

UNIVERSITY OF CAPE COAST

RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT
PRACTICES AND INTENTION TO QUIT AMONG ADMINISTRATIVE
STAFF OF THE UNIVERSITY OF CAPE COAST.

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.....

Name:

Supervisor's Declaration

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

Supervisor's signature Date

Name:

ABSTRACT

The study was conducted to assess the relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast. Descriptive research design was adopted in this study with much reliance on quantitative research approach. The study adopted simple random sampling technique. Structured questionnaire was used to collect the primary data. The primary data was collected through self-administration. Statistical Package for Social Sciences was configured with the SPSS Process Macro Package for the primary data processing. Statistical techniques such as Pearson moment correlation coefficient and descriptive statistics such as mean, standard deviation, frequency and percentage were used to ascertain the findings relating to the specific objectives. The study revealed that respondents consented with the orientation and training practices of the University. They had education on their new job and received both on and off the job training. Again, compensation and health and safety practices were good according to the responses the respondents gave. However, the respondents alerted that their compensation do not commensurate their skills, knowledge and experiences. The findings also revealed that a statistically significant moderate negative correlation existed between human resource management practices and employee turnover intentions ($r=-0.391$; $p=0.000$; $p<0.05$). The study recommended that management should made available necessary first aid equipment for each institution and also, there should be proper wiring and ventilation in the offices to protect staff from accident at the workplace.

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DEDICATION

I dedicate this work to my son, Jaison Kobina Dadzie

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CHAPTER ONE

INTRODUCTION

Background to the Study

Human resource is a valuable asset and serves as the backbone of organisations (Omotayo & Adenike, 2013). Employees are a key resource that can be strategically managed for an organisation to attain competitive advantage (Khan, 2010). Most successful organisations do not owe their success solely to detailed planning and implementation of impeccable policies and strategies but also to effectiveness of human resources (Medina, 2012). Lesabe and Nkosi (2007) argue that an organisation cannot perform successfully in today's highly competitive world without employees who are committed to its objectives and strategic goals. Retaining employees has been of interest to researchers and employers in various fields for the past few decades (Medina, 2012).

Human resource management (HRM) is a series of integrated decisions that form employment relationship and involves developing employees to maximise their potential in a manner that furthers the objectives of both the individual and the organisation (Dei Mensah, 2014). Flippo (2008) defines HRM as the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are accomplished. To Bratton and Gold (2009), HRM is a strategic approach to managing employment relations which emphasises that leveraging People's capabilities is critical to achieving competitive advantage, this being achieved

through a distinctive set of integrated employment policies, programmes and practices. Thus, HRM aims at carrying out sets of programmes, functions and activities designed to maximize employee wellbeing and organisational objectives.

HRM practices have been defined in several aspects. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organisation and its members. HRM practices are also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices a set of practices used by organisation to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organisation knowledge to sustain competitive advantage.

Armstrong (2006) and Matthis and Jackson (2004) demonstrate that the fundamental HRM practices include human resource planning, recruitment and selection, job analysis, compensation and reward, performance appraisal, training and development, career management, employee relations and welfare. Others have also argued that, HRM practices include ensuring that there is a good fit between the individual employees' values and the organisation's values in the recruitment and selection process (Vianen, 2000) and providing employees with sufficiently challenging and interesting work (Entrekin, 2001). According to

Whitener (2001), efforts are aimed at improving HRM practices and workplace relations and, consequently, organisational performance through the shaping of employees' attitudes and behaviours. However, in relation to employee turnover, some of the human HRM practices identified include training, performance appraisal, rewards and employee benefits and working conditions.

DeCenzo and Robbins (2000) explain training as a learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job. This means training must be designed in such a way that, it will involve either the changing or enhancing of skills, knowledge, attitudes, and social behavior. This change or enhancement of skills, knowledge, attitudes, and social behavior could involve what the employee knows, how he works, his relations and interactions with co-workers and supervisors. Dessler (2008) sees training further as the means of giving new or current employees the skills they need to perform at their various jobs. According to Monappa & Saiyadain (2008), training is the teaching or learning activities carried on for the primary purpose of helping members of an organisation to acquire and apply the knowledge, skills, abilities and attitudes needed by that organisation. It is the act of increasing the knowledge and skill of an employee for doing a particular job.

Performance appraisal has been defined as a process involving deliberate stock taking of the success, which an individual or organisation has achieved in performing assigned tasks or meeting set goals over a period of time (Alo, 1999). It therefore shows that performance appraisal practices should be deliberate and not by accident. It calls for serious approach to knowing how the individual is

doing in performing his or her tasks. Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organisations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource. Rao (1984) writes that performance appraisal is the process through which organisation takes stock of its manpower in terms of its present performance, the aptitude and interest of each person, his strengths and weaknesses and his potential for growth.

As one of the human resource management practices, employment rewards and benefits include items such as retirement, health insurance, life insurance, disability insurance, paid leave, paid holidays, flexible scheduling, and educational assistance to name a few (Martin, 2011). These benefits have been shown to bond an employee to the employing organisation and result in a strong correlation between benefits and turnover (Shaw, Delery, Jenkins, & Gupta, 1998). However, policies that allow for work/life balance are becoming increasingly important. These policies allow for employees to manage their daily activities outside of the work environment such as caring for children, or allowing for involvement in personal activities. Flex schedules, part-time options, job sharing, telecommuting and phased retirement are common approaches (Berger & Berger, 2004). Commitments to family pressures, community issues and other non-work related factors can influence the employees' likelihood of staying with an organisation (Mitchell, Holtom, Lee, & Graske, 2001).

Working conditions has been defined by Gerber et al. (1998) as created by the interaction of employee with their organisational climate, and include psychological as well as physical working conditions. Working time is an important element of working conditions. Most countries have laws or national agreements setting maximum and minimum boundaries relating to working hours, and, globally, statutory hours of work have been seen to decrease over the last century. However, legal provisions regarding working hours differ considerably between countries (Lee, McCann & Messenger, 2007). However, actual working hours do not always mirror statutory maximums and are influenced by the expectations of both employers and employees, as well as by country-specific contexts (Lee, McCann & Messenger, 2007), which may cause turnover intention.

A turnover intention is a mental decision prevailing between an individual's approach with reference to continue or quit a job. (Jacobs & Roodt, 2007). Bigliardi, Petroni and Dormio (2005) defined turnover intention as individuals' perceived likelihood that they will be staying or quitting from an organisation. Turnover intention may be classified into either voluntary, or involuntary turnover intention (Barrick, & Zimmerman, 2005). Voluntary turnover intention is a turnover that occurs when employees decide on their own to quit their jobs or when they quit from an organisation at their own discretion (Noe, Hollenbeck, Gerhart & Wright, 2006). However, involuntary turnover can be defined as the turnover in which employees have no choice in their termination such as sickness, death, and family reasons (Dess & Shaw, 2001). According to Staw (1980), both voluntary and involuntary turnover have both positive and

negative effects on the organisation. The organisation has to pay a heavy cost of replacement of employees as a negative consequence. It also has to pay a big portion of its time recruiting and selecting new employees which increases the administration's responsibilities (Saeed, Waseem, Sikander, & Rizwan, 2014).

Employee turnover has become a serious management problem because of its financial and moral impact on the organisation. Today, organisations have found it difficult to retain employees as a result of many efficient workers leaving the workplace (Mowday, Porter, & Steers, 2013). Employee turnover greatly demands management attention and human resource managers need to do whatever they can to retain and motivate existing employees (Earle, 2003). There are many potential causes of turnover; sometimes the causes are related to the HR practices of the organisation and can be managed. Examples of these practices are non-competitive compensation, high stress, working conditions, monotony, poor supervision, poor fit between the employee and the job, inadequate training, poor communications, and other organisation practices (Mushrush, 2002).

Statement of the Problem

The role of Universities in the provision and development of manpower required for socio-economic development of any nation cannot be over-emphasized. By their unique nature, Universities are required to be repositories of the most specialised and skilled intellectuals (Ng'ethe, Iravo & Namusonge, 2012). The University of Cape Coast (UCC), has, since its establishment, adopted Human Resource Management strategies and practices to motivate and retain

talented employees, considering the importance of employees to its future success and the cost of staff turnover. However, it has been observed, as indicated in the Directorate of Human Resource (DHR), UCC Annual Report (2011), that staff turnover is becoming a permanent feature at the University. The situation has been confirmed by Ayuure (2013) who also submitted that the University of Cape Coast has often faced the challenge of maintaining its staff especially the administrative staff.

Records on the payroll unit as at December 2011, also confirm that over the past decade (2000 to 2011), the administrative staff category of employees has been most volatile with high turnover rate ranging from between 18.3 percent to 33.3 percent each year. In 2016, data on administrative staff from the human resource Directorate of the University of Cape Coast showed that out of 1100 administrative staff, 56 left the University either voluntarily or involuntarily. Although this number appears to be small, the cost involved in replacing these employees becomes a burden on the University. This trend is not just worrying but alarming because human talent is difficult to duplicate (Sanjeev, kumar & Wang, 2012). This study therefore, seeks to look at the relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast.

Purpose of the Study

The purpose of the study is to examine the relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast.

