

UNIVERSITY OF CAPE COAST

FACTORS AFFECTING EMPLOYEE RETENTION IN NATIONAL
DISASTER MANAGEMENT ORGANISATION

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FACTORS AFFECTING EMPLOYEE RETENTION IN NATIONAL
DISASTER MANAGEMENT ORGANISATION: A CASE OF NADMO
GREATER ACCRA REGION OF GAHANA.

BY

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DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

Candidate's Name: Naa Amaki Amartey

Supervisor's Declaration

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

Supervisor's Signature: Date:

Supervisor's Name: Dr. Otuo Serebuor Agyemang

ABSTRACT

Employee retention is vital as it brings implications for organisational competitiveness in an increasingly global landscape. This study was undertaken to examine the factors influencing retention in the public sector more specifically at National Disaster Management Organisation, Greater Accra region. It further seeks to establish a relationship between factors such as the recruitment and selection process of the organisations, the employees hired; that is their competencies, availability of logistics and compensation policy as attributing to retention issues in NADMO. The study employed the descriptive cross-sectional survey design, a sample of 288 was drawn from a population of 1024 staff of NADMO in the Accra Metropolis. Both primary and secondary sources of data were collected using the simple random sampling method, questionnaires were used as a source for primary data, with journals, books and dark web were the secondary source of data. The result shared a positive relationship between employee retention and the other factors such as recruitment and selection, employee competence, logistical support and employee compensation. The study further established that employee retention at NADMO is influenced by recruitment and selection, employee competence, logistical support as well as the compensation paid to employees. The study recommended that NADMO should pay careful attention to its recruitment policy in order to engage the best people for the job on merit.

KEY WORDS

Compensation

Employee competency

Logistics

Recruitment and selection process

Retention

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DEDICATION

To my family and all my special ones.

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LIST OF ABBREVIATIONS

DRR	Disaster Risk Reduction
GNSS	Ghana National Fire Service
GPS	Ghana Police Service
MMDA's	Metropolitan Municipal District Assemblies
NADMO	National Disaster Management Organisation

CHAPTER ONE

INTRODUCTION

The retention of employees is proven over the years as one vital force to the development of an organisation. Employees who have received training over the years in an organisation can be efficient only when those employees stay in the organisation for longer years. The organisation has a role to play in retaining its employees and if such roles are ignored, retaining its employees become impossible. The National Disaster Management Organisation is the main organisation in charge of managing disasters in Ghana, both natural and man-made. Such an organisation has a responsibility of keeping a low retention rate.

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 employee incompetency or inappropriate behaviour.

This research will focus on some factors that affect employee retention in NADMO such as recruitment and selection of employees, employee competency in discharging its duties, availability of logistics to work and employee competency.

Background to the Study

Public sector organisations are organisations that are usually owned and operated by the government and exist to provide services to its citizens.

The National Disaster Management Organisation is a public sector organisation which is solely in charge of disaster management in Ghana. It was established by Act 517 of 1996 constitution to manage disaster and similar emergencies in the country. It was structured and placed under Ministry of Interior, to enable it coordinate all the relevant civil authorities at the national, regional and district levels (www.nadmo.gov.gh). Some main stakeholders that NADMO coordinate now according to the 2016 bill of the organisation are Ghana National Fire Service (GNFS), Ghana Police Service (GPS) and the various Metro, Municipal and District Assemblies (MMDAs'). NADMO currently have over 900 zonal offices across the country and these zonal offices are the first point of contact in case of disaster (NADMO, 2016). Studies have shown that human resource is the most valuable asset in any organisation whether in the public or private sector (Adebayo, 2001; Ejiofor & Mbachu, 2001; Olowu & Adamolekun, 2005), and it imperative that employees who are trained to manage disaster have a sense of responsibility with the organisation and issues of retention should be on a low rate.

Employee retention refers to the duration of an employee to be employed in an organisation (Donoghue, 2010). So, employee retention can be stated as the process through which employees are encouraged or motivated to stay with the organisation for the maximum period of time or until the completion of the project. It is beneficial both for the organisation as well as for the employees and their employers. Before this can be possible, certain factors such as Involving employees in taking critical and important decisions is one way to make the employees feel that they are not just a worker for the organisation but an important part of the organisation. The retention of

employees has been shown to be significant to the development and accomplishment of the organisation's goals and objectives (Alkandari & Hammad, 2009). Previous studies have also shown that employees who last longer in an organisation gather experiences that improve their efficiency. Hence factors that affect the retention of employees in NADMO must be examined.

The retention of employees has become a major challenge for human resource managers. According to a study by HR professional in the United States of America (Melo 2006:372), over 75% of those surveyed reported that retention of talented employees was at the top human resource problem they encountered. It is therefore imperative for human resource managers to adopt appropriate retention strategies to retain key employees because an organisations competitive advantage is often dependent on the knowledge and skills of its employees. Retaining key employees should be a matter of concern to employers since "their leaving create a loss to the organisation of its intellectual capital or intangible assets".

For NADMO to be efficient in rendering its services it needs employees who have the experience in disaster management and such experience is gathered overtime. A high rate of turnover from employees in NADMO would create a disruption in a smooth running of the organisation since training exercise for new entrants have to be repeated often to fill the vacuum left by the exited employees. Every organisation invests time and money to groom a new employee, make him/her a corporate body and a ready material, which brings him/her at par with the existing employees. The organisation is completely at a loss when the employees leave their job once they are fully

trained. Certain contributing factors were identified and this study seeks to examine their relationship with employee retention in NADMO. Factor such as the recruitment and selection process of the organisation that is, the medium through which employees are recruited and selected and its effect on retention of employees, competencies of employees is also another issue of importance since the organisation discharge specific duties which require specific skills from its employees, the availability of logistics to work which increases efficiency and effectiveness of employees must highly be considered and compensation which is the highest motivation tool must be strategized to make impact on employees retention. Hence, it is against this backdrop that there is the need for research into the relationship of employee retention to the factors mentioned earlier and its capability of reducing turnover intentions and actual turnover in NADMO.

Statement of the Problem

Failure in retaining crucial employees will give rise to organisational issues such as cost of training new and lost competent employees. Costs of employee turnover are high where it has seriously impacted the organisations' bottom line (Appiah, Kontar, & Asamoah, 2013). Therefore, employee retention is vital as it has implications for organisational competitiveness in an increasingly global landscape (Idris, 2014). Low employee retention will affect company morale. In order to resolve this problem, it is vital for the employers to examine the intention of the employees to leave, and from that to increase the employees' retention rate. The public sector organisation is facing a lot of problems relating to employee retention in current times. The problem is that retention strategies are being misplaced as doesn't focus on the

elimination of unwanted turnover. It is therefore imperative to try to understand why retaining employees today seem to be difficult. This problem is highly experienced by NADMO. It is crucial items to be looked at seriously as the management and employers could discover the best retention strategies to tackle the problem of retaining employees. In order to bridge this gap, it is of essence to assess some factors employed by this organisation and its relationship with retention in order to uncover what explains ineffectiveness of retention strategies of the Greater Accra regional secretariat of NADMO and the public sector in general.

Purpose of the Study

The study seeks to examine the factors influencing employee retention at NADMO in the Greater Accra region.

Research Objectives

The specific objectives are

1. To examine the recruitment and selection process of NADMO.
2. To assess employee competency at NADMO
3. To examine the influence logistical support makes in NADMO.
4. To assess the compensation of employee in NADMO.

Research Questions

In order to achieve the objectives of this study, the following research questions will be formulated.

