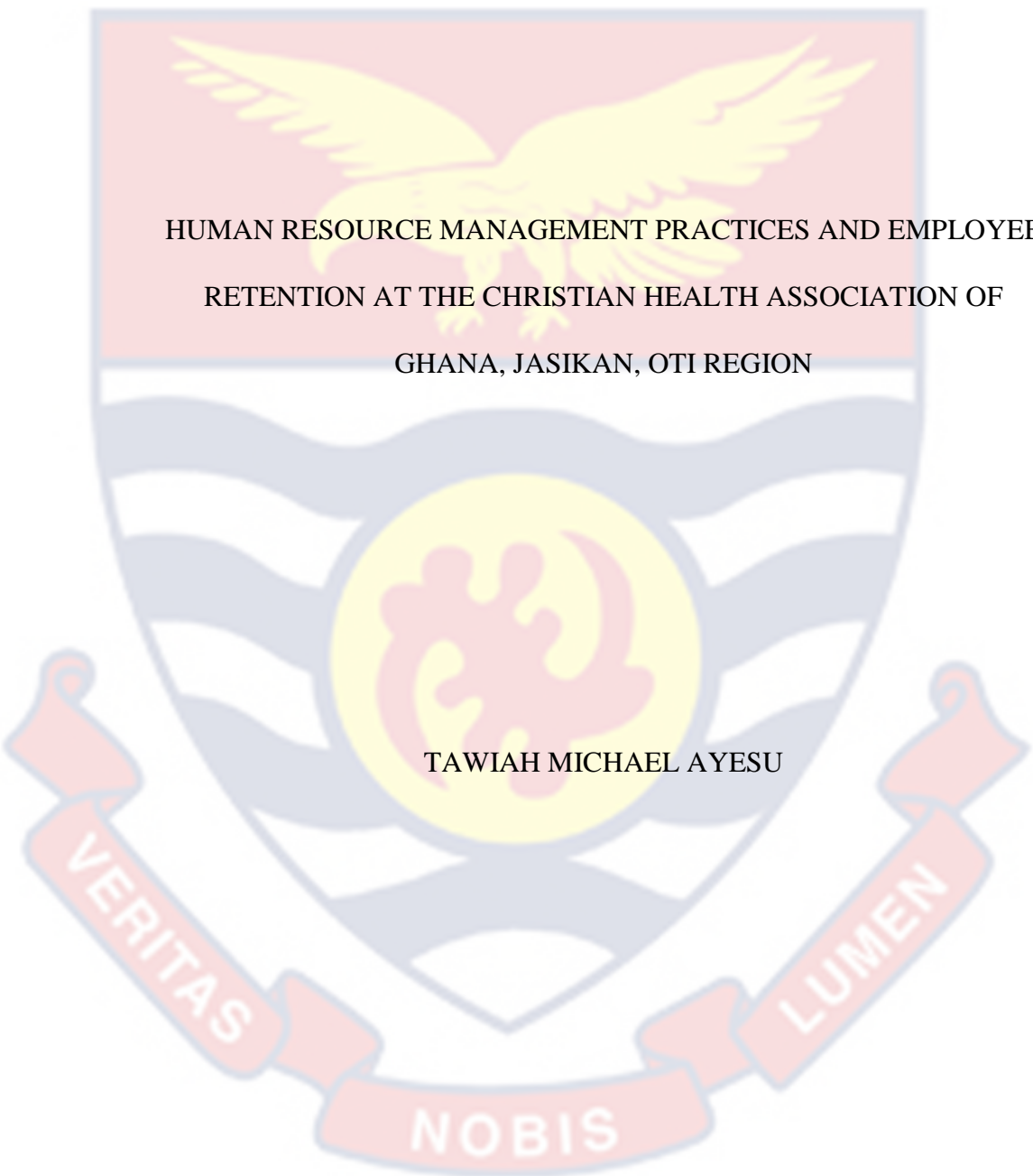


UNIVERSITY OF CAPE COAST

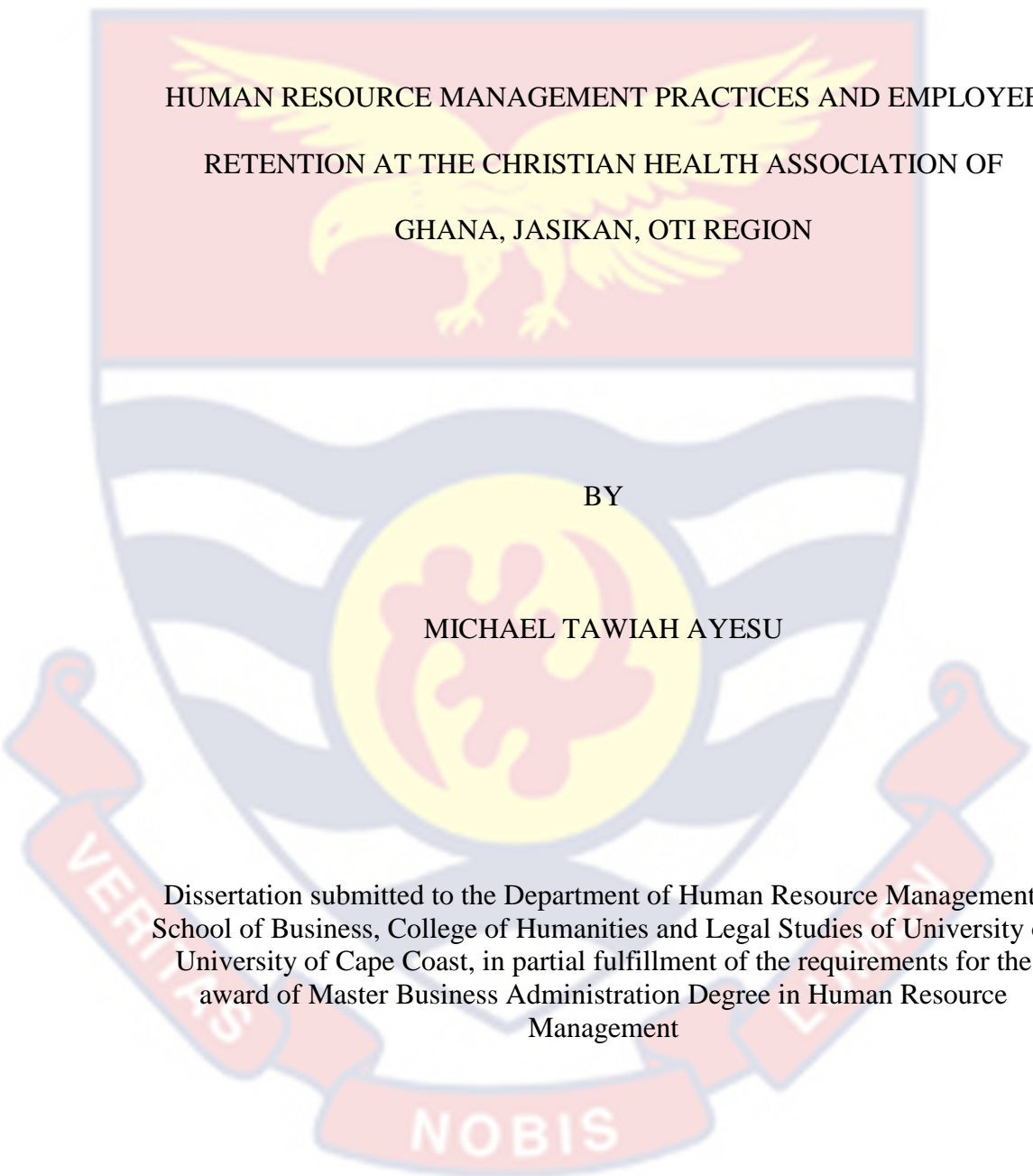


HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
RETENTION AT THE CHRISTIAN HEALTH ASSOCIATION OF
GHANA, JASIKAN, OTI REGION

TAWIAH MICHAEL AYESU

2024

UNIVERSITY OF CAPE COAST

The background of the page features a large, faint watermark of the University of Cape Coast crest. The crest is a shield-shaped emblem. At the top is a yellow eagle with its wings spread. Below the eagle is a white horizontal band. The main body of the shield is divided into four quadrants by a blue and white wavy pattern. In the center of the shield is a yellow circle containing a red stylized human figure. At the bottom of the shield is a red banner with the Latin motto 'NOBIS' in white capital letters. The entire crest is rendered in a light, semi-transparent color.

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
RETENTION AT THE CHRISTIAN HEALTH ASSOCIATION OF
GHANA, JASIKAN, OTI REGION

BY

MICHAEL TAWIAH AYESU

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

JANUARY 2024



ABSTRACT

Despite the scholarly acknowledgement of the core roles of employees in organisational development, the major issues border around how these employees can be retained to reap the gains. Particularly, in the health sector of Ghana, employee retention has become topical in recent time. Thus, the present examined the influence of human resource management on employee retention at the Christian Health Association of Ghana, Jasikan Diocese. The study used quantitative approach and descriptive research design. Self-administered questionnaire was used to gather data from a sample of 128 employees out of a population 189 to address the objectives of the study. The frequency and percentage, means, standard deviations and multiple regression were used for data analyses through the SPSS (V26). The study found that the institution have career development such as career counseling, coaching and mentoring programs and the purpose of career development is to enhance employee retain and help fulfil the career goals of employees. The study also found that career development, training and development, rewards and compensation and performance appraisal have statistically significant positive effect on employee retention. The study concluded that career development, training and development, rewards and compensation, performance appraisal contribute to employee retention. The study recommends that the Management of the Christian Healthcare Association of Ghana (CHAG), Jasikan Diocese should develop effective reward and compensation, training and development system that will motivate and increase employee level of commitment to stay. There should be effective performance appraisal procedures that are objective, fair and authentic to influence employee retention.

ACKNOWLEDGEMENTS