Objectives of the Study

The study seeks to achieve the following objectives

1. To assess the human resources management practices in the University of Cape Coast.
2. To examine the level of employee turnover intentions in the University of Cape Coast.
3. To determine the relationship between HRM practices and employee turnover intentions at the University of Cape Coast

Research Questions

1. What are the human resource management practices in the University of Cape Coast?
2. What are the turnover intentions of employees in the University of Cape Coast?
3. What is the relationship between HRM practices and employee turnover intentions at the University of Cape Coast?

Significance of the Study

As an essential component of an organisation, findings of the study will help the university identify the human resource management practices that need to be strengthened in order to reduce the intention to quit of the administrative staff within the university. Again, the study will help the university to organise programs aimed at strengthening essential human resources management practices as a way of keeping its administrative staff. The findings of this study may be beneficial to the management as well as the human resource managers of the university. This is because it is expected to provide possible answers to why employees stay or leave the university, thus providing some answers as to how to tackle the critical management issue of employee turnover. This will invariably help the university in formulating appropriate retention policies, making informed decisions and adopting strategies that will boost retention, performance and productivity. Finally, the study will serve as a reference point for further research and add to existing literature on the subject.

Delimitations

With geographical scope, the study is limited to the University of Cape Coast and excludes other universities within the country. With population, the study will only focus on the administrative staff of the university and other staff who are not administrators will be excluded. Finally, the study will focus on only training, performance appraisal, rewards and employee benefits and working conditions as the human resource management practices and will exclude other human resource management practices.

Limitations

The study is likely to have a lot of challenges. First of all, the study design that will be used will have disadvantages that will need to be considered in the study. The use of administrative staff will also come with a lot of challenges as some of the participants may not be willing to provide information due to their busy schedules. Moreover, the use of a purely quantitative approach may make it difficult for the researcher to have in-depth information about the issue.

Organisation of the Study

The study was organised in five chapters. These were chapter one the introduction; it is made of the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study and organisation of the study. Chapter two was devoted to the conceptual and theoretical approaches relevant to the study. It will also comprised the review of related literature around the topic under investigation and a summary of major findings of the literature review. Chapter three contained the description of methodology and procedure for conducting the study. Chapter four dealt with the actual analysis of data and discussions of data. Chapter five was made up of the summary of findings, conclusions, recommendations and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter encompasses a theoretical review which indicates the theories that anchored the study, literature review on the concept of employee turnover, human resource management practices and a conceptual framework which will guide this study.

Theoretical Framework

The main theories underpinning the study are Mobley's (1977) Intermediate Linkages Model discussing employee turnover and Herzberg's Two Factor Theory (1959) discussing HRM practices that motivate employees.

Herzberg's Two-Factor Theory

In 1959, Frederick Herzberg introduced the two-factor theory which is also known as the motivation-hygiene theory. Herzberg's theory postulates that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and include achievement, recognition, the work itself, responsibility, advancement, and growth. The theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfiers and include company policies, salary, co-worker relations, and style of supervision (Porter, Bigley & Steers, 2003). It must be

well-known that eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state (Herzberg, 1959).

Satisfiers according to Herzberg are those factors which serve as a source of job satisfaction and motivation to employees. They include responsibility, recognition, achievement, advancement, personal growth and the work-itself. When these factors are present, the job is presumed to be both satisfying and motivating to a great number of workers, but when they are absent, they do not cause much dissatisfaction (Adie & Jowett, 2010). They are intrinsic in nature and are satisfied by doing the work. In other words, they are factors that are essentially controlled by the employee. According to Herzberg, the key to true job satisfaction and motivation lies in the hands of the employee.

Dissatisfiers are the factors required to maintain a reasonable level of job satisfaction and motivation among employees. The presence of these factors does not motivate the employee, but their absence would cause dissatisfaction in the workplace (Jindal-Snape & Snape, 2006). For instance, poor working conditions can lead to employee dissatisfaction, but the provision of ideal working conditions does not necessarily lead to satisfaction or motivation. They are extrinsic in nature and are satisfied by providing outcomes such as pleasant and comfortable working conditions, salary or pay, job security, seniority rights, good relationships with co-workers, good company policies and supervision. Hygiene factors are essentially controlled by someone other than the employee.

Herzberg's theory reminds managers not to count solely on extrinsic rewards to motivate workers but to focus on intrinsic rewards as well (Herzberg, 2008). The presence of hygiene factors merely prevents employee dissatisfaction, they do not motivate or satisfy the employee. In effect the theory suggested that the opposite of job satisfaction is not job dissatisfaction, but simply no satisfaction. The manager's role in terms of motivating employees is to remove dissatisfiers by providing sufficient maintenance factors to meet the basic needs of employees, so as to propel them toward greater achievement and satisfaction.

A criticism on Herzberg's two-factor theory is that it disregards the individual differences. The model is claimed to be applicable regardless of gender, age, occupational level and so on. Malik and Naeem (2013) censured Herzberg's implied point of view that biological and psychological processes of human beings are distinct and operating without any interaction with each other. In contrast he proposed that it is the mind which regulates by identifying man's bodily needs and how to gratify them. He further criticized Herzberg's inference that since motivators and hygiene factors are unidirectional, so is the case with physical and physiological need as well. Locke commented that there is overlapping relationship in a number of occasions between the two groups of human needs and factors contrary to Herzberg implied view point of absence of parallel relationship between them.

In spite of some criticism of Herzberg's two factor theory, it is one of the popular theories for managers worldwide. Also the present emphasis on self-development, career management and managed learning can be said to have

evolved from Herzberg's theory (Dartey-Baah & Harley, 2010). The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realised, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors.

Some empirical studies have revealed that, extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment and job security are key for the retention of employees (Maertz & Griffeth, 2004). In order to motivate employees, they should be offered opportunities for promotion, recognition, responsibility, personal growth and achievement (Robbins & Judge, 2007). This implies that, management must not rely only on intrinsic variables to influence employee retention; but rather combine both intrinsic and extrinsic variables when considering an effective strategy to retain employees. This theory can be used to explain compensation, training, employee relations and career management. These practices represent motivators/satisfiers and dissatisfiers/hygiene factors in the theory.

Mobley Intermediate Linkages Model

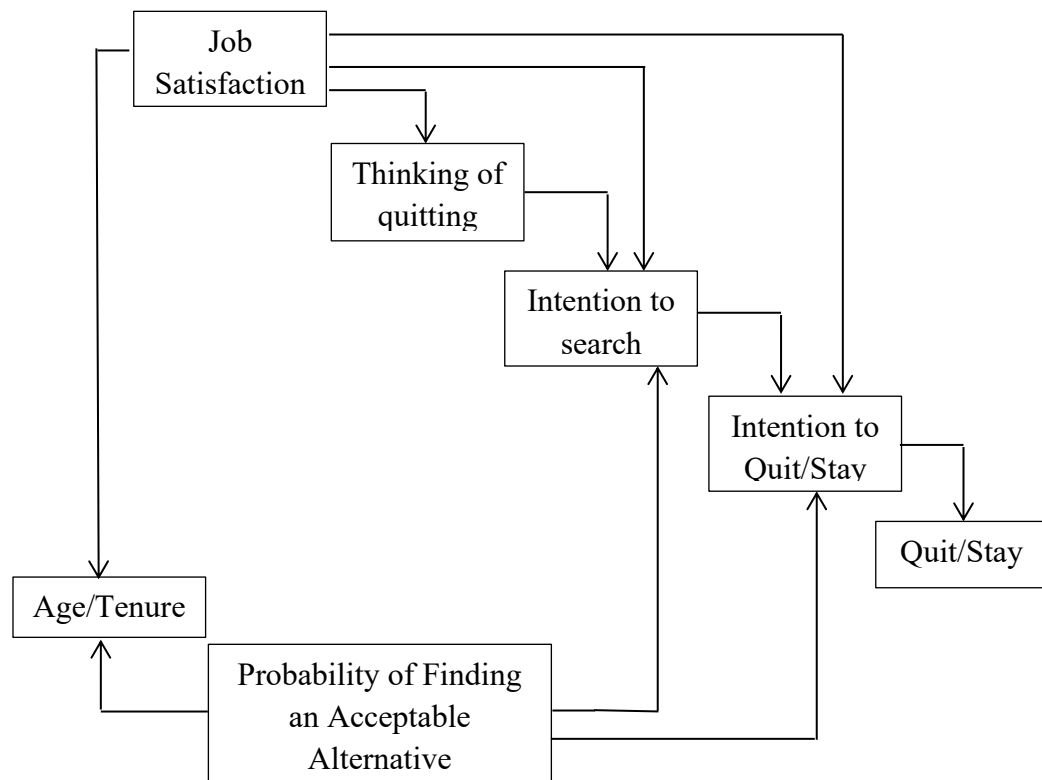
Mobley (1977) proposed a model of turnover including possible linkages between job satisfaction and intention to quit or stay. He identified a more comprehensive withdrawal process and explained a sequence of steps employees go through before the final decision to stay or leave. Mobley's model proposed a set of withdrawal cognitions (such as thoughts of quitting, expected utility of

withdrawal) and job-search behaviours (such as job search, evaluate alternatives) that link job dissatisfaction to actual turnover behaviour. He thus suggested that, job dissatisfaction may lead to other forms of withdrawal behaviour less extreme than actually quitting, such as absenteeism and slow performance, and that the actual intention to leave, may be the last step in the process prior to the actual quitting. The value of the model is its rich description of the psychological process between job satisfaction and dissatisfaction to actual turnover. Owing to the individual nature of psychological processes Mobley proposed that it was not necessary to follow the steps in sequence or it is possible to miss some steps (Wittmer, Shepard & Martin, 2014).