1. To what extent does recruitment and selection process of NADMO have an impact on retention of its employees?

Research Hypotheses

H₁: There is no relationship between employee's competency and his/her retention status in NADMO

H₂: Logistical support does not have any effect on employee's intention to stay at NADMO

H₃: Compensation does not have any influence on employee retention in NADMO

Significance of the Study

The findings from this study will help to identify the relationship that exists between the recruitment and selection process, employee competency, logistical support and compensation as factors affecting retention of employees in NADMO and other public sector organisations. This will also draw the attention of the human resource management of NADMO and other public organisation to devise strategies that would help to deal with the effect such factors have on retaining core and valuable employee. Many researchers have dealt with these issues but most of them didn't regard the fact that these identified factors have any relationship with employee retention in the public sector. Also, findings of this research will draw the attention of anyone who read this work to the area of competencies of public sector employees. It would be a guide for further studies in schools in the area of factors influencing employee retention and serve as a literature to be reviewed.

Directors of the organisation would devise a strategy for retaining its employees and also providing the needed logistics to help them discharge their duties accordingly.

Delimitations

The study was delimited in its scope and in terms of geographical location. In terms of scope the study covered factors such as recruitment and selection process, employee competency, availabilities of logistical support and employee's intention to quit and some other retention strategies such as reward systems. Geographically, it was delimited to NADMO in the Greater Accra Region and Accra metropolis was the area of study meaning other employees of NADMO either than Accra Metropolis or even other public sectors are excluded.

Limitations of the Study

Due to time constraint and limited resources some of the top management level employees could not be reached for any comment because of their busy schedules. Obtaining information from the human resources person was quite challenging because information on exited employees was not easily given out if not for important reasons. Time factor can be considered as a main limitation. Some respondents had to answer their questionnaires again because of mistakes and others were not ready to answer the questionnaire because such concerns about the factors affecting retention in the organisation have been made aware to their superiors over again and nothing seems to be done concerning it. The accuracy of findings was limited by the accuracy of statistical tools used for analysis.

Organisation of the Study

This report constitute five chapters; Chapter one is Introduction, which consist of; introduction to the study, background of the problem, statement of

the problem, objectives of the study, research questions, significance of the study, limitation of the study and delimitation of the study, Chapter two contains Literature review, and it is divided in two parts; theoretical literature review and literature review from earlier studies which is empirical review, there was also the conceptual framework. Chapter three gives the overall view of research methodology including the type of research design used for the study, research approach, the study area population of study, sampling procedures and sample size, data collection methods and data analysis methods. The chapter four is the presentation and discussion of findings and finally, Chapter five is the conclusion recommendations to the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews current and relevant literature, which has a link with the topic under research. The review examines the findings of the extensive body of literature related to the organisation of knowledge that affects factors influencing retention of employees in the public sector. This covers various positions, authorities and empirical works of the same kind.

Theoretical Framework

Previous researchers have found lots of factors that have had influence on Employee Retention. According to Logan (2000) studies had also stated that employee retention could be affected by some of the key factors that should be managed accurately, such as organisational culture, compensations, strategy, work life policy.

This study rests on Human Capital Theory, Equity Theory and Psychological Contract Theory.

Human Capital Theory

Human Capital theory as proposed by Schultz (1961) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that have genuine cost and yields profits. This theory suggests the idea that as organisations and even individuals seeks to acquire the best of machines and equipment that will last longer, so should managers also have the idea of retaining employees for longer period in other to be able to make them efficient and help in organisational success. Anderson and

Beckmann, (2009) state that the foundation of the human capital theory lies in the fact that individuals and firms invest in human capital based not on present gains but on future pecuniary and non-pecuniary returns. Investments include various aspects such as schooling, training, acquiring information, migration, and activities that improve an individual's health. Disregarding the type of investment, human capital investment can be thought of as any other investment decision based on a comparison between the rates of return that equates the present values of earnings after the investment, with rates that could be obtained elsewhere.

Human capitals refer to the processes that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee's satisfaction and performance, and eventually on a firm's 'performance. The premise in the human capital theory, according to Armstrong (2006), is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organisation, are now recognized as making a significant contribution to organisational success. In addition, it also constitutes a significant source of competitive advantage so the ability for an organisation to retain its existing employees is of supreme importance.

Equity theory

Equity theory was first developed in 1963 by John S. Adams, who asserted that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay)

against the perceived inputs and outcomes of other employees (Adams, 1965). The mind-set people have about how they are treated as compared with others affect how efficient they discharge their duties. Failure to find equity leads to various actions one of which may be the intention to leave or quit from organisation. It is very important to apply equity theory if one wants to retain employees because, it believed that people value fair treatment in relation to the amount of work that has been assigned to them and how efficient they are in discharging their duties and this causes them to be motivated in maintaining relationships with their co-workers and the organisation, as the structure of equity in the workplace is based on the ratio of inputs to output. An employee will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to his work colleagues.

If an employee notices that another person is getting more recognition and rewards for their contributions, even when both have done the same amount and quality of work, it would persuade the employee to be dissatisfied and hence low job satisfaction since employees base their satisfaction on comparing themselves people they work with. This dissatisfaction would result in the employee feeling underappreciated and worthless. This is in direct contrast with the idea of equity theory, the idea that rewards (outcomes) must be directly related with the quality and quantity of the employee's contributions (inputs). If employees in the same category were given the same rewarded, it would help the workforce realize that the organisation is fair, satisfied with their effort and appreciative.

The major strength of this theory recognizes that individual inputs such as education, job experience, and skills should be recognized in such a way

that equity is realized and enhanced. It also shows that individual employees are part of the larger system and by this reason everyone must be treated equally. It is very important to apply equity theory if an organisation wants to retain its qualified workforce because, people value fairness in relation to their input as well as relationships at the workplace. The major weakness in this theory is subjectivity of the comparison process. There is a tendency in human nature to distort their inputs especially in regard to effort and hence becomes subjective when comparing (Beardwell & Claydon, 2007).

Psychological Contract (PC) Theory

Psychological Contract (PC) Theory is another theory of interest in this study. It is one of the most important notions in the field of Human Resource, it can be seen as 'individuals' beliefs, shaped by the organisation, regarding the terms of an exchange relationship between the individual employee and the organisation (Beardwell, Holden & Claydon, 2004). A psychological contract, a concept developed in contemporary research by organisational scholar Denise Rousseau (1998), represents the mutual beliefs, perceptions, and informal obligations between an employer and an employee. The basis of this relationship is reciprocity between the organisation and employees on the perceived obligations and expectations from one another (Guest & Conway, 2002; Beardwell et al., 2004). The psychological contract between employers and employees creates interpretations of what is expected by the employee in terms of the employment situation and commitment, and should this not be met, what is often an informal contract between employer and employee may be seen by the employee as not having been met (Kickul, 2001). The public sector organisation must ensure that employees who are efficient are duly

rewarded, fairly treated and there is equity; irrespective of the quality of the workforce. Efficiency would be low if PC is not met and will in turn result in high turnover.

This invisible contract between employees and the organisation rest on the idea that in as much as employees are efficient, the organisation must also reward them accordingly. This theory assumes that with the changes in the context of the psychological contract and the renegotiated employee reward it is likely that some employees might feel that the organisation is failing to meet its obligations and view their expectations not being realized. This could affect employee's overall loyalty and performance (Rousseau, 1995; Beardwell et al., 2004). With this employee commitment reduces which brings about turnover intentions if PC is not properly managed. Psychological contract as an informal contract between an employee and it organisation must be critically considered by managements of public sector organisation to ensure that employees are satisfied with their terms and conditions of service as rightly spelt out during the selection period and as employees also keep their part of the contract. The breach of any of these initial arrangements would reduce employee's motivation, job satisfaction would decrease and intention to quit would rise. The employee would now consider the option of alternative organisations that would offer better conditions and terms of service of work. DeCenzo and Robbins (2005), state that an organisation can use innovative initiatives as strategic measures to show employees that their contributions to the organisation are valued, and in so doing, influence their motivation, job satisfaction - leading to increased job performance and their intention to stay with the organisation for longer period of time.