I would like to express my profound gratitude to my supervisor Prof. (Mrs) Rebecca Dei Mensah for her immense contribution and constructive criticism and guidance that led to the completion of the project. Her meticulousness and attention to detail have made substantial impact on the quality of the document produced.

I am also grateful to Dr Dominic Owusu and Dr. Nicholas Andoh for their encouragement and check-ups on me to making sure I did not give up in the course of the research. Their constant motivations have pushed me to resist the temptations of drawing back until this dissertation was a reality. I say God richly bless you.

I also extend my heartfelt appreciation to all my lecturers in the Department of Human Resource Management, School of Business for the vast knowledge I gained from them in pursuing the programme. I salute the Management of the Jasikan Diocesan Health Service for the permission granted for the data collection in their respective facilities.

Finally, to all my mates and colleagues who completed this programme together, held discussions and shared ideas to see the course come to a successful completion, I say remain blessed.

DEDICATION

To my lovely wife and mother Mrs. Rosemond Ayesu-Tawiah and Madam

Mary Arko respectfully



TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	x
LIST OF ACRONYMS	xi
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
The purpose of the Study	7
Objectives of the Study	7
Research Questions	8
Significance of the Study	8
Delimitation	9
Limitation of the Study	9
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Theoretical Review	12
Maslow's Hierarchy of Needs Theory	12
Herzberg's two Factor Theory	14
Conceptual Review	15

Determinants of Employee Retention	16
Career development (CD)	17
Training and development (T&D)	19
Compensation and Rewards	21
Performance Appraisal (PA)	23
Obstacles to Retention Strategies	24
Empirical Review	24
Conceptual Framework	27
Chapter Summary	28
CHAPTER THREE: RESEARCH METHODS	
Introduction	30
Research Approach	30
Research Design	31
Study Unit	33
Population	33
Sample Size and Sampling Procedure	34
Data Collection Instruments	35
Validity and Reliability of the Instrument	36
Reliability of the Instrument	38
Data Collection Procedures	39
Ethical Considerations	40
Data Processing and Analysis	41
Chapter Summary	43
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	44

Demographic Characteristics of the Respondents	44
Descriptive Statistics of Career development	46
Descriptive Statistics of Training and Development	48
Descriptive Statistics of Compensation and Rewards	50
Descriptive Statistics of Performance Appraisal (PA)	52
Regression Analysis Addressing the Objectives of the Study	54
Diagnostic Tests and Results	54
Durbin Watson Test	57
Multicollinearity Test	57
Chapter Summary	65
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	66
Summary of the Study	66
Summary of Key Findings	67
Conclusion	68
Recommendation	69
Suggestions for Further Research	71
REFERENCE	72
APPENDIX A: QUESTIONNAIRE	91