Mobley further proposed that dissatisfaction would invoke thoughts of leaving, and if this were the case, the individual would evaluate the expected utility of search and cost of quitting. At this stage the individual would examine the probability of finding a suitable alternative to his or her current job and the costs of the search (travel, lost work time), along with the perceived losses involved in quitting the current job (loss of seniority, loss of excellent health benefits). If the costs of quitting are high or the likelihood of finding suitable alternatives is low, the individual may re-examine his or her current situation, which may result in a change in job satisfaction, a reduction in thoughts of quitting, and/or an increase in other forms of withdrawal behaviour (Holtom, Mitchell, Lee & Eberly, 2008).

However, if the comparison is favourable towards the alternatives, the individual may decide not to stay but rather take the final decision to quit the

current job. Mobley's theory explains the various stages an employee goes through before they finally decide to stay or quit. It holds some vital lessons for organisations. It explains how organisation can rectify their Human Resource Management practices situations before an employee's intention to quit becomes actualised. Mobley's model suggests that job satisfaction has a direct influence on the decision to quit, intention to search, probability of finding an acceptable alternative and turnover. The ultimate decision results when dissatisfaction is at the level sufficient enough to make the employee reach a decision on the desirability of movement and the perceived ease of movement (Martin, 2017). The original model is presented in figure 1.



Source: Mobley, Horner and Hollingsworth (1978)

Figure 1: Model of intermediate linkages in the employee withdrawal process.

Concept of Human Resource Management Practices

Managing human resource is one of the main functions that organisations undertake (Marchington, Wilkinson, Donnelly & Kynighou, 2016). According to Long and Perumal (2014), HRM is a run of integrated decisions that form employment relationship; it involves developing employees to maximise their potential in a manner that furthers the objectives of both the individual and the organisation. Sharma (2016) also defines HRM as the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are accomplished. To Bratton and Gold (2017), HRM is a strategic approach to managing employment relations which emphasises that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices.

All organisations exist for specific purposes and can be expressed as open systems that are vital. Usually managers are responsible for shaping organisations to perform well and meet the needs of society. Stinchcombe (2010) describes an organisation as a set of stable social relations deliberately created, with the explicit intention of continuously accomplishing some specific goals or purpose. There are many types of organisations and whether it is profit making or non-profit making, they need competent human resource and effective HRM practices to be able to achieve their objectives.

Bratton and Gold (2017) assert that leveraging employees' full potential and gaining the commitment of all employees, which is considered necessary for competitive advantage, requires changes in three aspects of managerial control; namely, organisational design, culture and HRM policies and practices. Available literature demonstrate that the fundamental HRM practices include human resource planning, recruitment and selection, job analysis; compensation and reward, performance appraisal, training and development, career management, employee relations and welfare (Beh & Loo, 2013; Khan, 2010; Armstrong, 2006). Others have also argued that, some of the HRM functions include ensuring that there is a good fit between the individual employees' values and the organisation's values in the recruitment and selection process (Boon, Den-Hartog, Boselie & Paauwe, 2011) and providing employees with sufficiently challenging and interesting work (Hennekam, 2014).

Much of the emphasis of good employment practices has however been placed on strategies to retain staff (Hutchings, De Cieri & Shea, 2011). Also, satisfaction and commitment has been linked to turnover intention. Efforts are aimed at improving HRM practices and workplace relations and, consequently, organisational performance through the shaping of employees' attitudes and behaviours (Whitener, 2001). In spite of the various HRM functions that can be initiated as practices, this study would concentrate on four practices namely, compensation and benefit, training, employee relation and career management. These practices are among the common ones which cut across the three major viewpoint or theories of HRM practices (Armstrong, 2006). Also it is believed

that these practices have the potential of motivating employees as well as offering them some level of security, autonomy, recognition and improved self-worth leading to affective commitment (Döckel, Basson, & Coetzee, 2006).

Although compensation and career management have been extensively researched, they remain among some of the important pillars of HRM practices. This is because every employee will want to receive some compensation for work done. Compensation is also perceived as appreciation or reward for positive behaviour or exerted energy. Similarly, career management is very significant to employees because invariably employees look forward to moving up in their career. Hence an organisation's ability to meet the career advancement aspiration of employees will be of utmost importance to them.. They represent both motivator/satisfiers and hygiene factors/dissatisfiers in the Herzberg two-factor theory. The two variables increase employees' sense of self-worth, leading to affective commitment. This makes compensation and career management very important HRM practices as well motivational tool to both employees and organisations. The study would seek to establish whether compensation and career management indeed foster employee retention.

Similarly, training and employee relation are equally important issues in HRM. Both issues affect employers and the employees. Although there has been some research on these issues in Europe, Ghana faces a dearth of research in these areas. Also they have rarely been researched as HRM practices. This study will therefore investigate how these contemporary practices can affect intention to quit among administrative staff of the University of Cape Coast.

Human Resource Planning Practice

Human resource planning or manpower planning is one of the most important practices of any organisation and in areas of academic research. Therefore, Armstrong and Taylor (2014) defined the concept of human resource planning as processes that guide the organisation activities related to the human resources management. According to Maina and Kwasira (2015) the human resource planning identifies current and future needs for human resource that will achieve goals of organisation. Moreover, the human resource planning is used by organisations in order to prepare good and suitable employees for potential rationalization to give the organisation an ability to make adequate preparations for recruitment and strategic hiring (Bryson, 2018). Human resource planning should be identified based on vision, mission and organisation strategies; in addition to the human resource planning involves a selection and recruitment the qualified people from good sources either internal or external (Saha, Gregar & SÁha, 2017). When qualifies people are placed in their respective right positions, they engage themselves with the organisation (Maina & Kwasira, 2015).

Recruitment and Selection Practice

This practice can ensure that the right people, with the desirable characteristics and knowledge, are in the right place, so that they fit in the culture and the climate of the organisation (Güttel & Konlechner, 2009). Moreover, pinpointing the rights employees would decrease the cost of employees' education and development. Vlachos (2008) examined HR practices of high performance

companies and found that attracting and selecting the right employees increase the employee productivity, boost organisational performance, and contribute in reducing turnover. According to Chew, Girardi and Entrekina (2005), selective hiring procedures are necessary to ensure effective retention of the most qualified employees while lowering employee turnover in the long term.

One tool that can assist with ensuring proper screening of candidates is pre-employment tests. Cho, Woods, Jang & Erdem (2006) theorize that the practice of pre-employment testing and the result of candidates passing such skill based tests can heighten new hires' sense of organisational commitment. However, their research also found that once employees are on-board and seek upward mobility, promotions can actually increase turnover rates of non-managerial employees if not practiced appropriately. For example, in instances in which inadequate employee training and development exist, employees can become frustrated and stressed by assuming greater responsibility for which they are ill equipped. Thus employer policies and practices regarding employee promotions and work designs are among the top reasons why people join, stay or leave an organisation (Mowday, Porter & Steers, 2013).

Khan (2010) argued that hiring standards reflect not only organisations' skill requirements but also the preferences of various groups for such standards and their ability to enforce these preferences. Michie and Quinn (2011) proposed that a possible indirect link between selective hiring and organisational performance can be the forging of internal bonds between managers and employees that creates the work culture for productivity growth. Collins and

Clark (2003) argued that the practice of selective hiring results at sales growth. Paul and Anantharaman (2003) pointed out that an effective hiring process ensures the presence of employees with the right qualifications, leading to production of quality products and consequently in increase of economic performance and employee retention.

Orientation Practice

According to Venkatesh, Windeler, Bartol and Williamson (2017) orientation is an introductory stage in the process of new employee assimilation, and a part of his or her continuous socialization process in an organisation. Orientation is the planned introduction of new employees to their jobs, co-workers, and the organisation (Mitchell, Obeidat & Bray, 2013). However, orientation should not be a mechanical, one-way process (Entwistle & Ramsden, 2015). According to Entwistle and Ramsden (2015), because all employees are different, orientation must incorporate a sensitive awareness of the anxieties, uncertainties, and needs of the individual. Orientation in one form or another is offered by most employers. The orientation is meant to educate new employees about the goals and responsibilities of the position and company, as well as to answer any questions they may have about HR, benefits and payroll information (Hong, Hao, Kumar, Ramendran, Kadiresan, 2012)

Employers have to realize that orientation isn't just a nice gesture put on by the organisation. It serves as an important element of the recruitment and retention process. Gong, Law, Chang and Xin (2009) highlighted some key

purposes of orientation to include: reduction of Start-up Costs, reduce Anxiety, helps provide guidelines for behaviour and conduct, so the employee doesn't have to experience the stress of guessing. Gong, Law, Chang and Xin added that orientation reduce employee turnover. Employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organisation values the employee, and helps provide the tools necessary for succeeding in the job (Lussier & Hendon, 2017).