Recruitment and Selection Process and Retention

Recruitment is the process of identifying and attracting potential candidates from within and outside an organisation to begin evaluating them for future employment. Selection begins when the right calibre of candidates are identified (Walker, 2009). Most organisations that recruit and select based on their recruitment and selection policy are more likely to have employees that are right for the job and may in turn stay for longer years. However, most recruitment and selection processes have elements of subjective judgement inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organisation and how it has dealt with the applicants (National University of Ireland, 2006).

The Recruitment and Selection process is outlined below; Human Resource Planning, Job Analysis, Sources of Recruitment and Selection Process

Human Resource Planning

According to DeCenzo and Robbins (2005), whenever the organisation is engaged in a process of determining its human resource needs, it becomes involved in a process called Human Resource Planning. Human resource planning is the process that identifies current and future human resource needs for an organisation to archive its goals. Human resources planning should serve as a link between human resource management and the overall strategic plan of the organisation (www.businessdictionary). Here the organisation has been able to identify vacancies available and the right people to occupy them.

In an organisation as NADMO that deals mainly with disaster managements, HR managers needs to ensure that candidates who are selected

for job opening have the technical skills in dealing with managing disasters. Employees otherwise selected might not been able to put up their best abilities no matter the training given and some too may not have much interest in the job since it not their area of speciality. Employment planning translates the overall organisational goals into the calibre of employees needed in terms of number and competency to meet those goals. Without clear-cut planning and direct linkage to the organisation's strategic direction, estimations of an organisation's human resource needs are reduced to mere guesswork (DeCenzo & Robbins, 2005).

DeCenzo and Robbins (2005), state that human resource managers must be engaged during the strategic planning process in employment planning to ensure that appropriate staff are available to meet the requirements set. Human resource planning arises from the gap between forecasted demand and forecasted supply of skills and competencies needed to meet corporate plans and strategies (Nelarine-Cornelius, 2001). The need for this is to ensure that the right people are always available for the job in other to keep up with market competition being it private or public. When this happens, management are sure of efficiency and the next strategy to employ. After this assessment, employment planning matches the supplies and demands for labour, supporting the people component.

Job Analysis

Finding for an open position can be a lot of work, it can also be expensive. Kandola, Zottoli and Wanous, (2000) has identified from the research that informal recruitment (employee referrals and Walk in) had been considered more helpful to the job applicants because these sources provide

accurate and complete set of knowledge about a particular job with some other advantages over the formal recruitment sources (advertisement & Posters).

Many hiring managers have found themselves in a sea of job applicant, feeling uncertain of the exact specifics of a job, and wondering whether any of the candidates would actually be successful. When uncertainty rears its ugly head, a job analysis might help, since it very function to nail down clear expectation and requirement for specific jobs. When an employer performs job analysis, job posting materials can more accurately portray the true nature and duties of a job. As a result, recruiters have a better idea of what to look for when screening applicants, and hiring managers are provided with higher-quality candidate to interview ([www.bizjournals .com](http://www.bizjournals.com)).

The purpose of a job analysis is to gather information about a jobs task and responsibilities. This means that when job analysis is properly done recruiters have an idea of who to select for the job opening and what the responsibilities are meaning competency is at its best, hence increase in efficiency and overall productivity. According to DeCenzo and Robbins (2005), many human resource management functions, the process of job analysis and the resulting job descriptions constitute the basic building blocks for the compensation system design.

Sources of recruitment

There are two main sources an organisation can recruit that is, the internal and external source of recruitment. Internal source of recruitment is when an organisation move it employee form one level to the other either to add up to the employee's task or for the employee to take up a new position through promotion. Usually, most organisations fill higher job vacancies by

promoting employees who are considered efficient and fit for such positions. Internal recruitment is an important source of recruitment since it provides opportunities for better development and utilization of existing human resources in the organisation.

Armstrong (2000) proposed that first consideration should be given to internal candidates, although some organisations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates which sometimes decrease the motivation of already existing employees. External source of recruitment is usually done when an organisation invite applicant outside the organisation to take up vacant positions. This is usually done through advertisement by the organisation and interested candidate are asked to apply and shortlisted candidate are called for interview. External source of recruitment includes advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007; Cober & Brown, 2006).

Advertisement is the most common form of external sources of recruitment, organisations advertise vacant position on both electronic print such as the internet and media to access a larger pool of applicants in a non-discriminatory manner. Advertisements are expensive but attract a larger pool of applicants and the organisation is exposed to different applicant with diverse competencies than internal recruitment process. According to Armstrong (2006), the objectives of an advertisement should be to attract attention and to stimulate action.

Selection Process

Selection is a process that involves the application of appropriate techniques and methods with the aim of inducting a competent person or persons (Pilbeam & Corbridge 2002). The selection process starts with line management, who address issues such as identifying vacant positions that needs to be filled. Once a need is identified, an advert is prepared to attract suitable candidates. Ashe-Edmunds (2017), further explains what managers should do in selecting employees; create a list of attributes your ideal employee will have and divide resume and applications into three piles, based on the number of applications you receive.

Assign one point for each attribute and divide your resumes and applications in A, B and C piles, based on the score of each person. Interview those receiving A scores, toss the C pile and keep the B pile on hand for one more review in the event you don't find your candidate from the A pile, B might have attribute you over looked during you first inspection. During interviews, explore an employee's skills giving them task to perform, or asking them to work with other people to know how they solve problems, their specific experience in relation to your job opening and what they can do for the organisation.

Your focus during job interview should not be to determine how applicants perform for others in the past, but how they might perform for you in the future. Shortlisting, interviews, aptitude test and other selection methods are applied before final selection is done and the job offered to a candidate who possesses the right skills and competencies. These are steps to ensure that the recruitment and selection process is complete. During the selection process

criteria such as skills, knowledge about the job, abilities, experience as well as competency are used to determine who is most qualified for the job.

Cropanzana (2007) conducted research on applicants' reaction to examine the violation of the procedural rules and found that job relatedness and interpersonal treatment of the selection procedure were more concerned to the applicants while as applicants showed concerns over not receiving timely feedback and biasness. Applicant's perception and reaction to the selection procedures have attracted huge interest among different researchers who analysed it in different perspectives, and among these a dominant focus is the fairness of selection procedures, that has an impact not only on the organisations attractiveness (Bauer, Maertz, Dolen and Campion, 1998) but also on the applicants motivation regarding a particular selection test (Chan and Schmitt, 1997). Managers can make their selection decisions with a fuller awareness of the applicants' strengths and weaknesses (Tjosvold & Newman, 2003). It has been argued that fairly treated applicants recommend the organisation to others while as in case of not fairly not treated may go for litigation for their possible remedy (Bauer et al., 2001).

Employee Competency and Retention

According to Boyatzis (2008), competency is an underlying characteristic of a person that could be a motive, skill, trait, aspect of one's self image, social role, or a body of knowledge which he or she uses. These characteristics are revealed in observable and identifiable patterns of behaviour related to job performance and usually include knowledge, skill and abilities (SKAs). Hence competency is what an employee possesses which is used in executing duties. In the public sector and NADMO to be specific,

employee competency is one of the basic requirements for work, where employees in charge of disaster management are always ready to work in case of sudden circumstance.

People who live in flood prone areas are most of the time trapped in their homes during raining seasons and some have to be carried on boat before they could get to a dry land, NADMO which is the organisation in charge of managing such disasters need to employ it competent staff who have the skill of boat sailing to carry out such activities hence the need of the organisation having qualified workforce. Seema-Sanghi (2006) discovered that human competence is undoubtedly the key and critical element for the success of an organisation and the individual. It calls for a right blend of right person with right competencies.

There are varieties of competency models referring to different aspects of competencies. Competency model is “a list of competencies which are derived from observing satisfactory or exceptional employee performance for a specific occupation” (Draganidis and Menzsaz, 2006) and used to categorize competencies for common use. One of the competency modelling is ranking competencies according to managerial levels. In general, three categories are used in the ranking model which are core competencies that is required from all employees, leadership/managerial competencies required from managerial positions and functional competencies required to be performed in a particular job role or profession (Özçelik & Ferman, 2006). The core competency is the commonest used during interview which seeks to identify trait such as accountability, communication skills, composure, decision making, sustaining functional, technical and organisational proficiency and team work and

cooperation (www.zaposlivost.com). An employee must possess such core competency in order to be efficient at work. Job knowledge is one of the ways of checking employee competency during recruitment and selection process.

