities.

Although a whole half of the respondents, representing 50%, are not sure whether they will leave their firms when they are bored with their tasks, 38.46% responded that they will vacate their post immediately. Another half of the respondents confirmed that they will not leave their employers when they are frustrated by their colleagues. With only 13.46% of respondents ready

to leave when colleagues frustrate them, 36.54% of respondents were not sure whether that will make them vacate their post or not.

From the above analysis, the researcher came to the conclusion that while the desire to be self-employed and an excellent job opportunity elsewhere will make majority of the respondents leave their current employer, responsibilities overload, boredom with tasks and frustration from colleagues did not seem to bother them, since they will not leave their jobs because of these reasons. Also, respondents were not sure whether they will leave when there is a recurring redundancy in their organizations as well as stress from their superiors. This notion leaves a fifty-fifty chance and an on-the-spot decision for respondents to leave their organizations or stay with them when such things happen.

Table 8: Factors that will make respondents leave their current firms

Factors / Relevancy	Frequency	Percentage (%)
<b>Desire to be self employed</b>		
No, will not leave	4	7.69
Not sure	20	38.46
Yes will leave	28	53.85
Total	52	100.0
<b>Recurring redundancy in your organization</b>		
No, will not leave	11	21.15

Table 8: continued

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Not sure	23	44.23
Yes will leave	18	34.62
Total	52	100.0
<b>An excellent job opportunity elsewhere</b>		
No, will not leave	7	13.46
Table 8: continued	12	23.08
Yes will leave	33	63.46
Total	52	100.0
<b>Stress from superiors</b>		
No, will not leave	13	25
Not sure	23	44.23
Yes will leave	16	30.77
Total	52	100.0
<b>Duties/Responsibilities overload</b>		
No, will not leave	28	53.85
Not sure	15	28.85
Yes will leave	9	17.30
Total	52	100.0
<b>Boredom with tasks</b>		
No, will not leave	20	38.46

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Table 8: continued

Not sure	26	50
Yes will leave	6	11.54
Total	52	100.0
<b>Frustration from colleagues</b>		
No, will not leave	26	50
Not sure	19	36.54
Yes will leave	7	13.46
Total	52	100.0

Source: Field Data (2014)

### Ways of improving staff recruitment and retention

From Table 9, 73.08% of the respondents agreed that the promise of financial assistance such as bursaries and study loans, will definitely affect their decision to join an organization and stay in that organization as well. With only 11.54% of the respondents disagreeing to this factor, 15.38% of the respondents feel indifferent about the influence of this financial assistance promise. Also, a very significant majority, represented by 78.85% of the respondents agreed that the promise of a study leave will greatly influence their decision into working for an organization and more importantly, their continuous stay with that organization. Furthermore, a whopping 86.54% of respondents agreed that a perceived on-the-job training will influence their decision into working for an organization.

Opportunities for career advancement saw almost all respondents, represented by 92.31% of respondents agreeing that this will make the

decision easier in choosing to work for an organization and also their continued existence in that firm. The promise of a periodic salary and bonus increment also saw a significant majority of 80.77% of respondents affirming positively that this will surely make them work for an organization with only 3.85% of respondents agreeing otherwise. Although 25% of respondents feel indifferent on whether the provision of accommodation by employers will make them work for them, the majority of respondents represented by 69.23% of respondents believe strongly that this will influence their decision into working for an employer, while 5.77% think this will not make any difference when considering whether to work for a firm or not. Provision of transportation also saw a similar vote from respondents; 69.23% agreeing to its influence to their decision to work for an employer, 23.08% feeling indifferent while the minority of 7.69% of respondents disagreeing of its influence into deciding to work for an employer. While a sizable minority represented by 36.54% of respondents do not really care whether management of a firm will include them in decision-making or not, the rest of the respondents, representing a majority of 63.46 believe their perceived involvement in decision-making by management will greatly influence their decision into working for a firm.