Compensation and Benefit Practice

It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge (Long, Perumal & Ajagbe, 2012). Therefore HRM must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance (Özutku, 2012). Compensation components are important factors to retain and motivate employees (Chiu, Luk & Tang, 2002).

Scholars agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages. Luna-Arocas and Camps (2007) from the University of Valencia, Spain opine that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect

negatively on turnover intentions. This was mediated by positive employee commitment. In a similar survey Lobburi (2012) asserted that fairness and growth opportunities as job satisfaction for these workers, rewards was also cited as an important criteria for job satisfaction and repudiate turnover intention.

Training Practice

Training has been defined as the action of teaching a person a particular skill or behaviour (Newman & Sheikh, 2012). Organised activity aimed at imparting information and/or instructions to improve the recipient's performance (Cook, 2008). Training has turn out to be progressively more vital to the success of any modern organisations. Nowadays organisations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors (Long & Perumal, 2014). The only way to attain this is through having a devoted training program that plays a central part to develop and support these competencies (Becker, Huselid & Ulrich, 2001).

It is acknowledged that training forms the backbone of strategy implementation and that industries such as the educational sector must have trained administrators, who must be competent in the basic operations to be able to perform their job. The lack of these will definitely result in complaints. To highlight the importance of training for new comers, research by Lam, Schaubroeck, and Aryee (2002), revealed that the Hong Kong Hotel Industry have been plague by high turnover especially among those who are less than a year of service from 1985-1999 which is between 44% to 66%. Survey of 249

participants has emphasized that Training and job enrichment program beside other HRM practises are closely related to turnover intentions.

Health and Safety Practice

Responsibilities for planning and coordination of health and safety are often unclear, and compliance with health and safety law is generally poor (World Health Organization, 2015). To make matters worse, self-regulation is increasingly widespread in many industries. The relevant administrations frequently have a permissive, passive attitude towards employers who ignore health and safety laws, even when this leads to the death of a worker (Moconachie & Hilson, 2011). It was noted by Kohl, Craig, Lambert, Inoue, Alkandari, Leetongin and Lancet Physical Activity Series Working Group. (2012) that healthy workplace or wellness initiatives take on a variety of forms, including those directed at the physical work environment (cleanliness, safety, ergonomics, etc.); health practices (supporting healthy lifestyles, fitness, diet, etc.); and social environment and personal resources (organisational culture, a sense of control over one's work, employee assistance programs, etc.). Healthy workplace initiatives not only improve the health and wellbeing of individual employees, but contribute to business performance objectives including employee retention.

Career Development Practice

Career development in an organisation should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and

the organisation. It is the responsibility of managers to encourage employees to take responsibility for their own careers, offering continuous assistance in the form of feedback or individual performance and making available information from the company about the organisation, career opportunities, positions and vacancies that might be of interest to the employees (Chen, Yoo & Moran, 2004). It cannot be denied that in career development process, the organisation must supply adequate information about its mission, policies, and support for self-assessment, training and development. It is important to note that significant career growth can occur when individual contribution combines with organisation opportunity. Increase in skills and the opportunity to manage their career successfully helps to retain valued employees (Chang, Chou & Cheng, 2007).

A study on Information System Auditors in the US revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them (Muliawan, Green & Robb, 2009). As career development involves an organised, formalized, planned effort to achieve a balance between an individual's career needs and the organisation's workforce requirements, it is important for an organisation commitment in the program (Lips-Wiersma & Hall, 2007).

Employee Relations Practice

Using the underlying social exchange theory (Blau, 2017) and the norm of reciprocity (Gouldner, 1960), it was suggested that individual attitudes and

behaviours are affected by generalized perception of care and support from organisations. Employees feel obliged to repay organisation with extra effort and loyalty when such favourable supportive treatments are discretionary-based (Seitel, 2017). This is emphasised in a study on 437 Chinese employees from multinational companies revealed that perceived supervisory support has a direct relation to turnover intentions (Newman, 2012). Employee relations in an organisation is simply described as maintaining a healthy working relationship between management and employees. This will contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance job satisfaction for the employee and meet goals of the organisation.

Workplace employer-employee relationship will be the employment topics into the 20th century especially when there are growing attention to employee rights. This is more so when the need arises to balance employee rights and employee discipline. Managers have reported that it has become very stressful and unpleasant for managers and supervisors when they need to mete out disciplinary actions. In today's organisations' context of discipline, most opt for counselling rather than punishment to achieve individual and organisational objectives (Bae & Rowley, 2001). As more and more businesses recognise the enthusiastic and committed employees that add values to their organisation. The values created are not just in terms of productivity but also enhancing customer satisfaction, retention, profitability and long term stakeholder value (Cook, 2008).

In a research article by Greenbaum, Mawritz, Mayer and Priesemuth (2013), from Oklahoma State University, a study was undertaken in regards to

condition under which supervisor undermining is related to perceptions of leader hypocrisy that then lead to employee turnover intentions. Based on 200 scenario-based experiments and 300 survey based study, the results revealed a general support to the author's hypothesis that supervisors hypocritical behaviours do motivate staff turnover intentions. In a survey on 279 young professionals in china where a strong link on loyalty to organisation and turnover intention was listed as a strong predictor. Another study of 1187 registered nurses in the west revealed that unsupportive work environment and poor leadership quality which is an indicator of poor employee and employer relationship have implication for nurses to resign in a year (Beatrice, 2009).

Empirical Studies

A study was conducted in Singapore by Long and Perumal in 2014 on the impact of human resource management practices on employees' turnover intention. Data collection was completed via structured surveys, which were mailed to participants. The population sample of this study was drawn from among the grounds security officers and supervisors of a Singapore based security company (Company ABC. Results suggested that Compensation and Benefits is significantly related to staff turnover intention. The reliability test, correlation and linear regression analysis result indicate a direct link and relation between compensation and benefits and intention to leave. As such the study positively contributed to the fact that the HRM practises in the particular organisation have actually an impact on security guards turnover intention in the organisation. The

study recommended that an in-depth study needs to be further conducted to wholly satisfy the prediction of turnover, and a re-conceptualization of the models may be in order.

Latvia Ozolina-Ozola (2014) investigated on the impact of human resource management practices on employee turnover. For this purpose the methods of document analysis and expert survey were used. On the basis of analysis of the scientific literature retrieved from academic databases the human resource management practices, which were mentioned in connection with employee turnover, were detected and described its effect on employee turnover. By conducting two separate expert surveys the initial information about the spread of some identified human resource management practices and about the potential effectiveness of these practices in Latvian organisations, is acquired and analysed. He recommended that the future researches should explore the spread of effective human resource management in Latvian organisations on a more extensive sample basis. Moreover, he stated it is necessary to investigate linkages between effective human resource management practices and performance outcomes, including employee turnover. As well it is necessary to verify the potential of specific human resource management practices and its combination to reduce turnover among various types of employee or employment situation in domestic organisations.

Chong, Khor, Lee, Ooi and Tan in 2013 also conducted a survey on the factors that impact employee turnover intention in University Tunku Abdul Rahman (UTAR). In our research, we collect our data through distribution of

questionnaire and email to the sample of our targeted population in University of Tunku Abdul Rahman (UTAR). The study used a quantitative approach because it was predetermined and had a large number of respondents. Probability sampling method was used with a sample size of 300. From the result, there was high turnover intention in University Tunku Abdul Rahman (UTAR) among the academics. The result showed that there are up to 22.9 percent of the respondent had the intention to leave. Besides that, the result also showed that the independent variables which are performance appraisal, reward, working condition and equal employment opportunity is the main reason which caused employees to have the intention to leave. Finally the study recommended that much attention should be given to these variables to reduce or not eliminate the turnover in the University.

Perumal and Ajagbe (2012) conducted into the relationship between Human Resource Management Practices and Employees' Turnover Intention. The study was conducted in South Africa. The research collected data from sixty (60) people from selected organisations management teams and employees who were not in any management cadres. Three sampling techniques were employed in this study. These were random, cluster and stratified sampling techniques. Both structured and unstructured questionnaires were used in data collection. The study was interested in understanding relationship between Human Resource Management Practices and Employees' Turnover Intention. The study confirmed that there is a negative relationship between the two variables. Furthermore, the study recommended that the organisations hierarchies should commit themselves

in implementing human resources management practices since by so doing will contribute to the organisation growth.

Conceptual Framework

This section presents a conceptual framework for examining the relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast. Studies have shown that there is a positive relationship between human resource management practices and intention to quit among employees (Guchait & Cho, 2010). As a result, a conceptual framework for this study would, is illustrated in Figure 1.