According to Roth, Huffcutt, and Bobko, (2003), job knowledge is typically measured more directly and objectively with multiple-choice test. Such tests are developed to be content valid that is to cover knowledge areas appropriately to their importance to the job as determined through job analysis. When hiring or promoting from a pool of experienced or relevantly educated candidates, an employer should consider including job knowledge as a component of selection process. This further explains the importance of testing the knowledge the candidate has about the job before employing.

This could be done through aptitude test or even through the CV of the candidate where previous job experience has been outlined. Candidates who have fair knowledge about the job need little training and can easily take up a task. If candidate has no knowledge or little knowledge about the job, then more training is required which is costly and time consuming. Managers can use this knowledge test to know the strength and weakness of employees in relation to the job and which task to assign to every employee. Zaugg and Thom (2002) established that organisational success could be achieved only through the establishment of implicit competencies in human resource management, organisational development and knowledge management.

Logistical Support and Retention

Planning, execution and control of the procurement, movement, and sustaining of personnel, material and other resources to achieve the object of campaign, plan, project, or strategy. It may define as management of inventory

in motion or at rest (Business Dictionary). From the definition above, logistics in respect to this study could be defined as any kind of resources either material or immaterial that are used by organisation in achieving its objective. Such resources must be the required one, in their right quantities and always available to establish a smooth running of activities in the organisation. Other researchers such as Taiwo (2009), claims that about 86% of productivity problems reside in the work environment of organisations.

The work environment, which includes suitable office space, furniture, lighting, noise level, room temperature, computers and its accessories, as well as other equipment, needed for work and the relationship between employers and employees and between co-workers. An organisation like NADMO who is in charge of disaster management must be prepared for emergencies since some natural disasters cannot be predicted and can only execute such duties if its equipment for work is proportionate and readily available. Logistics is the positioning of resources at the right time, in the right place, at the right cost and at the right quality (UK Institute of Logistics & Transport, 1998).

Employees are able to use their skills and competencies when the logistics for work are available. A widely accepted assumption is that better workplace environment motivates employees and produces better results (Leblebici, 2012). This motivates them to be efficient and can reduce unnecessary intention to quit, according to Gutnick (2007), a study by The National Safety Council established that on an average workday, one million employees will be absent from work due to job stress. Imperatively, a dignified and functional workplace environment often culminates in improved employee efficiency and productivity. In recognition of this fact, public sector

organisations must now design their offices and furnish them with the employees in mind to ensure that the workplace environment including furniture, materials for work, office supplies and equipment are adequately supplied to supports and induce high performance. The performance of an employee is measured against the output that the individual produces and it is related to productivity. If an employee in the public sector lacks the above-mentioned supplies of logistics then that employee can't contribute much to the organisation and the nation as a whole. At corporate level, productivity is affected by many factors such as employee's efficiency, technology and objectives of the organisation. It is also dependent on the physical environment and its effect on health and employees' performance (Al-Anzi, 2009).

According to Hamermesh (2001), the physical environment includes physical structures in which employees work, such as buildings, offices and the lighting, ventilation, noise vibration temperature, humidity and air quality. To motivate the workforce, it is important to ensure a hazard free and safe environment, which also enhances efficiency and productivity (Del Val & Fuentes, 200). When management does not attend to the adverse effects of the physical work environment, employees may lose interest in the work and might leave the organisation. When an employee enters the organisation, he or she does so with certain needs.

If the organisation harbours a climate that promotes and satisfies these needs, an employee would show positive employee behaviour. If such a climate is not present, the employee will place his/her personal goals above the organisation's goals, this analogy is interlinked with motivational theories

(Naidoo & Solomons, 2002). Empirical studies (e.g., Harris, 2000; Kinnear & Sutherland, 2000; Maertz & Griffeth, 2004; Meudell & Rodham, 1998) have explained that factors such as competitive salary, friendly working environment, healthy interpersonal relationships and job security were frequently cited by employees as key motivational variables that influenced their retention in the organisations.

Compensation and Retention

Total compensation is a concept that is not usually given attention to in many organisations. Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. Viewing compensation as a holistic system to manage productivity is paramount to organisational development. According to Willis (2000), compensation is the most critical issue when it comes to attracting and keeping talent.

Chabra (2001) refers to compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organisation. Some employees no matter the motivation might still leave an organisation because they lack the competency to work and hence job dissatisfaction. Same as employees who have the right skills in performing task might also leave the organisation if they think that their reward is not enough for their output.

According to DeNisi and Griffin (2001), compensation is a reward system that a company provide to individuals in return for their willingness to perform various jobs and tasks within organisations. They further stated that relevant and commensurate rewards need to be provided to the employees so

that they feel valued and their expectations on exchanging their skills, abilities and contribution to the organisation are met. When such measures are in place employees with the right competency will ensure efficiency and turnover will be low. Compensation aside wages and salaries also include payments such as bonuses, profit sharing, overtime pay, recognition rewards and sales commission. It can also include non-monetary perks such as a company-paid car, stock options in certain instances, company-paid housing, and other non-monetary, but taxable income items. With relevance to employee retention, a fair compensation system is appropriate. A study by Janssen (2001) has shown that managers who perceive effort-reward fairness perform better and feel more satisfied than managers who perceive under-reward unfairness.

The public service is a non-profit making organisation whose most employed asset is labour, and hence the quality of its services is directly dependent on the quality and performance of its employees. From the above literatures it has been identified that employees are asset to an organisation as well as its backbone for success and viewed from this perspective, recruitment and selection collectively represents one of the most important human resource practices, which must be giving critical attention in any organisation. There is an established link between good quality recruitment and service delivery, which in effect increase efficiency. Some common mistakes made in respect of recruitment and selection requires costly and extensive rescue measures at other levels, which includes training, mentoring, supervising and a heavier burden on other members of staff to ensure goal attainment.

Empirical Review

Shao Lilian Stanford (2013) conducted a study on factors influencing employee retention in public organisations in Tanzania: the perspective of Mwanza Regional Secretariat. The sample size of forty employees, involving top, middle and lower level employees were the respondents in this study. The analysis of the data showed that job security, training opportunities, salary, working environments, participative decision making, availability of allowances, relationships at work place, retirement benefits plans and promotion opportunities were some of the factors that basically influenced employee retention at Mwanza Regional secretariat. Factors such as job security and retirement benefits plans which were properly implemented had positive influence on retention and other factors that were poorly implemented resulted in negative outcomes such as labour turnover, low working moral and partial fulfilment of the organisation objectives. It is very recommended at the secretariat put more emphasis on financial incentives like increasing employee's salary and availability of work bonuses, because according to the findings the respondents value them more than non-financial incentives.

Another study was conducted by Calist Irema Mary (2005) to assess factors influencing employee retention in Tanzania's non-governmental sectors: a case study of Ifakara Health Institute. The study employed both closed and open-ended questionnaires, and interview questions to the head of Thematic Groups. Data analysis was done quantitatively and qualitatively using Software Package for Statistical Science (SPSS) version 16.0. The study findings revealed that there were a high rate of turnover in non-Governmental Organisation in Tanzania. The study also revealed poor compensation policy

was the cause of high rate of turnover in these organisations. Furthermore, employer psychological factors including organisation justice and prestige were mentioned to influence employee retention in Ifakara Health Institute. The researcher provided several suggestions that retention strategies should target all staff categories in order to balance the work force by improving the retention policy or scheme in order to maintain the retention of employees at IHI. The study also recommended that Ifakara Health Institute had to improve the employee's salary especially for middle and lower workforce to bring equity and motivate them and make them remain with the institute.