From the analysis above, the researcher came to the conclusion that the promise of financial assistance, on-the-job training, and the provision of accommodation and transportation to work are some of the other ways to improve recruitment in these selected organizations. The prospect of a study leave, periodic salary or bonus increment, and inclusion of workers in decision-making by management will improve retention in these selected

organizations as well. However, perceived opportunities for career advancement will also go a long into convincing workers to stay at post and remove any thoughts of leaving their organizations.

Table 9: Factors that influence staff decision to join an organization and also help them to stay with that organization

Factors / Relevancy	Frequency	Percentage (%)
<b>Promise of Financial Assistance (eg. bursaries, study loan, etc)</b>		
Disagree	6	11.54
Indifferent	8	15.38
Agree	38	73.08
Total	52	100.0
Table 9: continued		
<b>Study leave or time off</b>		
Disagree	4	7.69
Indifferent	7	13.46
Agree	41	78.85
Total	52	100.0
<b>On the job training</b>		
Disagree	0	0
Indifferent	7	13.46
Agree	45	86.54
Total	52	100.0
<b>Opportunities for career advancement</b>		
Disagree	0	0
Indifferent	4	7.69



Table 9: continued

Agree	48	92.31
Total	52	100.0
<b>Periodic salary/bonus increment</b>		
Disagree	2	3.85
Indifferent	8	15.38
Agree	42	80.77
Total	52	100.0
<b>Provision of accommodation</b>		
Disagree	3	5.77
Indifferent	13	25
Agree	36	69.23
Total	52	100.0
<b>Provision of transportation to work</b>		
Disagree	4	7.69
Indifferent	12	23.08
Agree	36	69.23
Total	52	100.0
<b>Inclusion in decision-making by management</b>		
Disagree	0	0
Indifferent	19	36.54
Agree	33	63.46
Total	52	100.0

Source: Field Data (2014)

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### Introduction

The purpose of this research was to examine the factors that influence recruitment and retention of employees in some selected organizations in the Greater Accra Region. These selected organizations were Arthur Energy Advisors Limited, International Community College, and Holman Consulting Limited.

The findings of this study are summarized in this final chapter. Conclusions are drawn and recommendations are eventually made. An objective of this study was to depict the state of staff recruitment and retention in these selected organizations. Another objective was to examine factors that influence staff recruitment and retention in these selected organizations. It was also the aim of this study to determine other ways of improving staff recruitment and retention in these selected organizations

#### Summary

This research commenced with a brief background to the study, statement of the problem, objectives of the study, research questions and the significance of the study. Descriptive research was the methodology used for this study so that the information provided will be accurate, reliable and relevant to the study. The main instrument for data collection was through questionnaires. However secondary sources such as published text books, other research papers, and academic journals were also used.

The key findings of this study are as summarized below:

1. The staff of the selected companies got to know of their employment vacancies through the internet, newspaper, radio adverts, job fair and referrals. However, the most successful media were the internet, radio adverts and referrals.
2. Majority of the staff of these firms (78.85% of respondents) have been working for these firms for less than six years. This invariably shows that the retention strategies of these companies are not really that effective.
3. The decision of employees to allow themselves to be recruited into working for these companies were mainly influenced by an anticipated good salary, the promise of incentives and added financial benefits. The other non-financial benefits that influenced their decision were the prospect of a challenging work, training opportunities, team building, career advancement and the value of integrity and honesty.
4. The two most important factors that led staff to finally decide to work for their respective organizations were a perceived flexibility of work scheduling and a purported balance between their work and personal lives.
5. The two most strong factors that will make staff resign from their respective organizations were the desire to be self-employed and an excellent job opportunity elsewhere.
6. Some of the other effective ways to boost recruitment of qualified and needed employees into these organizations include the promise of

financial assistance, on-the-job training, and the provision of accommodation and means of transportation for staff.

7. For workers to be convinced to stay longer or be retained for long in these selected organizations factors that should be considered are the prospect of a study leave, periodic salary or bonus increment, and inclusion of workers in decision-making by management. A perceived opportunities for career advancement should not be over looked as well, if staff are to be retained.