LIST OF TABLES

Table	Page
1 Population	34
2 Cronbach's Alpha Results	39
3 Demographic Characteristics of the Respondents	45
4 The influence of Career development (CD) practices on employee retention in CHAG at Jasikan Diocese	47
5 The effect of training and development (T&D) on staff retention in CHAG in Jasikan Diocese?	49
6 Effect of compensation and rewards impact employee retention at CHAG in Jasikan Diocese	51
7 Effect of performance appraisal on employee retention	53
8 Multicollinearity Test	57
9 Model Summary ^b	58
10 ANOVA ^a	59
11 Regression Coefficients ^a	60

LIST OF FIGURES

Figure	Page
1 Conceptual Framework	28
2 Regression Standardized Residual	55
3 Observed cum Prob	56
4 Regression Standardized Predicted Value	56



LIST OF ACRONYMS

HRM	Human Resource Management
CHAG	Christian Healthcare Association of Ghana
GCB	Ghana Commercial Bank



CHAPTER ONE

INTRODUCTION

Employees are the backbone of any organisation; they are the most important resource that help in achieving the organisational goals. The organisations that fail to retain its employees find difficult to achieve their goals. There can be no success without human resource to utilize other available resources to provide quality service to the clients (Matindo et al., 2015). Retention of nurses in health service is essential for maintaining quality health care delivery. Effective employee retention strategies enhance nurses' job satisfaction, promote professionalism, enhances quality health care delivery reduces employee turnover. The healthcare institution can retain their health worker through various retention strategies such as training, compensation and attractive rewards, career development, effective performance appraisal. The Management of the Jasikan Diocesan Health Service need to have effective retention strategy retain experience nurses and other valuable employees to provide quality healthcare to the patients.

Background to the Study

Retaining a skilled workforce and decreasing unwanted employee turnover is an economic and service delivery necessity for organisations. Key to operational and service excellence is high employee retention (Rafferty, Maben, West & Robinson 2005; Zurn, Dolea & Stillwill, 2005). This is because retention of staff results in a reduction in overtime, less need to employ temporary staff and lower costs when orienting new staff to the workplace. Unwanted turnover increases recruitment costs, adds to lost work days and often places an extra workload on the remaining staff (Albion et al., 2008;

Asquith et al., 2008). In addition, increased turnover may have a negative impact on organisational effectiveness and financial performance (Asquith et al. 2008).

When nurses leave the Ghana Health Service they carry their wealth of knowledge and skills to another organisation (Nzewi et al., 2016; Strom et al., 2014). An organisation will incur additional costs when knowledgeable nurses leave (Kaur-Sahi & Mahajan, 2014). A retention strategy is fundamental for the organisation in order to maintain their man power needs of the nurses. Gering and Conner (2002), retaining a productive workforce is important for any organisation because if Ghana Health Service are not able to retain its employees, it eventually affects the quality of the service the remaining staff rendered. Ghana needs the services of the competent nurses to provide quality health care for patients with different chronic conditions such as dementia, arthritis, obesity, and diabetes (Mancino & Feeg, 2014).

The Ghana Health Service is affected by the current nursing shortage and the possibility of severe challenges that are creating for both patients and providers (Fischer, 2016). Ghana Health Service are facing challenges of retaining nurses who will provide adequately quality care to patients (Kossivi, Xu, & Kalgora, 2016). Ghana Health Service should implement retention strategies to keep employees longer in their jobs if they plan to stay competitive in their industry (Kossivi et al., 2016). The implementation of retention strategies could lead to reducing the organisational cost associated with employee training, as well as the improvement of nursing leadership skills (Cheng, Bartram, Karimi, & Leggat, 2016).

The high rate of nurses' turnover of Health Service in Ghana creates job insecurity in the health service particularly at Jasikan Diocese and affects the quality of service rendered to the patient at Jasikan Diocese (Shin Hye et al., 2016). Nurses' turnovers reduce the effectiveness of providing patient care, makes the workload for remaining staff difficult, brings extra medical doctors and other hospital staff (Shin, Hye et al., 2016). It therefore, necessary for Christian Health Association of Ghana at Jasikan Diocese to design the appropriate nurses' retention strategies to retain the nurses at post and maintain job security of nurses at Jasikan Diocese. Retaining nurses and developing effective retention strategies are important to ensure employee retention. Nurses' retention strategies will reduce the turnover of nurses' staff at in order to provide health quality services in Jasikan Diocese.

Previous studies by (Malik et al., 2020; Imna & Hassan, 2015), have indicated compensation, reward and recognition practices were the most cited HRM practice that contribute to employee retention (Malik et al., 2020; Imna & Hassan, 2015). A study by (Bibi et al., 2018), revealed that training and development contributes to employee retention in organisation (Bibi et al., 2018), performance appraisal (Bibi et al., 2018), Other study done by (Sari & Dewi, 2020) show that employee career development can contribute to their retention in organisation. The use of appropriate nurse retention strategies leads to quality of health care service for patients, patient safety and increase the hospital productivity. Organisations need to take the initiative and determine how and why they want to retain their valuable employees. Developing and implementing retention strategies can reduce employee turnover intention, boost employee engagement, increase employee

motivation, improve job satisfaction levels, and increase organisational engagement (Dewanto & Wardhani, 2018; Park, & Hwang, 2019).

A study by Mitchell, Burch and Lee (2014) found that there is always a need to study retention strategies, to assist the organisation to retain competent staff. Oladapo (2014) argues that retaining valuable employees will benefit the organisation in the long run. According to Hayward et al. (2016), the retention of healthcare professionals is essential for the provision of quality service delivery in healthcare institutions. Indeed, employee retention is critical to business success, as the retention of highly skilled employees influences the efficiency and sustainability of businesses (Tso-Jen & Chi-Min, 2017).

When an employee leaves an organisation, he takes the culture, values, skill-set with him which can be tapped by the competitors and that is something no company likes to happen with them to (Singh, 2019). As the cost of replacement for an employee is huge, it is always better to keep the existing employees in the flock. Salary, personal reasons, stress, conflict, environmental issues, lack of support, bullying, under-staffing, verbal abuse, and decreased job satisfaction are the many factors that experienced nurses have signified in their choice to leave bedside nursing in the acute health care setting (Gellasch, 2015). This study, therefore, sought to assess the perception of health care professionals on retention strategies and service delivery. Furthermore, the relationship between retention strategies and service delivery was evaluated. Employee retention strategies are important in getting the employee to stay and work for that organisation, which increases efficiency (Singh & Sankhi, 2016).