A further study was conducted by Pillay Sagaren (2011) conducted a study on employee retention: a multiple case study of South African National Government Departments. The research was conducted in three phases. The first phase was for the determination of employee turnover rates and benchmarks, in 33 national departments that were classified into three homogenous subgroups with respect to their number of employees. The second stage was for the determination of employee turnover rates for each department and benchmarks for each subgroup.

These employee turnover statistics were analysed for all 33 national departments in the three subgroups and used as guidelines for the selection of cases for the multiple case (Phase three). A cross sectional survey was conducted and the data from the survey was analysed both quantitatively and qualitatively. The analysis confirmed a significant relationship between employee turnover rates and responses for the combined subgroups of selected small, medium and large departments. Fromm the data analysis it was realized that employee turnover has a significant impact on business performance

primarily due to the fact that it takes longer periods of time to fill vacant posts together with uncompetitive salary scales and the lack of competent and skilled candidates. Further, the lack of human resourcing strategies with respect to recruitment difficulties, problems related to monitoring and measuring of employee turnover and employee retention difficulties were important issues that influence employee retention. Future research on knowledge and systems for managing employee turnover was recommended to help reduce the rate of employee turnover.

A review of another study conducted by Izzard-Carroll Michael D. (2016) on public sector leaders' strategies to improve employee retention. Cost-benefit theory, human capital theory, and social capital theory provided the conceptual context for developing and executing the study. A total of seven (7) public sector leaders participated in semi structured interviews, which provided the primary source of data. Data were open coded, resulting in themes of employee development, engagement and empowerment, and positive work experience.

Compensation effective management, ethical climate, human resource management, training/development opportunities, job satisfaction that were considered as affecting retention in this study. From the analysis it was realized that employees' responses was most dwelling on positive work environment and leaders ability to implement proper retention strategies as the main cause of high employee intention to quit or stay. The results contribute to social change by identifying practical business strategies that leaders may use to improve retention in their respective organisations. Maintaining a well-qualified, dedicated public workforce may lead to improved government

goods and services on which communities rely.

Conceptual Framework

The conceptual framework below shows how each individual component help to achieve the desired effect on the employee and the organisation as a whole. It shows a direct positive relationship between independent variables and dependent variables that is the fulfilment of the independent variables depends on the dependent variable. The above discussion of this study shows that recruitment and selection process, employee competency, availability of logistics and proper compensation policy would lead to employers attaining a reduction in retention if these variables are properly managed.

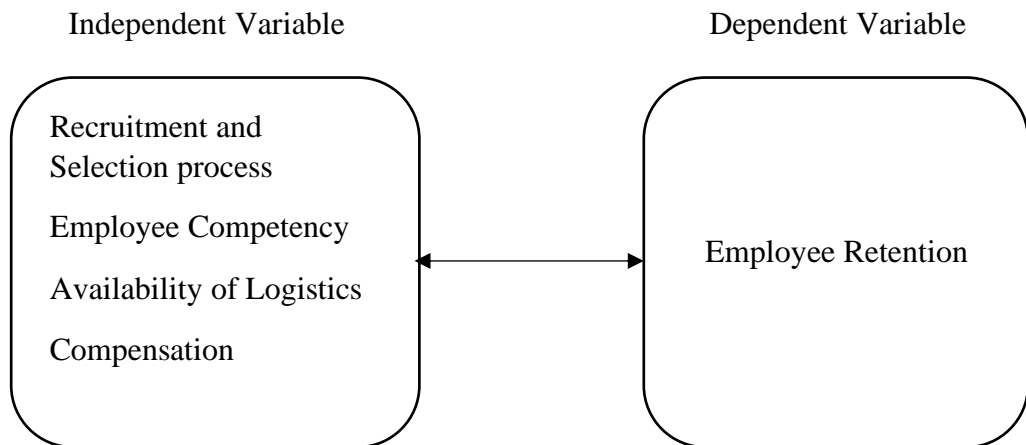


Figure 1: Conceptual Framework

Source: Author's construct

Chapter Summary

The study has provided a complete review of literature background about the research and clear explanation of each of the independent variables and dependent variable based on articles from previous research studies. The theories under pinning this study which is human capital theory, equity theory

and psychology contract theory all explains that employers should employ the right strategies to retain it competent employees in other to get them to use their best abilities for organisational success. According to the empirical review of this study, it has been proven that factors affecting retention in organisations is not exhaustive as every organisation has its own issues affecting it in terms of retention. It is established that if issues affecting retention is solved employees would choose to stay rather than move to other organisation, which reduces unnecessary turnover. Besides that, the proposed conceptual framework of this study shows graphical presentation of the issues in this study.

CHAPTER THREE

RESEARCH METHOD

Introduction

This study sought to analyse the factors affecting employee retention in NADMO. This section describes the research design used. It considers the study area, population, and sampling procedures employed, Data collection Instruments, data processing and analysis.

Research Design

There are several research paradigms and a researcher must do careful analysis before choosing a design depending on the research problem, purpose, research objectives and research questions. Research design is used to ensure that the evidences collected are able to answer the research questions as unambiguously as possible (Zikmund, 2003). The role and purpose of the research design is to serve as a tool for the researcher to have a better understanding of how the factors under consideration affect employee retention in NADMO. The way a research question would be asked determines the result, which would either be descriptive, explanatory or exploratory answers. Taking into consideration the nature of this research, descriptive research is used because it can cater for large number of respondents from a wide population.

Research Approach

Quantitative research approach is used in this research because it can cater for large number of respondents from a large population as questionnaires are assessed by using numerical measurement and analysis and also facilitate in comparisons across categories. The quantitative method helps

to provide a meaningful picture of events and explains respondent's opinion and behaviour on the basis of data that is gathered. It also allows the researcher to make inferences from the findings of the study. Quantitative experiments are proved by mathematical and statistical means. Statistical exploration of the results that can be justifiably, discussed and published (Venkatesh, Brown, & Bala, 2013). Descriptive survey process of collecting data was used in testing the research questions concerning the status of the subject under study.

Study Area

The study area was Greater Accra Regional Secretariat of NADMO. The organisation was chosen because is a public organisation that is in charge of disaster management, a major concern of every country. The National Disaster Management Organisation is the sole government institution in charge of disaster management in Ghana. It was established by Act 517 of 1996 constitution to manage disaster and similar emergencies in the country. It was structured and placed under Ministry of Interior, to enable it coordinate all the relevant civil authorities at the national, regional and district levels (www.nadmo.gov.gh).

Some main stakeholders that NADMO coordinate now direct according to the 2016 bill of the organisation are Ghana National Fire Service (GNFS), Ghana Police Service (GPS) and the various Metro, Municipal and District Assemblies (MMDAs'). NADMO currently have over 900 zonal offices across the country and these zonal offices are the first point of contact in case of disaster (www.nadmo.gov.gh). Employees of this organisation work directly with the communities they are situated in, to help prevent and

manage disasters. The organisation is made up of diverse workforce whose efficiency is imperative in managing disaster and its effects on the loss of lives and properties. It was deemed prudent to choose the regional secretariat since it has several district offices operating under it with employees comprising of both senior and junior staff. This would be an ideal place that would offer the researcher the opportunity to get sufficient research participants to be used for the study.

Population

Malhotra and Birks (2006), defined population as the group of elements that possess the information sought and about which inferences will be made. The population for this study consists of all workers in NADMO; however, this study was limited to only employees in the Greater Accra Regional Secretariat a population of thousand three hundred and twenty-five employees (1024). This sample is made up junior and senior staff, 662 males and 636 females.