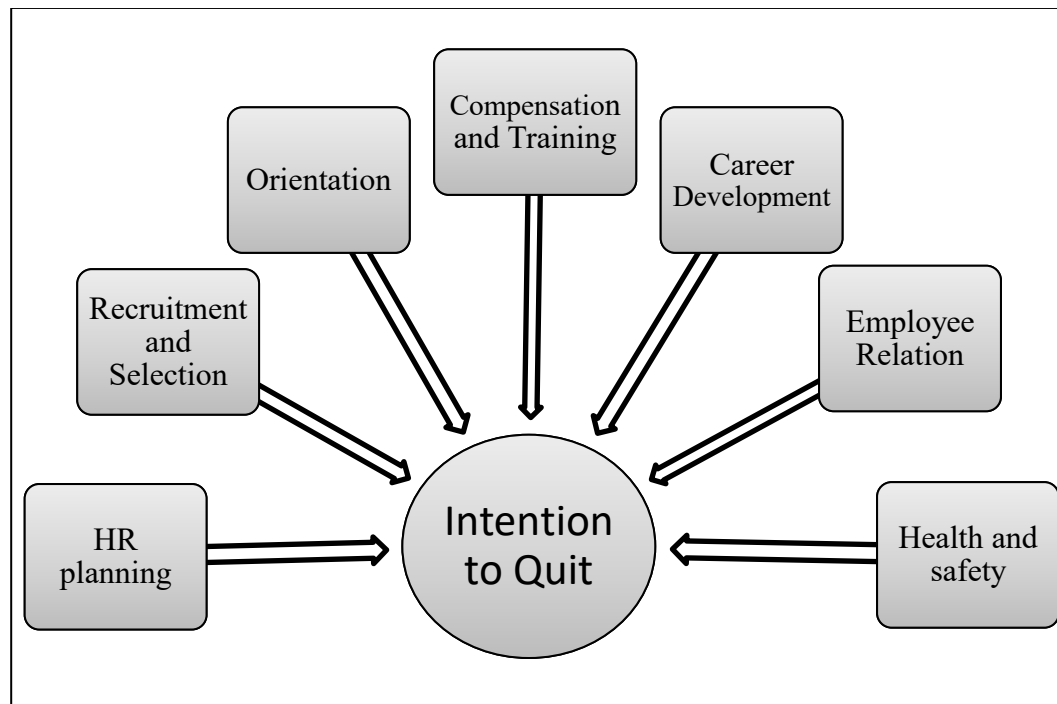


Figure 1: Conceptual framework

Source: Gifty, 2018.

The study will be guided by the researcher's conceptual model as designed because it takes into account many aspects in relation to HRM practices and the intention to quit among administrative staff of the University of Cape Coast. According to Stewart, Volpone, Avery and McKay (2011), some researchers argued that the employees are less likely to have intention to leave, rather to stay longer with the current organisations when they perceive positive HRM practices such as compensation, training, good employee relation and career development. Hence, the HRM practices and turnover intention would be surveyed in this research. In this study, the dependent variable and independent variables are being chosen after broad studying has been done on literature review. The independent variables are HR planning, recruitment and selection, orientation, health and safety, compensation, training, good employee relation and career development and the dependent variable is intention to quit. Furthermore, previous research had been carefully studied with the employee turnover intention to quit in the correct and accurate way to be research.

Chapter Summary

The review of the literature on HRM practices has shown that organisations have to implement innovative HRM practices to effectively manage their human resources. It is therefore evident that organisations which implement practices with dedication, continue to stay ahead of competition. This is because such practices affect other organisational variables such as competitive advantage, commitment, financial performance, job satisfaction, service quality, turnover

among others in a positive manner and embeds employees in their jobs which leads to overall corporate performance. HR practitioners of the University must endeavour to implement effective practices to embed the staff in order to reduce the persistence problem of turnover.

Training, an important, helps to improve and develop administrators' skills and make them more effective and efficient in carrying out their administrative task. Compensation is another important aspect of HRM practices found to improve performance of administrators. It therefore important for the management of UCC to bear in mind HR practices can influence administrators' commitment and satisfaction and reduce their intention to quit. It can also be learnt that there is a negative relationship between the two variables (HRM practices and employee intention to quit). This means that when management of UCC increase the practices of effective HRM practices the level of employee turnover rate would reduce.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the research methods of the study in relation to research design, study area, population, sampling procedure, data collection instrument, reliability and validity, data collection procedures, ethical considerations and data processing and analysis.

Research Approach

A research approach generally comprises three (3) major approaches: quantitative, qualitative and mixed approached (Bryman & Bell, 2011; O'Reilly & Parker, 2013). The choice of a research approach is primarily dependent on the research objectives of the study (Creswell & Clark, 2017). As such, the study adopted the quantitative approach since it was geared towards examining the relationship between human resource management practices and intention to quit. This is because, a quantitative approach relies heavily on examining relationships through statistical analysis (Lichtman, 2010). It also allows the incorporation of practices and norms of the natural scientific model to provide objective outcomes. To this end, the quantitative approach would be chosen to obtain information on relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast.

Research Design

The study adopted the correlational research design due to its research objectives. Specifically, the purpose of the study was to examine the relationship between human resource management practices and intention to quit and as such, the adoption of the explanatory research design was appropriate. This is because, a correlational study is a quantitative method of research in which you have two or more quantitative variables from the same group of participants, & you are trying to determine if there is a relationship between the two variables (Yu & Cooper, 2017). Theoretically, any two quantitative variables from the same group of participants can be correlated as long as you have numerical scores on these variables from the same participants (Creswell, 2014). Also, it aids in obtaining objective responses from a large group, produce good and objective statistical results and it allows generalisation of the study's findings to an entire population. However, it is usually a waste of time to collect & analyse data when there is little reason to think these two variables would be related to each other (Zuur, Ieno, & Elphick, 2010). In spite of this limitation, this design was appropriate due to the purpose of the study.

Study Area

The area under study is the University of Cape Coast. The University of Cape Coast is a prestigious public collegiate research university located in Cape Coast, Ghana. The university was established in 1962 out of a dire need for highly qualified and skilled manpower in education. It was established to train graduate

teachers for second cycle institutions such as teacher training colleges and technical institutions, a mission that the two existing public universities at the time were unequipped to fulfil. The university has since added to its functions the training of doctors and health care professionals, as well as education planners, business men, administrators, and agriculturalists. The university, which is five kilometres west of Cape Coast, is on a hill overlooking the Atlantic Ocean. It operates on two campuses: the Southern Campus (Old Site) and the Northern Campus (New Site). Two of the most important historical sites in Ghana, Elmina and Cape Coast Castle, are only a few kilometres from the university.

Population

Babbie, Halley and Zaino (2007) posit that study population is the group or community that a researcher intends to carry out a research on for the purpose of generalisation. Kotzab (2005) refers to a study population as the entire group of respondents or elements relevant to a research. The population for this research is administrative staff of the University of Cape Coast. The total number of administrators is one thousand six- hundred and fifty-nine (1659). The population is categorised into assistant administrators, senior administrators, principal administrative assistant and chief administrative assistant.

Sample and Sampling Procedure

It was impractical to collect data on the whole population due to the size, as well as the time available for the study. It was therefore necessary to select a sample that would represent the whole population. A subset of some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr, and Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Gravetter (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn.

The sample size for the study was 310 administrative staff which were determined using the Bartlett, Kotrlik, and Higgins (2001) sample size determination table. The simple random sampling technique was used in selecting the respondents from the population. This technique was used since it ensures that each person within the population had equal chances of being included in the sample and also, it is probability sampling technique used in quantitative studies (Saunders & Lewis, 2012).

Data Collection Instruments

The structured questionnaire was the instrument used to collect data since the study was quantitative and also required a primary data collection instrument. The questionnaire is useful in reaching a large number of respondents, lower costs than interviewing, reduce biases by interviewers, among others Bryman (2016). In

spite of the numerous benefits in the usage of questionnaires; low response rates, clarity issues, possible literacy issues are some of the drawbacks associated with it. The contents of the questionnaire was prompted by the research objectives and research questions of the study and it was personally developed after a thorough review of related literatures. The questionnaire comprised of four (4) sections, A, B and C. Section 'A' had five (5) items which covered demographic issues while Section 'B' had twenty-seven (27) items concerning human resource management practices. Section 'C' also had 7 items on the intention to quit among staff.

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability is concerned with consistency of the instrument (Bless & Higson-Smith, 2000) and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. This study used the internal consistency approach as measured by the Cronbach's Alpha value. A Cronbach's Alpha of 0.823 (39 items) was recorded for the internal consistency. Since all the Cronbach's Alpha values are beyond 0.7, the scale can be considered as being reliable given the selected sample size (Pallant, 2005). Observation of the Cronbach's Alpha values for the individual constructs indicated that they were all highly reliable: Human resources management practices in the University of Cape Coast (Cronbach's Alpha=0.941; No of items=27); Intention to quit among Administrative staff of the University of Cape Coast (Cronbach's Alpha=0.837; No of items=7).

The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Saunders et al., 2009). They further

argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literature supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the research supervisor for vetting, correction and approval before distributing it to the respondents.

Data Collection Procedures

To ensure easy data collection exercise, preliminary contacts were made with the respondents. To ensure that all respondents participate in the study, the researcher collected the data at different intervals to take care of the different free time available for the respondents. In this regard, part of the data was collected in the morning, while the rest was also collected in the afternoon. Moreover, to ensure maximum and timely response rate, a period of three (3) weeks was allocated for collection exercise. The researcher personally distributed and collected the questionnaire from 18th September to 2nd October, 2019 from the administrative staff of University of Cape Coast. The respondents were given insights on what the study intended to achieve in order to assist respondents who would have issues with some of the statements on the questionnaire.