Statement of the Problem

Retaining key employee is a vital source of competitive advantage for any organisation (Al Mamun & Hasan, 2017). However, as an employee of the Christian Health Association of Ghana (CHAG), particularly at Jasikan Diocese, the observations suggest that employee retention is one of the biggest issues affecting the CHAG. Njue and Kiiru (2018) notes that despite the efforts put on human resource Ghana Health Service to enhance workers retention, employee turnover rates continue to increase. Mahadi et al. (2020) posits that the average global voluntary employee turnover rate remains at 9.1%. According to Leong (2020) about 86% of employers across the world experience difficulty in attracting their employees while 58% of organisations indicated that they experience difficulty retaining their employees. Aguensa and Som (2018) indicates that 48.4% leave due to work/challenge, 42.6% career growth, 41.8% relationships/working with great employees, 31.8% fair pay and 25.1% supportive management, career development .

The Management of the Christian Health Association of Ghana in the Jasikan Diocese find it particularly difficult to retain their employees, who often seek for better conditions of service. The researcher's further observation showed that quality health service at Jasikan Diocese, has gone down due to the Management inability to retain the nurses who accept posting to work at the Jasikan Diocese. The researcher found that most of the health professional have been leaving the Jasikan Diocese to work at other places in Ghana. This phenomenon made the researcher to investigate the retention strategies at the Jasikan Diocese.

Despite the abundance of employee retention research in general, there is a lack of comprehensive studies on determinants of employee retention in the Christian Health Association of Ghana in the Jasikan Diocese. A handful of empirical, qualitative, and conceptual studies were carried out were done in context outside Ghana (Najeeb, 2016; Imna & Hassan, 2015; Najeeb, 2013). Other studies by (Wijesiri et al., 2019; Imna & Hassan, 2015) were conducted in the tourism sector, where most of the studies found HRM practices influenced turnover, commitment, performance, and job satisfaction (Wijesiri et al., 2019; Imna & Hassan, 2015).

Similarly, Sultana, Islam and Hasan (2017) for instance examined the factors influencing employees' retention. The study focused on salary, job security and leadership variables and found that these variables contribute to employee retention. However, the study's context was different from the current study. In another study Nwokocha and Iheriohanma (2012), Hossain, Roy and Das (2017) focused on inequity in the compensation packages of organisations, employees' dissatisfaction and autocratic leadership influence reduces turnover. The study concluded inability to retain nurses can be the result of poor working environments and conditions, rigid schedules, inadequate compensation programs. Kingma (2010) found that 80% of the health professionals trained in Ghana have left the country inadequate remuneration and only few still remain in the country.

In Ghana, Enu-Kwesi, Koomson, Segbenya and Prah (2014) study focused on employee retention in Ghana Commercial Bank (GCB bank) not in health care service. Other studies used a very small sample size which may not allow a generalisation of the finding of the study (Imna & Hassan, 2015;

Wijesiri et al., 2019). The review of most studies of employee retention have been undertaken in different contexts not in health service making it difficult to generalize the results to the Christian Health Association of Ghana, in the Jasikan Diocese. This leaves contextual research gap for this study to fill.

Therefore, this study seeks fills the research gap by examining employee retention strategies used by Christian Health Association of Ghana, in the Jasikan Diocese.

The purpose of the Study

The main purpose of the study is to examine the influence of human resource management practices on employee retention at the Christian Health Association of Ghana, Jasikan.

Objectives of the Study

The objectives of the study were to:

1. investigate the influence of career development (CD) practices on employee retention in Christian Health Association of Ghana (CHAG), Jasikan Diocese.
2. determine the effect of training and development (T&D) practices on employee retention in Christian Health Association of Ghana (CHAG), Jasikan Diocese.
3. examine the effect of compensation and rewards on employee retention in CHAG, Jasikan Diocese.
4. examine the influence of performance appraisal (PA) practices on nurses' retention in CHAG, Jasikan Diocese.

Research Questions

The study was guided by the following research questions:

1. what is the influence of career development (CD) practices on employee retention in CHAG at Jasikan Diocese?
2. what is the effect of training and development (T&D) practices on employee retention in CHAG at Jasikan Diocese?
3. what is the effect of compensation and rewards on employee retention in CHAG at Jasikan Diocese?
4. what is the influence of performance appraisal (PA) practices on nurses' retention in CHAG at Jasikan Diocese?

Significance of the Study

The findings would provide useful insights to several stakeholders including management of the health institutions, policy makers, government and extant literature. The findings and recommendations made in the study could guide the management of the health institutions on how the human resource management practices pull the employee to be retained in the work. Through the evidence of career development, training, compensation and performance appraisal, the management are able to strategically integrate these for effective use to retain the employees.

Furthermore, the findings are useful to policy makers and government of Ghana through the Ministry of Health and Ghana Health Service in designing retention policies on how to attract the employees in the health profession to work. In addition, the study's findings will highlight the importance of employee retention strategies. Finally, the study findings

provided grounds for further research and contribute to existing literature by broadening knowledge on the needs for employee retention.

Delimitation

The scope of the study was limited to the employees working at the Christian Health Association of Ghana, Jasikan Diocese. Primarily, the focus was on how human resource management practices could influence employee retention in the hospitals. Thus, the variables investigated were employee retention (dependent variable) and the independent variables used were career development, training and development, compensation and rewards and performance appraisal. The use of these variables was not without premise. Due to the increasing rate at which employees leave the health institutions in the diocese prompted the urgency of an investigation like this in the area.

Limitation of the Study

This research encountered several problems, especially in obtaining suitable data for analysis. In general, apathy was the main problem, as some respondents did not answer the questionnaire. Respondents may not have disclosed their true opinions on some hospital-related matters that could be confidential in nature. Moreover, the study used only questionnaire to collect data from the respondents which enabled the study to be done. One of the disadvantages for using only questionnaire as the data collection instrument may not give the respondents opportunity to express themselves on the issues under discussion.

Finally, it would be appropriate to use a mixed method (ie qualitative and quantitative methods) that would provide - a deep understanding of the issues. In addition, using a qualitative method would allow respondents to

share their views on the determinants of employee retention. Although it would be very time consuming, talking to others in higher positions such as senior staff would also be helpful.