Sampling Procedure

The sample frame refers to the individuals or target groups of the whole population to be interviewed. The sample frames for this research was the list of all workers under the regional secretariat. A total of 288 respondents were determined using the Slovin's formula to find the sample size. The formula (sometimes written as Sloven's formula) was formulated by Slovin in 1960 and it is easy to use and the computation is based almost solely on the population size. Below is the computation for the sample size

In determining the number of staff who participates in the study, the Slovin Formula (Umar, 2000) was used:

$$n = \frac{N}{1 + Ne^2}$$

Where

n= sample size

N= population size

e=significance level in percentage of error that is allowed is five percent

The total number of 1024 staff was included in the sample selection for the study.

$$n = \frac{1024}{1 + 1024 (0.05)^2}$$

$$n = 1024/3.56$$

$$n = 288$$

Thus, in all, 288 staffs were expected to participate in the study.

Data Collection Instruments

The questionnaire was the research instrument used in collecting information from the respondents. Instrument was chosen due to the fact that it is easy to administer and also makes it possible for much data to be collected within a short time. According to Kumeckpor (2002) questionnaire organises the project and gives it direction and coherence; they delimit the project showing its boundaries, keep the researcher focused during the project and point to the data that will be needed. The researcher designed the

questionnaires and it was in line with the objectives of this research study. The questionnaire is in four sections with its items which comprises of closed-ended questions. The close-ended items employed checklist – a list of behaviour, characteristics or other entities that the researcher is investigating – and Likert scale –, which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010). The questionnaire can be found at the appendix.

Data Collection Procedure

The purpose of the study was explained to the respondents and this paved way for the retrieval of the questionnaires from respondent without difficulty. After formal permission from the management of NADMO has been granted. The questionnaires were self-administered to the qualified respondents who were randomly selected to participate in the study. This mode of primary data collection provided the opportunity for the researcher to establishing rapport with the respondents, thereby ensuring higher recovery rate (Leedy & Ormrod, 2010). The questionnaire was administered on 5th December 2017 and collected 8th of December, 2018. Each participant was provided with a questionnaire and a brief background to the study. 100% response rate was recorded, meaning all the distributed questionnaires were completely filled by the respondents and returned accordingly.

Data Analysis

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr & Adèr, 2008). The responses from the questionnaires were then edited, coded and entered into

Statistical Package for Social Science (SPSS) version 22.0 for the analysis. This statistical software is recommended for studies in social sciences (Zickmund, 2000). Both descriptive and inferential statistics were used to analyse the data. With respect to descriptive, mean, frequency count and correlation were employed. In regards to the inferential statistics, regression was employed to establish the relationship between the factors affecting employee retention.

Ethical Issue

Ethical issues are paramount in every study. During the study, ethical issues were considered by explaining the objectives of the study to the respondents and seeking consent from them before data was collected. They were also ensured that data collected or information provided by respondents would be used only for the study and not otherwise. In so far as academic ethics were concerned, plagiarism was avoided.

Chapter Summary

this chapter comprises of the research design, research approach, the mode of data collection, sampling procedures used, data analysis and the ethical consideration. Some limitations encountered in this study include time constraint and limited resources which did not give chance to get much respondent from the top management level. Obtaining information from the human resources person was quite challenging because information on exited employees was not easily given out if not for important reasons. Some respondents had to answer their questionnaires again because of mistakes and others were not ready to answer the questionnaire because such concerns

about the factors affecting retention in the organisation have been made aware to their superiors over again and nothing seems to be done concerning it. The accuracy of findings was limited by the accuracy of statistical tools used for analysis.

CHAPTER FOUR

RESULT AND DISCUSSION

Introduction

This chapter presents the results and discussion of the study. The responses are categorised to suit the objectives of the study and the various research questions that this research sought to find answers to. It begins with the description of the demographic characteristics of the respondents such as their age, sex, educational level, etc., and the presentation and analysis of the findings as they relate to the objective.

Characteristics of respondents

This section of the study presents the analysis and discussions of the demographic characteristics of the respondents. In analysing the demographic characteristics of the respondents, the following six variables were analysed: Age, Gender, educational level, status in the organisation, working experience as well as employment status. The results are presented in table 1 below

Table 1: Demographic Frequency distribution of respondents' (N – 288)

	Frequency	Percentage
Age		
20-29	81	28.0
30-39	150	52.0
40-49	46	16.0
50+	11	4.0
Gender		
Male	112	39.0
Female	176	69.0
Education		
Secondary	75	26.0
Diploma	115	40.0
Degree	86	7.4
Post graduate	12	4.0
Length of year in service		
0-5	150	64.0

6-10	112	49.0
11-20	26	9.0
Categories of staff		
Junior	147	51.0
Senior	141	49.0
Statute of employment		
Full	259	90.0
Contract	29	10.0

Source: Amaki (2018)

The table 1 above shows the results on the distribution of respondents with respect to age. The results indicate that, 150 respondents representing the majority (52%) of the total number of respondents were within the age group 30-39 years and 81 respondents representing 28.0% were in the age group 20-29 years. The results further indicate that another 46 respondents also representing 16.0% were within the age 40-49 years whilst the remaining 11 respondents also representing 4.0% of the total population of respondents were within the 50+ years. Further analysis showed that majority of the respondents was below 40 years (80.0%).

This outcome corroborates the national statistics of Ghana. The Ghana Living Standard Survey in 2007 confirms that about 76% of the adult populations are youthful and economically active. Hence, we can conclude that the youthful population largely dominates the workforce at NADMO. The result of the gender distribution of the study also indicates that 61% of the total sample of the study was males whiles the remaining 39.0% were females. This outcome shows that males were largely sampled for the study. The dominance of males in the study could be attributed to the general distribution of gender in Ghana. Males are known to have dominated in the sex

distribution of the country (GSS, 2010). Hence it is deduced that majority of the workers at NADMO are males.

The result on the educational background of respondents was explored to provide insight into the diverse skills of the respondents and how they could analyse and perceive issues at the work place. An assessment of the results indicates that 75 respondents representing 26% had secondary school qualification. Followed by 115 respondents representing 40%, which had diploma qualification. And also 86 of the respondents representing 30% with degree level qualification. The least represented education level is the postgraduate with 12 respondents representing 4% of the whole respondents.

The distribution of the number of years of service of the respondents were also analysed. The aim of the question was to draw attention to different categories of experience among the workforce of NADMO. In this regard the largest concentration of respondents (52.0%) appeared in the interval of “0-5” years of service. This is followed by respondents (39.0%) who fall into the interval of 6 to 10 years of service. Another group of respondents (9.0%) has more than ten years of service. The statistics indicates that a small proportion of respondents (48.00%) have been employed for 6 or more years.

Majority of the respondents (51.0%) which constitute the study were senior staff of the organisation. The remaining 141, which represent 49.0% of the total sample size, were junior staff. Majority of the respondents have been fully employed by the company. Only, 10% of the respondents sampled have a fixed term employment contract with NADMO.

Relationship between recruitment and selection process and retention of employees in NADMO

This objective is aimed at ascertaining the relationship between recruitment and selection and the retention of staff of NADMO. A Linear regression was employed to compute the relationship and the results are presented below.

Table 2: ANOVA Table

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.216	1	4.216	9.860	.016
	Residual	2.993	7	.428		
	Total	7.210	8			

a. Dependent Variable: RETEN

b. Predictors: (Constant), RC

Source: Naa Amaki, 2018

From the ANOVA table the ratio of the regression to the residual is positive, implying that there is a positive relationship between recruitment and selection and retention of employees at NADMO. Furthermore, it could be observed that the p-value (0.016) is less than 0.05. Since the p-value is less than the alpha (0.05), the null hypothesis will be rejected. This confirms that recruitment and selection is significant in explaining retention of employees at NADMO. Furthermore, the value of Pearson’s correlation showed that there is a strong positive relationship ($r = 0.765$, see appendix A). between recruitment and selection and retention of staff at NADMO. When the magnitude of relationship is higher than 0.7, then it means there is strong relationship between the variables. Hence, we can conclude that recruitment and selection have a strong relationship and positively influence the retention of staff.

Table 3: Relationship between Retention and Recruitment and Selection

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.451	.837		6.515	.000
	EC	.972	.309	.765	3.140	.001

a. Dependent Variable: RETEN

Source: Amaki, 2018

The relationship between retention and recruitment and selection was positive and statistically significant. This implies that the null hypotheses has to be rejected in favour of the alternative hypotheses.