Data Processing and Analysis

At the end of the entire data collection exercise, credible checks were conducted to edit and ensure error-free data. The data was then be processed using Statistical Package for Social Sciences (SPSS) software version 22. Responses were tabulated according to five scales (options) contained that were in the questionnaire with 1 representing least agreement and 5 representing highest agreement to the questions. The data was then analysed using descriptive statistics comprising frequencies such as means, deviations and percentages. Also, inferential statistical tools such as correlations would be used to analyse the third objective of the study and interpretations were be appropriately done.

Ethical Consideration

The study also considered the ethical challenges it was likely to face and as such provided necessary measures to address them. Assurances were given to the respondents that their responses would remain highly confidential and as such, no part of their information would be leaked. This was done to avoid a breach of respondents' secrecy. Also, the purpose of the study was thoroughly explained to the respondents in other to avoid deception. Moreover, consents were sought from the appropriate authorities before the exercise and respondents were allowed to voluntarily involve in the exercise. The goal of ethics in research is to ensure that no one is harmed or suffer any negative consequences from participating in research activities (Stening & Skubik, 2007). With this in mind, all ethical issues were addressed appropriately.

Chapter Summary

Chapter three mainly dealt with the appropriateness of the research method and research design. It also discussed the population for the study, the sample size and the method used for the sampling, the research approach adopted, as well as how data was collected. It again discussed reliability and validity of data collected, in addition to how data was analysed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions included the interpretation of the findings in reference to previous findings and theories. The chapter is organised into two main parts. The first part deals with the background characteristics of respondents and covers areas such as respondents' sex, age, educational background, the college respondent work with and how long they have been with the current employer.

The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. Out of three hundred and ten (310) questionnaire distributed, two hundred and ninety-five (295) questionnaires were retrieved from the administrative staff of University of Cape Coast.

Demographic characteristics of respondents

Before the main analysis, information relating to gender, level of education, age, work experience and employment status of respondents were captured. These are discussed below.

Table 1: Demographic characteristics of Respondents

Variables	Sub-scale	N	%
Gender	Male	136	46.1
	Female	159	53.9
Age range	less than 25 years	00	0.0
	25-30 years	42	14.2
	31-35 years	68	25.4
	36 - 40 years	65	22.0
	41- 45 years	52	17.6
	46 – 50 years	44	16.4
	Above 50 years	24	8.9
Educational background	Diploma	54	18.3
	1 st Degree	148	50.2
	Post graduate	93	31.5
College	Humanities	75	25.4
	Health and Allied	53	17.9
	Agric and Natural Sciences	50	16.9
	Education	55	18.6
	Medical science	11	3.7
	Distance education	25	8.4
	Administration	19	6.4
	Hall	7	2.3
Length of stay	less than 1 year	12	4.0
	Between 1 -5 years	53	18.0
	Between 6 – 10 years	93	31.5
	Between 11 – 15 years	86	29.2
	16 years and above	51	17.3

Source: Field survey, Nyamekye (2018)

Table 1 shows that, out of 295 respondents, 136 (46.1%) of the respondents are male while 159 (53.9%) are female. Table 1 also shows the age profile of the respondents in years, 42 respondents representing 14.2% are aged between 25 –30 years, 68 representing 25.4% are aged between 31 - 35 years, 65 representing 22% are aged between 36 - 40 years, 52 representing 17.6% are aged 41 – 45 years, 44 representing 16.4% are aged 46 – 50 and 24 representing 8.9% aged above 50 years.

This shows that majority of the respondents are in the youthful age with 76.9% between the ages of 25 and 45 years. People in the youthful ages are considered more energetic. This is because energy level is very important for all work, particularly in today's competitive business environment that needs people in the middle ages to set fruitful paths for the future generation. With respect to respondents' highest educational background, table 1, revealed that, 54 (18.3%) had diploma, 148 (50.2%) had 1st degree and 93 (31.5). Also the study sought to know the current college respondents work with and table 1 revealed that 75 (25.4%) are working with the college of Humanities and Legal Studies, 53 (17.9%) are in college of Health and Allied Sciences, 50 (16.9%) work with the college of Agriculture and Natural Sciences, 55 (18.6%) work with the College of Education, 11 (3.7%) work with the school of Medical Science, 25 (8.4%) work with the College of Distance Education, 19 (6.4%) work with the Administration and 7 (2.3%) work with the Halls. Lastly, the respondents were asked to indicate their length of stay in their respective offices and again Table 1 discovered that 12 (4.0%) had worked for less than 1 year, 53 (18%) had worked between 1 – 5

years, 93 (31.5%) had worked between 6 – 10 years, 86 (29.2%) had between 11 – 15 years and 51 (17.3%) had worked 16 years and above.

Assessing the Human Resources Management Practices in the University of Cape Coast.

This section sought to provide findings relating to the first specific research objective of the study on assessing the human resources management practices in the University of Cape Coast. The human resources management practices were in eight key areas namely recruitment practices, selection practices, orientation practices, training practices, compensation practices, health and safety practices, development practices and employee relation practices. The responses to the constructs were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the strongest agreement to the issues.

The main variables were evaluated in terms of descriptive statistics such as mean and standard deviation. The results are presented in Table 2. The relevant mean values presented in Table 2 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a disagreement to a statement while any score equal to or above 3.00 indicated an agreement. Table 2 therefore presents the respondents view on the human resources management practices in the University of Cape Coast.

Table 2: HRM practices in the University of Cape Coast

Statement	SD	D	N	A	SA	Mean	Std. Dev.
Recruitment practices							
Adequate information on the available vacancy	13.9	25.2	25.2	31.7	3.9	3.08	1.087
I went through interview before I was finally employed	6.1	21.3	34.8	35.2	2.6	3.07	0.955
HR clearly defines the job description and job specifications	11.7	4.8	30.0	47.0	6.5	3.39	0.945
Selection Practices							
I went through pre-employment tests	7.8	41.3	22.2	24.3	4.3	2.81	1.067
Effective selection methods	6.1	17.0	24.3	44.8	7.8	3.31	1.040
I am placed at the right job	3.9	20.9	24.3	37.8	13.0	3.35	1.071
Orientation Practices							
I was introduced to my co-workers	13.9	2.2	22.2	27.0	34.8	3.46	1.080
I was given guidelines on behaviour and conduct	9.1	17.0	19.6	46.1	8.3	3.27	1.121
I am educated about the goals and responsibilities of the my position	5.7	13.5	31.7	41.7	7.4	3.32	0.982
Training Practices							
I received training on continuous bases	3.9	11.3	15.2	56.6	13.5	3.64	0.982
I receive on the job training	5.7	26.1	27.8	35.2	5.2	3.08	1.023
I receive off the job training as well	3.9	10.0	19.6	58.3	8.3	3.57	0.921

Compensation Practices							
The salary I receive is being fair	5.7	10.9	23.5	48.7	11.3	3.49	1.018
I am sometime given bonus	8.7	26.1	33.0	30.9	1.3	2.90	0.982
The compensation commensurate with my skills, experiences and knowledge	15.2	25.2	18.7	34.3	6.5	2.82	1.210
I am given leave with pay	2.2	17.8	18.7	36.1	25.2	3.36	1.107
Health and Safety Practices							
My office is well ventilated	15.7	27.4	30.0	26.1	0.9	2.69	1.051
My office has suitable and sufficient first aid equipment and assistance available	6.5	23.9	43.9	25.2	0.4	2.89	0.872
I work in a safe work environment free from accidents	19.6	0.9	23.5	25.2	30.9	3.40	1.092
Development Practices							
I am encouraged to take responsibility for my own careers	1.3	13.0	22.6	50.9	12.2	3.60	0.909
I am offered continuous assistance in the form of feedback on performance	8.7	16.1	25.7	44.8	4.8	3.21	1.053
The institution gives regular career advancement opportunities	6.1	22.2	29.1	36.5	6.1	3.14	1.029
Employee Relation Practices							
I am given supervisory support at work	2.2	10.4	28.7	47.4	11.3	3.55	0.903
I have a healthy working relationship with my management and fellow employees	1.3	3.5	10.9	53.5	30.9	4.09	0.818
I have a healthy working relationship with my fellow employees	0.0	0.9	8.3	49.1	41.7	4.32	0.660

A close observation of the findings in Table 2 shows that the respondents agreed that they are provided with adequate information on the available vacancy (Mean=3.08; Std Dev=1.087), and that they went through interview before they were finally employed (Mean=3.07; Std Dev=0.955). Again, the respondents agreed that job description and job specifications in the recruitment process were clearly defined (Mean=3.39; Std Dev=0.945). This practice is really importance as it give credit to that institution as it shows fairness in recruitment process. This is a plus for the institution. In terms of the selection practices, the respondents iterated that effective selection methods were adopted (Mean=3.31; Std Dev=1.040), and that they were placed at the right job (Mean=3.3418; Std Dev=0.89207). However, the respondents disagreed that they went through pre-employment tests (Mean=2.81; Std Dev=1.067).