Definition of Terms

Human resource management practices refer to the strategies, policies, and activities that organisations employ to manage their workforce effectively (Cherif, 2020).

Employee retention is the effort made by organisations to keep their employees engaged and committed to the company for an extended period (Naz et al., 2020).

Career development refers to the ongoing process of managing an individual's professional growth and advancement within an organisation (Dachner et al., 2021).

Training and development involve activities aimed at enhancing employees' knowledge, skills, and abilities to improve their performance in current roles or prepare them for future responsibilities (Laing, 2021).

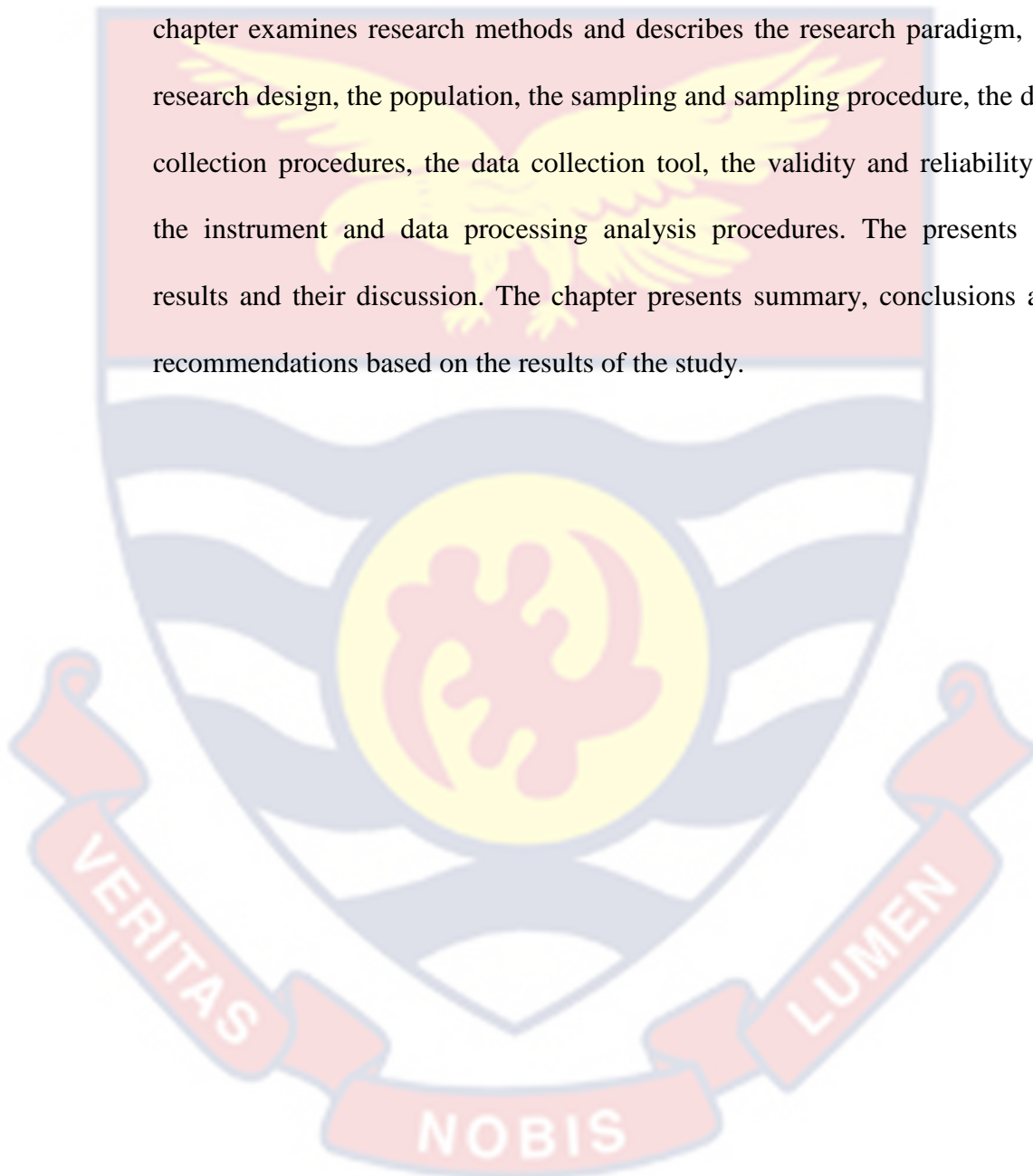
Compensation and rewards encompass the financial and non-financial benefits provided to employees in return for their work (Chiang & Birtch, 2012).

Performance appraisal, also known as performance evaluation or performance review, is the systematic process of assessing an employee's job performance against predefined goals and expectations (Gravina et al., 2021).

Organisation of the Study

The study consists of five main sections. The first chapter described the background to the study, the problem statement, the purpose of the study

and the study questions, the meaning of the study, the definition of the study limits, and the study limitations. Chapter two begins with a review of the related literature. He discussed the theoretical overview, the conceptual description, the empirical description, and the chapter summary. The third chapter examines research methods and describes the research paradigm, the research design, the population, the sampling and sampling procedure, the data collection procedures, the data collection tool, the validity and reliability of the instrument and data processing analysis procedures. The presents the results and their discussion. The chapter presents summary, conclusions and recommendations based on the results of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the literature related to the study. Review literature on factors affecting the retention of nurses in Public Health care Facilities, examine the retention strategies in retaining employees at Christian Health Association of Ghana, identify the obstacles face by the study organisation in implementing retention strategies at Christian Health Association of Ghana, conceptual framework and empirical review.

Theoretical Review

The study used the motivational theories, such as the Hierarchy of Needs and the Two-Factor theory of motivation, basis to determine the key practices of HRM that influence employee retention (Azeez, 2017).

Maslow's Hierarchy of Needs Theory

In Maslow's Hierarchy of Needs theory, the motivating factors are divided into five levels (Azeez, 2017). These five levels of needs, which cause to motivate employees, are physiological, safety, love and belongings, esteem, and self-actualisation (Ştefan, Popa, & Albu, 2020). The Hierarchy of Needs theory supports HRM practices such as career and development, as well as training and development along with reward and compensation (Aburumman, Salleh, Omar, & Abadi, 2020). Maslow argued that it is necessary for a lowerlevel need to be met and to have proceeded to a higher-level need in order to satisfy and motivate employee retention (Noltemeyer, James, Bush, Bergen, Barrios & Patton, 2021).