Objective 2: The relationship between employee competency and retention of employees in NADMO

This section explores the relationship between employees' competence and retention of employees.

Table 4: Relationship between Employee Competence and Employee Retention

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.431	.386		8.888	.000
	EC	.271	.142	.584	1.903	.099

a. Dependent Variable: RETEN

Source: Amaki, 2018

The results state that there is an insignificant relationship between employee competence and retention of employees. The results indicate that employee competence is an insignificant predictor of employee retention at the $p > 0.05$ level.

Objective 3: Relationship between logistical support and employee retention in NADMO

This section explores the relationship between logistical support and the retention of employees at NADMO. The results are analysed below

Table 5: Relationship between logistical support and employee retention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.945	.365		10.808	.000
LOG	.394	.115	.791	3.425	.011

a. Dependent Variable: RETEN

Source: Naa Amaki, 2018

The results in Table 4.17 also indicates that logistical support impacts on the retention of staff at NADMO. The study showed that there is a significant positive relationship ($p\text{-value} < 0.01$) between logistical support and employee retention. From the outcome of the results, the null hypotheses has to be rejected in favour of the alternative.

Objective 4: Relationship between compensation and employee retention in NADMO

This section also ascertained the relationship between compensation at NADMO and employee retention. The results are analysed below.

Table 6: Relationship between compensation and employee retention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.128	.556		7.427	.000
COMP	.447	.183	.678	2.441	.045

a. Dependent Variable: RETEN

Source: Naa Amaki, 2018

The outcome of the linear regression showed that compensation at NADMO is significant and positively relates to the retention of employees. The p-value $p < 0.045$ shows a significant relationship between compensation and retention of employees. Since the p-value is less than the alpha value of 0.05, the null hypotheses will then be rejected.

Discussion of results

Relationship between recruitment and selection process and retention of employees in NADMO

Herriot (1989) asserts that employees have career expectations that need to be met. If their aspirations are not met, they will search elsewhere for work that can satisfy their potential. From the study it is noticed that there is a positive correlation between recruitment and selection and the retention of Staff at NADMO. It could be observed that the p-value (0.016) is less than the alpha (0.05) confirming that recruitment and selection is significant in explaining retention of employees at NADMO. This means that recruitment and selection play a major role as far as retention of employees are concerned. These finding is consistent with Chandrasekara and Perera (2017). Chandrasekara and Perera (2017) found a significant positive relationship between the recruitment practices and the employee retention in selected large-scale apparel firms in Kandy district. Further, it revealed that the employee retention is positively correlated with the recruitment strategies and the recruitment policy. Similarly, NGUTE (2008) reported a weak relationship between recruitment practices and job satisfaction ($r_{xy} = 0.2$) and recruitment practices and job retention ($r_{xz} = 0.3$). In contrast Vispute (2013) reported an

insignificant relationship between recruitment strategy elements and employees with retention intent.

The relationship between employee competency and retention of employees in NADMO

The study revealed that results state that there is an insignificant positive relationship between employee competence and retention of employees. Robert Zaugg & Norbert Thom (2002) established that organisational success could be achieved only through the establishment of implicit competencies in human resource management, organisational development and knowledge management. Sinha and Sinha (2012) indicated that employee's competence plays a substantial role in making employees stay and how at middle managerial level different aspects are valued while deciding upon the retention strategies in similar contexts. (i.e. sector). His findings corroborate the results of the study. The models ($t=1.903$, $\beta=0.508$, $p=0.099$) shows that there is a positive relationship between employee competence and retention, although this outcome is not significant.

Relationship between logistical support and employee retention in NADMO

According to Taiwo (2009), about 86% of productivity problems reside in the work environment of organisations. The work environment, which includes suitable office space, furniture, lighting, noise level, room temperature, computers and its accessories, as well as other equipment, needed for work and the relationship between employers and employees and between co-workers. Similarly, Del Val & Fuentes, (2000) found that when

management does not attend to the adverse effects of the physical work environment, employees may lose interest in the work and might leave the organisation. From the study it is noticed that logistical support impacts on the retention of staff at NADMO. The study reported a significant positive relationship between logistical support and employee retention. This implies that employees are likely to be retained when there is adequate logistics to promote work. These findings corroborate earlier work done by other researchers. For instance, these views were echoed by Wells & Thellen (2002), who stress that organisations offering suitable levels of privacy and sound controls at the work place thereby improving levels of motivation and commitment in employees have an increased ability to satisfy and retain employees. Msengeti & Obwogi's (2015) findings revealed that pay had a weak influence on employee retention while logistical support had the strongest positive influence on employee retention which was significant at ($p = .005$) 2-tailed.

Relationship between compensation and retention of employees in NADMO

Haider, et.al. (2015) found that compensation and culture have a positive relationship with employee retention whereas training and development has a negative one. Phonansam (1995), on total compensation practices and their relationship to hospitality employee retention which concluded that work environment and pay must be viewed together or else the employees would be dissatisfied with the reward being offered. The outcome of the linear regression showed that compensation at NADMO is significant and positively relates to the retention of employees. The p-value $p=0.045$

which is less than the alpha value of 0.05 shows a significant relationship between compensation and retention of employees. Similar results were recorded by Babu Frankline & Anney (2016). Result of their study revealed that a significant relationship exists between compensation package and employee retention, the more an employee is rewarded or compensated, the longer they remain in an organisation and there is a positive result exist between compensation package and job satisfaction.

Chapter Summary

This chapter specifically examines the results generated from the analysis of the data of all the research variables. The regression results were also analysed. The research hypotheses and the objectives of the study were tested by the various impacts and effects created by the research variables from the outcome of the regression results. The next chapter is on the conclusions drawn on the effect of the variables and some recommendations for policy consideration.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter highlights the summary, conclusion and makes recommendations arising from the empirical analysis of the results, as well as indicating the directions for future research. Since this study was an in-house investigation, the recommendations are generalised to NADMO in Ghana only.

Summary

The main aim of this research was to investigate on factors affecting retention in the public-sector organisation specifically at NADMO in the Greater Accra Region. The researcher provided an overview of the employee retention problem and how it is affected by factors such as recruitment and selection strategies, employee competence, compensation and logistics. The theoretical framework was built by reviewing various secondary sources. The study adopted a quantitative research design, and a structured closed-ended questionnaire was used to collect primary data. A survey method was used to select 288 employees from 1024. The personal method of data collection was used and a 100% response rate was obtained. The data was analysed using the latest version of the Statistical Package for Social Sciences (SPSS) version 24.0 for Windows. Below are the summaries of some key findings of the study.

- There is a significant relationship between recruitment and selection and retention of employees at NADMO.

- Furthermore, the value of Pearson's correlation showed that there is a strong positive relationship ($r = 0.765$, see appendix A) between recruitment and selection and retention of staff at NADMO.
- The results state that there is an insignificant positive relationship between employee competence and retention of employees. The models ($t=1.903$, $\beta=0.508$, $p=0.099$) shows that there is a positive relationship between employee competence and retention.
- Logistical support impacts on the retention of staff at NADMO. The study showed that there is a significant positive relationship between logistical support and employee retention.
- The outcome of the linear regression showed that compensation at NADMO is significant and positively relates to the retention of employees. The p-value $p=0.045$ shows a significant relationship between compensation and retention of employees.

Conclusion

The study concluded that employee recruitment and selection practices influence employee retention. The study results supported this premise in that the relationship between employee recruitment and selection practices and employee retention was found to be statistically significant. It was noted that with the exception of employee competence, logistics and compensation were also found to influence employee retention and are statistically significant in explaining employee retention in NADMO.

Recommendation

In view of the above conclusions drawn from the findings, the following recommendations were made.