Further, the respondents declared that they were introduced to their co-workers as part of orientation practices given to them (Mean =3.46; Std Dev=1.080). Also, they were given guidelines on behaviour and conduct (Mean=3.27; Std Dev=1.121) and were educated about the goals and responsibilities of the their position (Mean=3.32; Std Dev=0.982). The study further sought to assess respondents on the training practices given to them as part of the HRM practices of the institution. It was revealed that they received training on continuous bases (Mean=3.64; Std Dev=0.982). As such, they receive both on the job and off training (Mean=3.08; Std Dev=1.023) and (Mean=3.57; Std Dev=0.921) respectively.

With respect to the compensation practices, the respondents proclaimed that the salary they receive is being fair (Mean=3.49; Std Dev=1.018). Also, they are given leave with pay (Mean=3.36; Std Dev=1.107). However, they are not given bonus (Mean=2.90; Std Dev=0.982) coupled with not compensation commensurating with their skills, experiences and knowledge (Mean=2.82; Std Dev=1.210). With health and safety practices, the respondents asserted that their office is well ventilated (Mean=3.06; Std Dev=1.051) and they work in a safe work environment free from accidents (Mean=3.40; Std Dev=1.092). However, their office has no suitable and sufficient first aid equipment and assistance available (Mean=2.89; Std Dev=0.872).

In terms of developmental practices by the University, the respondents sowed that they are encouraged to take responsibility for my own careers (Mean=3.14; Std Dev=1.029) and are offered continuous assistance in the form of feedback on performance (Mean=3.21; Std Dev=1.053). Again, they are given regular career advancement opportunities (Mean=3.14; Std Dev=1.029). These practices are favourable and motivate the staff to commit themselves in the institution they working with. The respondents further stated that they are given supervisory support at work as part relationship with supervisors' in the department (Mean=3.55; Std Dev=0.903) and have a healthy working relationship with my management (Mean=4.09; Std Dev=0.818). Lastly, they healthy working relationship with my fellow employees (Mean=4.32; Std Dev= 0.660).

The findings is consistent with Chew, Girardi and Entrekkin (2005), who pinpointed that selective hiring procedures are necessary to ensure effective

retention of the most qualified employees while lowering employee turnover in the long term. Further the result is in line with (Güttel & Konlechner, 2009) who stated that recruitment and selection practices ensure that the right people, with the desirable characteristics and knowledge, are in the right place, so that they fit in the culture and the climate of the organisation. With respect to the result of the orientation given to the respondents, Gong, Law, Chang and Xin (2009) iterate that reduce anxiety, helps provide guidelines for behaviour and conduct, so the employee doesn't have to experience the stress of guessing and that orientation reduce employee turnover.

Based on the findings on compensation, Chiu, Luk and Tang (2002) and Özutku (2012) claim that compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexible work hours and medical insurance and that are important factors to retain and motivate employees. As the staff would be demotivated and leave the institution. The findings again is congruent with Newman and Sheikh (2012) who defined training as the action of teaching a person a particular skill or behaviour. The findings is also consistent with Becker, Huselid and Ulrich (2001) assertion that the only way to knowledge over competitors is through having a devoted training program as part of your human resource practices. The results is also, in line with Seitel (2017) who obliged that employees feel obliged to repay organisation with extra effort and loyalty when such favourable supportive treatments are discretionary-based.

Turnover Intentions of Administrative Staff in the University of Cape Coast

The second objective also sought to assess the turnover intentions of administrative staff in the University of Cape Coast. This construct was made up of seven items and the responses of respondents were measured using descriptive statistical tool such as the mean and standard deviations. The relevant mean values presented in Table 4 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a disagreement to a statement while any score equal to or above 3.00 indicated an agreement. Table 4 therefore presents the respondents view on their intentions to leave the University of Cape Coast.

Table 3: Intention to Quit among Administrative staff of the University of Cape Coast

Statement	Mean	Std. Deviation
I am thinking of quitting my job	2.6353	1.31788
I intend searching for another job	2.5632	1.14120
I have decided in advance to leave this institution	2.5176	1.23564
I have no choice in my termination	2.6235	1.21034

Source: Field survey, Nyamekye (2018)

As presented in Table 4, respondents disagreed with four items used in eliciting their intention to quit their job (the four means were lesser than 3.0).

Meaning, administrative staff working at the University have no decision in advance to leave this institution (Mean = 2.5176; Std Dev = 1.23564). However, the respondents agreed that they are happy working with the University (Mean = 3.8015; Std Dev = 1.26386) and would work for this organisation next year (Mean = 3.5779; Std Dev = 1.11533).

The results is in contrast with Olubusayo, Stephen and Maxwell, (2014) that, employees have decided in advance the decision to leave the organisation. Again, it is also in contrast with Noe, Hollenbeck, Gerhart and Wright (2006) employees decide on their own to quit their jobs or when they quit from an organisation at their own discretion. However, involuntary turnover can occur where employees would have no choice in their termination such as sickness, death, and family reasons (Dess & Shaw, 2001).

Determining the relationship between HRM Practices and Employee Turnover Intentions at the University of Cape Coast

The study further determine to assess the relationship between Human Resource Management practices and employee turnover intentions at the University of Cape Coast. Pearson product-moment correlations analysis was conducted to that effect. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The findings are presented on Table 5 and Table 6. Table 5 shows that composite analysis of the correlation between Human Resource Management practices and employee turnover intentions whilst Table 6 shows that correlation between the

indicators of Human Resource Management practices and employee turnover intentions.

Table 4: Relationship between Human Resource Management Practices and Employee Turnover Intentions

		HRM practices
Employee turnover intention	Pearson Correlation	-.391**
	Sig. (2-tailed)	.000

Source: Field survey, Nyamekye (2018)

The correlational analysis shows that there was a statistically significant moderate negative correlation between human resource management practices and employee turnover intentions ($r=-0.391$; $p=0.000$; $p<0.05$) signifying that higher levels of human resource management practices is associated with lower levels of employee turnover intentions whilst lower levels of human resource management practices was associated with higher levels of employee turnover intention. In other words, when more of the human resource management practices are favourable to the employees, the less the decision to leave their respective jobs. Management of the University must work and improve the predictors that made statistically significant negative contribution to the turnover decisions of the respondents. This finding supports some previous empirical studies (Chong, Khor, Lee, Ooi & Tan 2013; Perumal & Ajagbe 2012).

The study sought to uncover the correlation between the individual indicators of human resource management practices and employee turnover intention. Preliminary analyses were performed to ensure no violation of the

assumption of normality, linearity and homoscedasticity. The findings are presented on Table 4.

Table 5: Correlation Matrix

Constructs		Turnover intention
Recruitment Practices	Pearson Correlation	-0.102
	Sig. (2-tailed)	.004
Selection Practices	Pearson Correlation	-0.143
	Sig. (2-tailed)	0.00
Orientation Practices	Pearson Correlation	-0.168
	Sig. (2-tailed)	0.01
Training Practices:	Pearson Correlation	-0.178
	Sig. (2-tailed)	0.01
Compensation Practices	Pearson Correlation	0.261
	Sig. (2-tailed)	0.05
Health and Safety Practices	Pearson Correlation	-0.013
	Sig. (2-tailed)	0.02
Development Practices	Pearson Correlation	-0.118
	Sig. (2-tailed)	0.04
Employee Relation Practices	Pearson Correlation	-0.403
	Sig. (2-tailed)	0.005

Source: Field survey, Nyamekye (2018)

A close observation of the findings in Table 5 shows that there was a statistically significant weak negative correlations between recruitment practices and employee turnover intentions ($r=-0.102$; $p<0.05$); selection practices and employee turnover intentions ($r=-0.143$; $p<0.05$) with high levels of selection practices being associated with low levels of turnover intentions and vice versa; orientation practices and employee turnover intentions ($r=-0.168$; $p<0.05$) with

high levels of orientation practices being associated with low levels of employee turnover intention and vice versa; training practices and employee turnover intention ($r=-0.316$; $p<0.05$) with high levels training practices being associated with low levels of turnover intention and vice versa; health and safety practices and employee turnover intention ($r=-0.013$; $p<0.05$) with high levels of health and safety practices being associated with low levels of turnover intention and vice versa.

Development practices and turnover intention ($r=-0.118$; $p<0.05$) with high levels of development practices being associated with low turnover intention and vice versa; and employee relation practices and employee turnover intention ($r=-0.403$; $p<0.05$) with high levels of employee relation practices being associated with low levels of employee turnover intention and vice versa. Similarly, it was found that there was a statistically significant weak positive correlations between compensation practices and employee turnover intention ($r=0.261$; $p<0.05$) with lower levels of compensation practices being associated with low levels of employee turnover intentions and vice versa. This may be as a result of respondents not given bonuses as indicated coupled with compensation not commensurating with their skills, experiences and knowledge.