Furthermore, Maslow's theoretical principles suggested that it is crucial for prepotent requirements to be satisfied before the next level needs emerge (Stefan et al., 2020). For example, having an adequate salary or wage as a part of a compensation package that enhances motivation of employees resulting in employee retention (Azeez, 2017). Similarly, rewards such as a bonus for recognizing the performance of employees enhances employee retention (Aburumman et al., 2020). Career development and growth are part of self-esteem and self-actualisation needs that perfectly align with HRM practices that cause employee retention (Azeez, 2017).

A study by Ana et al. (2019) showed that the determinants of employee retention include training and development, career development, performance appraisal and compensation and rewards, manage the retention of talents and skills to achieve organisations' goals. Therefore, employee retention in an institution is influence by career development, rewards and compensation, training and development and performance appraisal as motivation motivating factors indicated by Maslow's Hierarchy of Needs theory.

Also, the relevance of this theory to the present study cannot be overlooked. The theory points to the needs required by employees in organisation to make them happy and for that matter human resource practices suffice. By identifying the strategic needs of the employees at every point of the hierarchy will make the employees feel the sense of importance and remain with the organisation.

Herzberg's two Factor Theory

Herzberg's two factor theory was propounded by Herzberg (1971). Herzberg proposed that satisfaction was affected by motivators - factors contained within the job itself (intrinsic), and dissatisfaction was affected by hygiene or maintenance factors – those factors outside the job (extrinsic) but related to it. Key to Herzberg's theory was the idea that satisfaction and dissatisfaction were not opposite poles on one dimension but two separate dimensions (Mukhi et al. 1991, p. 311). According to Herzberg's theory, people are not motivated and lose interest in their work when their job only meets basic needs: they don't make the employee want to do the job on their own (Anderson, 1984). Although Herzberg's technique in developing the theory has been the subject of considerable debate over the decades, the findings of his theory have been valuable (Wood et al. 2010). This Herzberg's theory was chosen as applicable to this study because each of the extrinsic and intrinsic conditions as they applied to a person's job could be meaningfully and logically mapped to the aspects of a workforce retention strategy as extrinsic salary, job security, working condition, status, company procedures, quality of supervision, intrinsic conditions, responsibility, achievement, recognition, work itself, advancement in institutions.

These conditions were considered as retention strategies for the purposes of this study. To retain health service nurses. Although Herzberg's theory was applied to a person's job, this study adapted and applied the theory to a workforce retention strategy to determine if the mapped conditions, which were identified as retention factors, influenced an employee's intention to leave their employment. The nurse's retention strategies, can contribute

positively to the retention of nurses. For example, if an employee is able to attend a workforce retention program in work time (retention factor identified as accessibility under Herzberg's, the it may be perceived by the employee that they are being employed by a supportive organisation.

Furthermore, Hertzberg's Two-Factor theory, which comprises of "motivators" and "hygiene" factors that cause to improve employee retention, are well covered by HRM literature (Almaaitah, Harada, Sakdan & Almaaitah, 2017). Hygiene factors such as basic wages or salaries are factors that influence employee retention (Almaaitah et al., 2017). Under the compensation practices as a part of HRM practices, salary and wage strategies were determined and applied to influence employee turnover intention (Hanai & Pallangyo, 2020). Moreover, recognition, advancement and personal growth are considered as motivators that have significant effects on employee retention (Murtiningsih, 2020). HRM practices such as reward and compensation, career and development, as well as training and development are being applied to improve employee retention (Hanai & Pallangyo, 2020; Burnette et al., 2020). Therefore, HRM practices that were implemented in the organisation to improve employee retention are well aligned with the Two-Factor theory (Fahim, 2018).

Conceptual Review

The conceptual review section introduces the various concepts used in the study and how they were applied in the study's context. The review of the concepts provided insights into the arguments raised by previous researchers, the agreements and disagreements and how these were operationalized in the

study. These concepts are employee retention, human resource management practices and related dimensions.

Employee Retention

Retention is a complex concept and there is no single recipe for keeping employees with a company. Employee retention was also defined as a method used by organisations to encourage employees to stay in the organisation for a long term (Giri, 2008). Also, it was defined as a feeling or commitment of employees towards the organisation to stay, based on the factors that have been offered by the organisation (Kurdi & Alshurideh, 2020). Alternatively, employee retention refers to those who stay with an organisation due to the positive work environment, and reward and compensation that satisfy their aspiration and need (Pittino, Visintin, Lenger, & Sternad, 2016).

Employee retention was referred to as initiatives taken by the organisation to ensure employees with crucial skills and competences are prevented from leaving through appropriate compensation and rewards, supportive work environment, career development opportunities, and building employee relationship (Cascio, 2003). A study by Logan (2000) indicated that retention is driven by several key factors, which ought to be managed congruently: organisational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems

Determinants of Employee Retention

Employee retention is determined by many factors that are attributed to HRM practices. Some of these factors include career development, supervisor support, work environment and rewards (Khan, 2020). Strategic human

resource functions such as recruitment and selection are considered as crucial elements to retain employees (Boudlaie, Mahdiraji, Shamsi, Jafari- Sadeghi, & Garcia-Pereze, 2020). In a related study, Nyanjom (2013) studied the employee retention determinants in the state corporations and found that training and career development, performance appraisal, commitment and compensation enhanced workers' retention but the study focused on parastatals.

Career development (CD)

Megank (2007) defined that career development positively affects employee retention. Career development is not only about providing employees with opportunities to gain a higher career path, but also about providing more responsibility and appreciation for the efforts that employees make (Afiyati, 2018). Career development is a continuous process in which an individual realizes the goal of customized career planning and organisational conditions through individual effort (Priyono; et al., 2016). Career development is the process of increasing individual employability in order to achieve a desired career (Adnyani & Dewi, 2019). Career development expects every employee to motivate them to do good work (Afiyati, 2018).

Career development is the process of increasing individual employability achieved in order to realize a desired career (Niati, Siregar & Prayoga, 2021). Sufficient work experience is required from employees to ensure job satisfaction for each employee, which will affect employee retention in the organisation (Adnyani & Dewi, 2019). Therefore, every employee must be given the opportunity to develop their skills and career and are expected to deliver the best results to the company. Career development is

an employee activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop optimally (Jumawan & Mora, 2018).