Although a good number of the respondents claimed NADMO has recruitment and selection policy, majority think otherwise. It is therefore recommended that NADMO should pay careful attention to its recruitment policy in order to engage the best people for the job on merit, must be put in place. There is the need to also ensure that workers of NADMO or any person engaged in recruitment or selection is aware of the policies and trained in how to interview and select in an unbiased fashion.

Majority of the respondents perceived that recruitment at NADMO is not based on competence. It is therefore recommended that recruitment at NADMO should be tailored to engage competent personnel for the job.

There is an indication from majority of the respondents that there is little attention paid to logistics. It is therefore recommended that management of NADMO provide the needed logistics to ensure retention of its staff. According to Del Val & Fuentes, (2000) when management does not attend to the adverse effects of the physical work environment, employees may lose interest in the work and might leave the organisation. Management must therefore create an enabling physical working environment for its staff.

Although salaries and compensation have been well handled at NADMO therefore is still an indication that this does not translate into high retention intent. A section of the respondents moderately perceives salaries paid to influence output. On the other hand, majority also claimed disparity in the awarding of incentives as well as inequity in remuneration as compared to

what is offered at either the public or private market place. It is therefore recommended that there should be a review of the salary and compensation structure at NODMO. Since NADMO is a public institution Government must align pay with performance and create organisational culture that emphasize performance rather than tenure. There is the need for government to invest time, money, and effort in the design and implementation of their pay for performance compensation systems in order to succeed. A credible and fair pay for performance system will require an effective performance evaluation system and supervisors who are able and willing to use it properly. Government will also need mechanisms such as training and systematic monitoring of pay decisions and outcomes to ensure that pay for performance systems operate as intended.

Recommendation for Future Research

A number of issues were identified and discussed from the concept of staff recruitment and selection of staff and its effect on retention. Considering the fact, that recruitment is a complex practice. Further research can be made by enlarging the research sample size and more stakeholders involve for interview to form a basis to adjudge the recruitment style that have the highest positive impact on retention at NADMO.

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APPENDICES

APPENDIX A

QUESTIONNAIRES

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

MASTERS IN BUSINESS ADMINISTRATION (HRM)

**TOPIC: THE IMPACT OF RECRUITMENT AND SELECTION ON
PUBLIC SECTOR EMPLOYEE RETENTION: A CASE OF NADMO
GREATER ARCCRA REGION**

I am a final year student from the University of Cape Coast and writing a thesis on —Impact of Recruitment and Selection on Public Sector Employee Retention: A Case of NADMO Greater Accra Region, as part of my Human Resource Management in Business Administration. The finding of this research will be presented to the University in the form of dissertation. The data will be confidential and used for statistical purposes only and identity of sources of information will not be disclosed. I would therefore be very grateful if you could spare sometime to respond to this questionnaire.

SECTION A: SOCIO - DEMOGRAPHIC CHARACTERISTICS

Tick only one choice

1. Age: (a) 20– 29 years [] (b) 30 – 39 years [] (c) 40 – 49 years []
(d) 50 + years []
2. Sex: (a) Male [] (b) Female []
3. Level of Education: (a) Secondary [] (b) Diploma / HND [] (c) Degree [] (d) Post graduate degree []

4. What is your status or position in this organisation?

(a) Junior staff [] (b) Senior staff []

5. How long (years) have you been working in this organisation? (a) 0-5 []

(b) 6-10 [] (c) 11-20 [] (d) 21-30 []

6. Employment status (a) Full employment [] (b) Contract []

SECTION B

Recruitment and Selection

(Please tick only one item)

7. Through which channel did you find your current job?

(a) Press media (e.g. newspapers or magazines) []

(b) Company website []

(c) Personal connections (e.g. friend, relatives, employee referral, etc.) []

(d) Internship Public agency

(e) Other, please specify _____

8. What kind of information did you provide to your company when you applied for your current job? (a) Self-prepared resume [] (b) Company application form [] (c) Past work sample (d) Reference letter (e) Other, please specify _____

9. What were the pre-requested criteria required by your company when you applied for this job? (Multiple Choices)

(a) Educational qualifications [] (b) Related work experience [] (c) Reference letter [] (d) Other, please specify _____.

10. What were the selection methods/criteria that your company used when you applied for this job? (Multiple Choices)

(a) Interview [] (b) Telephone Selection [] (c) Aptitude test [] (d) Personality test [] (e) Team role play [] (f) Other, please specify

11. What was your starting rank? (a) ADCO I-ADCO IV [] (b) DCO [] (c) ASDCO [] (d) SDCO [] (e) PDCO [] (f) Other, please specify _____

(For the following questions please tick one number to indicate your degree of agreement)

12. To what extent do you agree with the following statements?

Where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

Recruitment and Selection

No.	Recruitment and selection variables	1	2	3	4	5
1	The public was made aware of vacancies in NADMO					
2	NADMO has a recruitment and selection policy					
3	The recruitment and selection policy works effectively					
4	Recruitment method used promotes fairness for all prospective applicants					
5	Employees were selected based on the requirement in the policy					
6	Selection was free and fair					
7	Letters of appointments and probation periods were issued					

8	Organisational goals and policies were communicated					
9	Pre-employment medical examination report was submitted					

SECTION C

Employee Competency

13. To what extent do you agree with the following statements?

(1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No	Employee competency variables	1	2	3	4	5
1	Recruitment method allowed management to explore candidate's abilities and skills					
2	Job experience played a major role in selection					
3	Staffs were recruited based on competency/skill					
4	Job description and specification was outlined					
5	Relevant certificates (academic and professional) were required					

SECTION D

Logistics (equipment for work)

14. What is your opinion of the following statements?

14.1 Office facilities are adequate (a) Yes [] (b) No []

14.2 Working tools are adequate (a) Yes [] (b) No []

14.3 Safety garget and protective clothing are available (a) Yes [] (b) No []

14.4 Automobiles for rapid response (a) Yes [] (b) No []

14.5 Adequate management supervision (a) Yes [] (b) No []

15. How does adequate or inadequate logistics affect employees output?

.....

Job satisfaction

16. To what extent are you satisfied with the following aspects of your job?

(1-Very dissatisfied, 2-Dissatisfied, 3-Indifferent, 4-Satisfied, 5-Very satisfied)

	Retention variables	1	2	3	4	5
1	Awareness of NADMO's retention policy					
2	Complete understanding of how NADMO retention policy works					
3	Effectiveness of the implementation of NADMO retention strategy implementation					
4	The working conditions are favourable					
6	Opportunities for career progression					
7	Adequate working motivation system for all workers					

8	All qualified workers for promotion are promoted timely					
9	The job security is assured at NADMO					
10	Job content is aligned with employee competency					

SECTION E

Retention

16. To what extent do you agree with the following statements?

(1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No	Retention variables	1	2	3	4	5
1	I am are aware of NADMO's retention policy					
2	I understand how the retention policy works					
3	The retention strategy used is effective					
4	The working conditions are favourable					
5	If I leave NADMO I will consider coming back					
6	Opportunities for career progression exist					
7	I am motivated to go to work every morning					
8	Promotion is done accordingly					
9	The job security is assured					

17. To what extend do you agree that you are likely to do the following?

(1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

No	Retention variables	1	2	3	4	5
1	Contemplating on working for NADMO foreseeable future					
2	Always wishing to be worker for NADMO in my entire career life span					
3	I will work here even if I get better alternative elsewhere					

18. Why do employees leave the organisation – mention reasons?

.....

.....

.....

19. In your opinion what is the main reason for employees’ intention to quit form NADMO?

.....

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.....

20. Give recommendations to 18 and 19 above.

.....

.....

.....

THANK YOU.

APPENDIX B
CORRELATION TABLE

Correlations

		RC	RETEN
RC	Pearson Correlation	1	-.765*
	Sig. (2-tailed)		.016
	N	9	9
RETEN	Pearson Correlation	-.765*	1
	Sig. (2-tailed)	.016	
	N	9	9

*. Correlation is significant at the 0.05 level (2-tailed).