### **Conclusion**

The firms selected in the Greater Accra region for this study to represent the various industries they belong to are able to recruit qualified and needed staff but are not able to retain them. A good prospect of advantageous future state is depicted to new employees but as time goes on, this perspective is thwarted as the future does not become as expected. Favorable conditions of service are also not that convincing for employees to remain at post for a longer term of employment.

Employees want to be recognized for their hard work with both financial and non-financial benefits. This invariably leads to motivated staff who will be willing to give their best and continue to see themselves as part of the organization in the foreseeable future.

## **Recommendations**

It is important that qualified staff are attracted, recruited and retained with the needed motivational packages. It is in the light of this that the subsequent recommendations are made taking into consideration the main findings and conclusion of this study.

1. Promises made to staff before employment should be kept by employers.
2. To be able to hire the qualified and dedicated employees, these organizations should start looking at making work schedules of staff as flexible as possible and also make sure there is a balance in the personal lives of workers and their working lives. Employers who are not careful and over-stretch employees in terms of working hours and overload of duties are more likely to retain the staff in a short period, not a long employment period.
3. Employees should be seen as valuable assets and be treated as such.
4. There should a clear policy on staff motivation and employers should make sure this policy is reviewed periodically to enrich it. This policy should be implemented and followed.
5. Employers should establish a working condition that will aid staff to develop their jobs into careers. This will not only develop the staff but retain them as well.

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APPENDIX  
QUESTIONNAIRE

THIS QUESTIONNAIRE IS DESIGNED TO EXAMINE FACTORS THAT INFLUENCE STAFF RECRUITMENT AND RETENTION IN SELECTED ORGANIZATIONS IN THE GREATER ACCRA REGION. PLEASE, THE OUTCOME OF THIS QUESTIONNAIRE IS SOLELY FOR ACADEMIC PURPOSE. YOUR INFORMATION WILL REMAIN STRICTLY CONFIDENTIAL.

(Instruction: Please tick the applicable box)

1. Sex:

Male [ ]                  Female [ ]

2. Age:

33 years and below [ ]

34 – 49 years [ ]

50 – 68 years [ ]

69 years and above [ ]

3. In which organization do you work: .....

4. How long have you worked with your current employer:

1 – 11 months [ ]

1 – 5 years [ ]

6 – 10 years [ ]

11 years and above [ ]

5. By what advertising medium did you get to know about your current job opportunity

Internet [ ]

Newspaper [ ]

Billboard [ ]

Radio [ ]

Job fair [ ]

Referrals [ ]

if otherwise, please specify.....

6. Would you consider the processes you went through before getting employed flexible?

Yes [ ]

No [ ]

7. How did you get your current job?

I applied [ ]

I was recommended to my current employer [ ]

I was aided by someone [ ]

If otherwise, please specify.....

What are your motivations at your workplace? Please rate the following by their relevancy.

Motivations	Not Relevant	Quite relevant	Relevant	Very Relevant
8. Salary				
9. Incentives/Rewards				
10. Benefits				
11. Personal Recognition				
12. Challenging work				
13. Training Opportunities				
14. Team building				
15. Career advancement plan				
16. Flexibility in scheduling				
17. Value integrity and honesty				
18. Supporting work & life balance				
19. Retirement plan				

20. How long do you hope to remain with your current employer

1 – 3 weeks [    ]

1 – 11 months [    ]

1 – 10 years [    ]

11 years and more [    ]

Rate below the reasons that will make you leave your current employment.

Reason	No, will not leave	Not sure	Yes, will leave
21. Desire to be self employed			
22. Recurring redundancy in your organization			
23. An excellent job opportunity elsewhere			
24. Stress from superiors			
25. Duties/Responsibilities overload			
26. Boredom with tasks			
27. Frustration from colleagues			

Will the following influence your decision into working for an organization?

Please rate them by agreeing, disagreeing or indifferent by ticking.

Strategies	Disagree	Indifferent	Agree
28. Promise of Financial Assistance (eg. bursaries, study loan, etc)			
29. Study leave or time off			
30. On the job training			
31. Opportunities for career advancement			
32. Periodic salary/bonus increment			
33. Provision of accommodation			
34. Provision of transportation to work			
35. Inclusion in decision-making by management			

Thank you very much for your time.