Career development is a step that companies can use to maintain and increase employee productivity and prepare for an employee's future career (Cederyana, et al., 2018; Winda Annisa Putri, 2019). Career development is usually seen from an individual's perspective as a process of learning, managing life and working throughout life (Dawn, 2020; Mangion-Thornley, 2021). It is a vital element of an individual's life cycle, helping to navigate the journey through education and training to employment and fulfilling working life (Igudia, 2022). The career development is the effort made by organisations in career development programs to assist employees' career progression so as to improve organisational commitment and performance (Kakui, 2016; Çiğdem & Belgin, 2014).

Career development programs help to develop employee performance, increase employees commitment, reinforce the organisation's core values, help employees' in career growth and offer employees an extra benefit to increase their commitment to stay with the organisation (Kathukya , Mwang & Machogu, 2022). This will enable the employee to make progress in fulfilling their organisational tasks. It also helps remove all obstacles to the progress of workers (Igudia, 2022). Ideally, workers choose and stay with organisations that support their career interests as well as organisations that have career development programs that interest them (Igudia, 2022; Kathukya, Mwang & Machogu, 2022).

Studies (e.g. Adnyani & Dewi, 2019; Afiyati, 2018; Jayathilake, Daud, Eaw, & Annuar, 2021; Visano, Sutawidjaya & Endri, 2021) have shown that career development has a positive effect on employee retention. A study by Imna and Hassan (2015) showed that when employees perceived career development practices are more positive, it has a significant and positive effect on employee commitment leading to their retention in the organisation.

Studies by (Manthi, Kilika, & Kimencu, 2018). Sari & Dewi, 2020; Imna & Hassan, 2015) showed that Employee career development have a positive and significant effect on employee retention and reduce employee turnover intention. Similarly, other studies by (Ramadhani, Muis, & Amar, 2020; Sari & Dewi, 2020) established that enhances employee commitment and satisfaction and influence their retention. Also, some studies found that when organisations poorly practice CD, although it has a significant and negative influence on employee turnover intention (Manthi, Kilika, & Kimencu, 2018).

Training and development (T&D)

The training and development (T&D) practice is the second most researched HRM practice that contribute to employee retention. Several studies suggested that training and development have a significant effect on employee retention (Sari & Nisam, 2020; Imna & Hassan, 2015) while other studies showed no significant effect on employee retention (Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017). This suggests that past research was mixed and inconclusive. Most of the studies found that T&D had significant and positive effects on employee retention (Akther, & Tariq, 2020; Fletcher, Alfes, & Robinson, 2018).

Training is the most important strategy to achieve a high retention rate because of the increase in employee skills, knowledge to perform his job and make worker skills fit job needs (Akther & Tariq, 2020; Aleem & Bowra, 2020; Koteswari et al., 2020). Many studies stated that training enhances employee loyalty (Beynon et al., 2015; Chepkosgey et al., 2015), and enhance satisfaction (Koteswari et al., 2020), by providing the employee with career development and continuous improvement (Aleem & Bowra, 2020), as a result, employees feel that they still have value and company recognition. Therefore, training should be available for all employees (Biewenga, 2020; Cloutier et al., 2015).

Training and development provide opportunities for employees to develop in their career (Van Dyk & Coetzee, 2012). Also, it was found that perceived positive T&D practice causes to reduce the intent to leave (Aburumman et al., 2020; Santhanam, Kamalanabhan, Dyaram, & Ziegler; 2017). It was argued that T&D causes to enhance job satisfaction leading to increased employee retention (Nabi, Ahmed & Rahman, 2017). Nevertheless, Imna and Hassan (2015) found that T&D do not have significant effects on employee retention. Most of the studies conducted in linking T&D with employee behavioral outcomes. do not cover employee retention. Similarly, much research done in the past shows that the effect of T&D on employee turnover intention (Santhanam et al., 2017) or employee retention are not significant (Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017).

Likewise, some research failed to produce sufficient evidence that T&D has any significant effect on employee retention (Wijesiri et al., 2019; Ozolina-Ozola, 2014). Equally, many studies around the world show the

positive and significant effect of T&D on employee retention (Kalyanamitra, Saengchai, & Jermisittiparsert, 2020; Jeffrey & Prasetya, 2019; Boon et al., 2019) and argued that T&D must be carried out to ensure an improved employee retention rate (Aburumman et al., 2020). This shows a significant research gap in terms of knowledge and methods in producing empirical evidence to examine the effect of T&D on employee retention.

Compensation and Rewards

The most studied HRM practices in the past ten years are considered to be compensation and rewards (Aleem & Bowra, 2020; Imna & Hassan, 2015). Review of the literature showed that reward and compensation practices (R&C) have positive effect on employee retention and caused employees to stay health care service where the rewards and compensation are very attractive (Imna & Hassan, 2015). For instance, some studies by researchers showed that practices have statistically significant positive effect on employees' retention positive health Services (Hanai & Pallangyo, 2020; Khalid & Nawab 2018). These findings were confirmed other Scholars who established that attractive rewards and compensation can influence employees to in stay and work for their institutions especially where these rewards and compensation are considered to be fair by employees (Kalyanamitra, Saengchai, & Jermisittiparsert, 2020; Malik, Baig, & Manzoor, 2020; Hanai, & Pallangyo, 2020; Khan 2020).

Further studies conducted by researchers (e.g., Dewi, 2019; Martini, 2020; Syahresa et al. (2017) showed that compensation has significant positive effect on employee retention. Furthermore, research conducted (Hanai & Pallangyo (2020) showed that rewards and attractive compensation in health

care institution have statistically significant positive effect on employee retention. Similar studies done by Bibi et al. (2017) established that compensation and rewards practices has statistically significant positive effect on employee retention has a positive and significant effect on employee retention.

To achieve a high employee retention rate, managers should implement many strategies in the organisation (Cloutier et al., 2015; Oladapo, 2014), Cloutier et al. (2015) mentioned only 4 strategies that most enhance employee retention which is effective communication, diverse workforce (Ali et al., 2014), hiring skilled workers (Akther & Tariq, 2020), and training (Akther & Tariq, 2020; Chen, 2014; Nguyen & Duong, 2020).