Chapter Summary

The respondents consented with the all the HRM practices provided at the University. However, they alerted that their compensation do not commensurate their skills, knowledge and experiences. Also, some proclaimed that they do not have first aid equipment available. The respondents were happy working with the University and would work for the institution for the coming years. As such, the respondents declined that they are in search for new job elsewhere. Further, There was a statistically significant moderate negative correlation was between human resource management practices and employee turnover intentions ($r=-0.391$; $p=0.000$: $p<0.05$) signifying that higher levels of human resource management practices is associated with lower levels of employee turnover intentions.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the main findings of the study. A general conclusion from the issues are also presented. On the basis of the findings and conclusions presented, recommendations or suggestions that will help enhance better the extent to which human resource management practices would result in less if not to eliminate, the intention to quit among administrative staff of the university of cape coast. The chapter finally ends with suggestions for future research. The primary purpose of this study was to assess human resource management practices and intention to quit among administrative staff of the University of Cape Coast.

Summary

The secondary purposes were to (1) assess the human resources management practices in the University of Cape Coast, (2) examine the turnover intentions of the administrative staff in the University of Cape Coast and (3) determine the relationship between HRM practices and employee turnover intentions at the University of Cape Coast. A total of 310 respondents were randomly sampled for the study. However, 295 questionnaire were retrieved representing 95.1% response rate. This comprised 136 males and 159 females. Questionnaires were employed as instrument for collecting data for the study. The study used SPSS version 22.0 to analyse the collected data. The researcher

personally collected the data required for the study. Both descriptive and inferential statistics were used to analyse the data to address the stated objectives of the study. Descriptive statistics used were frequencies, percentages, means and standard deviations. Inferential statistics employed was the correlation analysis.

Summary of Findings

With respect to the first research objective which entailed assessing the human resources management practices in the University of Cape Coast. The following key findings emerged: the study established that most of the respondents consented with the human resource management practices of average of responses over 3.0 for recruitment and selection practices of the University. However, the respondents asserted they did not went through pre-employment tests. The respondents also consented with the orientation and training practices of the University. They had education on their new job and received both on and off the job training.

Again, compensation and health and safety practices were good according to the responses the respondent gave. However, the respondents alerted that their compensation do not commensurate their skills, knowledge and experiences. Also, some proclaimed that they do not have first aid equipment available. With respect to developmental and employee relation practices of the University, the respondents availed that they had career advancement opportunities coupled with good relations with management and fellow staff.

The second research objective sought to examine the turnover intentions of the administrative staff in the University of Cape Coast. The following are the key findings: the study discovered that respondents were happy working with the University and would work for the institution for the coming years. As such, the respondents declined that they are in search for new job elsewhere.

The third research objective sought to determine the relationship between HRM practices and employee turnover intentions at the University of Cape Coast. The key findings was that a statistically significant moderate negative correlation was between human resource management practices and employee turnover intentions ($r=-0.391$; $p=0.000$; $p<0.05$) signifying that higher levels of human resource management practices is associated with lower levels of employee turnover intentions whilst lower levels of human resource management practices was associated with higher levels of employee turnover intention. Individual predictors were analysed to see their contribution each and all the predictors had a negative correlation between intentions to quit with except of compensation variable which had a positive relationship with intention to quit.

Conclusions

The study sought to examine the relationship between human resource management practices and intention to quit among administrative staff of the University of Cape Coast. The study concludes that human resource management practices such as recruitment, selection, orientation, training, compensation, health and safety, development and employee relation are significant and impacts

employees' intention to quit. Therefore, positive or better human resource management practices tend to reduce employees' turnover intentions while poor human resource management practices tend to increase turnover intentions of employees which may result in actual quitting or turnover.

Recommendations

The following recommendations are made to the results and carry out more studies to look at the relationship between human resource management practices and intention to quit among administrative staff.

1. The study recommends that management should compensate employees such that it commensurate their skills, experience and knowledge.
2. Also, there should be proper wiring and ventilation in the offices to protect staff from accident at the workplace.
3. Lastly, the study recommends that management should research on the human resource needs of its employees and channel those needs to their employees accordingly.

Suggestion for further studies

Based on the findings, conclusions and limitations of the study, further research could be conducted in the following areas:

1. Further research to this study may offer additional insights into the important issues on turnover intentions of employees and Human resource management practices.

2. The future researches should explore the spread of effective human resource management in Ghanaian organizations on a more extensive sample basis.
3. Moreover, it is necessary to investigate linkages between effective human resource management practices and performance outcomes, including employee commitment.
4. As well it is necessary to verify the potential of specific human resource management practices and its combination to reduce turnover among various types of employee or employment situation in domestic organisations.

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APPENDIX A
UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT



QUESTIONNAIRE FOR ADMINSTRATIVE STAFF IN THE
UNIVERSITY OF CAPE COAST

Dear Sir/Madam,

I am a student of the University of Cape Coast conducting a study on the topic “Human resource management practices and intention to quit among administrative staff of the university of cape coast”, as part of the requirement for my postgraduate program. Therefore, I humbly solicit your help in completing this questionnaire. I guarantee that your responses will be kept strictly anonymous and confidential. Thank you in advance for your cooperation.

SECTION A: Background characteristics of respondent

1. What is your current age in years?

[1] Less than 25 [2] 25 – 30 [3] 31 – 35 [4] 36 – 40 [5] 41 – 45 [6] 46-50
[7] Above 50

2. Sex [a] Female [b] Male

3. Educational background (your highest completed level of education)

a. JHS [] b. SHS [] c. Diploma [] d. 1st Degree [] e. Post graduates [].

4. Please indicate the department you work with.....

5. How long have you been with your current employer?years

a. Less than 1 [] b. 1-5 [] c. 6-10 [] d. 11-15 [] e. 16+ []

SECTION B: Human resources management practices in the University of Cape Coast

Please indicate your level of agreement with the following practices as human resources management practices in the University of Cape Coast. The responses will be measured numerically such that one (1) represents the least agreement to the issues while five (5) represents the highest level to the issues.

Items	1	2	3	4	5
<p>a. Recruitment Practices</p> <p>Your response to these items will indicate the recruitment practices of management in your organisation</p>					
1. Adequate information on the available vacancy					
2. I went through interview before I was finally employed					
3. HR clearly defines the job description and job specifications in the recruitment process					
<p>b. Selection Practices</p> <p>Your response to these items will indicate the selection practices of management in your organisation</p>					

4. I went through pre-employment tests					
5. Effective selection methods					
6. I am placed at the right job					
c. Orientation Practices Your response to these items will indicate the orientation practices of management in your organisation					
7. I was introduced to my co-workers					
8. I was given guidelines on behaviour and conduct					
9. I am educated about the goals and responsibilities of the my position					
d. Training Practices: Your response to these items will indicate the training practices of management in your organisation					
10. I received training on continuous bases					
11. I receive on the job training					
12. I receive off the job training as well					
e. Compensation Practices: Your response to these items will indicate the compensation practices of management in your organisation					
13. The salary I receive is being fair					
14. I am sometime given bonus					
15. The compensation commensurate with my skills, experiences and knowledge					
16. I am given leave with pay					
f. Health and Safety Practices Your response to these items will indicate the health and safety practices of management in your					

organisation					
17. My office is well ventilated					
18. Proper Wiring in my office					
19. My office has suitable and sufficient first aid equipment and assistance available					
20. I am taught comply with health and safety policies of the institution					
21. I work in a safe work environment free from accidents					
g. Development Practices Your response to these items will indicate the development practices of management in your organisation					
22. I am encouraged to take responsibility for my own careers					
23. I am offered continuous assistance in the form of feedback on performance					
24. The institution gives regular career advancement opportunities and professional growth for its staff					
h. Employee Relation Practices Your response to these items will indicate the employee relation practices of management in your organisation					
25. I am given supervisory support at work					
26. I have a healthy working relationship with my management and fellow employees					
27. I have a healthy working relationship with my fellow employees					

Section C: Intention to quit among Administrative staff of the University of Cape Coast

How much do you agree or disagree with each of the following statements about your job? Please tick which one applies to your choice of response Where: SD=strongly disagree; D=Disagree; N=Unsure; A=agree; SA=strongly agree

Statements	SD	D	N	A	SA
I am happy working here					
I am satisfied with my job					
I have my preference, I would work for this organisation next year.					
I am thinking of quitting my job					
I intend searching for another job					
I have decided in advance to leave this institution					
I have no choice in my termination					

Thank you !!!

Appendix B

Sample Size Determination Table

Population size	Continuous data (margin of error=.03)			Categorical data (margin of error=.05)		
	Alpha = .10, t=1.65	alpha = .05, t= 1.96	alpha = .01, t= 2.58	alpha = .50, t=1.65	alpha = .50, t= 1.96	alpha =.05, t=2.58
100	46	55	68	74	80	87
200	59	75	102	116	132	154
300	65	85	123	143	169	207
400	69	92	137	162	196	250
500	72	96	147	176	218	286
600	73	100	155	187	235	316
700	75	102	161	196	249	341
800	76	104	166	203	260	363
900	76	105	170	209	270	382
1,000	77	106	173	213	278	399
1,500	79	110	183	230	306	461
2,000	83	112	189	239	332	499
4,000	83	119	198	254	351	570
6,000	83	119	209	259	362	598
8,000	83	119	209	262	367	613
10,000	83	119	209	264	370	623

Bartlett, Kotrlik, and Higgins (2001) sample size determination table.