Compensation packages in organisation can influence the employee (Chew & Chan, 2005). An attractive compensation packages in organisation play a vital role in attracting employees and enhances employee's organisational commitment and ensures employee retention. Armache (2014) stated that compensation includes wages and other forms of payments such as bonuses, profit sharing, overtime pay and sales commission. It may also include non-cash assets such as a car, housing paid by the company, company benefits and stock options. The working environment of the health service environment comprises of younger individuals who are at an early stage of their careers and it is important the health service put in place good compensation packages to retain them in the organisation. Furthermore, it is characterised by low pay (Harry & Coetzee, 2013). Research by Pierre and Tremblay (2011) indicated that inadequate compensation package results in dissatisfaction, absenteeism and increased turnover of the employees.

Performance Appraisal (PA)

Many researchers have established the link between PA and employee retention. For instance, studies conducted by researchers (e.g, Malik, Baig, & Manzoor, 2020; Aleem & Bowra, 2020; Jeffrey & Prasetya, 2019) showed that Institutions have effective appraisal system to assess and evaluate the performance of employees' and that employees and managers are directly involved in setting goals and objective and this performance appraisal has a positive and significant effect on employee retention.

Studies by other Scholars (Boon et al., 2019; Kalyanamitra, Saengchai & Jermittiparsert, 2020; Mbugua, Waiganjo & Njeru, 2015; Upadhyay, Ansari & Bijalwan, 2020) showed that in some institutions, performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets and the feedback is given to employees about what is expected of duties assigned, supervisors provide feedback after appraisal to employee performance and this has significant positive effect on employee retention. Similarly, Gulsar, Advani and Jalees (2017) in their study found that the performance appraisal, career development and reward system all have positive impacts on employee's retention if practiced regularly and adequately.

On other hand, other studies found no significant effect of performance appraisal on employee retention (Boon et al., 2019; Gile, Buljac-Samardzic & Klundert, 2018). It is clearly seen that the past research was inconclusive and produced mixed results leaving significant room to be filled by applying appropriate methods to establish the causal effect of PA on employee retention.

Obstacles to Retention Strategies

Study by Matindo et al. (2015), Sishuwa1 and Phiri (2020) showed that that poor working conditions, poor salaries and incentives, lack of career growth, poor management styles, in-conducive work environments, job insecurity, lack of motivation, lack of equipment and drugs and work overload recorded higher percentage rate. Matindo et al. (2015) further found that significant shortage in skilled health workers also affects the few available health workers in the country because they are overworked and have consequently, become demotivated. Retaining employees has become a significant concern for health care institutions as turnover rates increase the cost of training more health care professionals (Parker & Gerbasi, 2016).

Organisations that experience voluntary turnover incur recruitment costs, replacement costs, and training costs that negatively affect company's profit margin (Parker & Gerbasi, 2016). Employees who are dissatisfied or not committed to their jobs have a higher chance of voluntarily quitting (George, 2015). Employees who voluntarily quit their jobs contribute to retention and financial challenges (Kakushadze, 2015). Recruiting and training costs vary and can add to the total cost of an employee's yearly salary (Parker & Gerbasi, 2016). Labor shortages can be a direct consequence of employee turnover and retention challenges (Ackerson & Stiles, 2018). Employees' perceptions of the organisation might contribute to their decision or intention to quit (Tomietto, Rappaglosi & Battistelli, 2015).

Empirical Review

Hassan (2022) examined the effects of human resource management (HRM) practices on employee retention mediated by reward and

compensation. The study used quantitative approach and descriptive survey design. A sample of 250 respondents among the employees working in the retail sector in Capital City of Maldives was selected using the random probability sampling technique. A structured questionnaire was distributed, and data was collected. Structural equation modeling analysis was carried out to examine the causal effect of HRM practices on employee retention. The findings showed that reward and compensation (R&C) practices had significant and positive effects on employee retention. However, the study found no significant effect of career development, training and development, and performance appraisal on employee retention.

Several studies showed training and development have a significant effect on employee retention (Sari & Nisam, 2020; Imna & Hassan, 2015) while other studies showed no significant effect on employee retention (Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017) suggesting that past research was mixed and inconclusive.

Shoaib, Noor, Tirmizi and Bashiru (2009) conducted to study the impact of career development opportunities, supervisor support, working environment, rewards and work-life policies on employee retention in Telecom sector of Pakistan. The study used quantitative research approach. The research design was a descriptive survey. The research used to gather data was questionnaire from 130 respondents. The study used regression analyses the data gathered. The findings showed that career development opportunities, supervisor support, working environment, rewards and appraisal has positive effect on employee retention.

In Ghana, Enu-Kwesi, Koomson, Segbenya and Prah (2014) investigated the determinants of employee retention in Ghana Commercial Bank (GCB), Kumasi. Various factors that contribute to employee retention such as organisational factors, human resource factors, organisational benefits, commitment, employees' retention and job satisfaction were examined. Quantitative research design, specifically a correlational design was used. Primary data were collected from 98 employees comprising senior and junior staff, through questionnaire administration. The data were analyzed by using Spearman correlation and step-wise regression analyses. The findings showed that determinants of retention were career development, compensation training and development and fairness.

Mendis (2017) study empirically evaluated five independent variables (remuneration, cash incentives, work life balance, supervisor support and employee recognition) and their relationship to the turnover intention of non executives in the logistics industry of Sri Lanka. The sample consists of 97 non executive staff in the logistics industry of Sri Lanka. The data collection was done by using a self administrated structured questionnaire. The results indicated that remuneration, career development, training and development performance appraisal have positive effect on employee retention.

Lessons Learnt

Literature has pointed a myriad of factors that influence employee retention. On the account of the role of human resource management practices, the review has pointed that employing the practices including career development, training and development, compensation and performance appraisal has influence on employee retention. Also, methodologically, the

studies reviews employed mostly quantitative studies and the design utilised was descriptive design. The authors employed a self-administered questionnaire to gather data from the employees and measured the study variables, using a five-point Likert scale. The reason cited for the predominant use of the survey design was to arrive at conclusions applicable to representative proportions of the population involved in each case. Simple random sampling was applied in selecting respondents from homogeneous populations.

Statistically, the technique predominantly used by the researchers for data analysis was SPSS with the researcher looking at describing how succession planning was done in each study setting. This study therefore presents the conceptual framework in the next section.

Conceptual Framework

According to Imenda (2014) a conceptual framework is an end result of bringing together a number of related concepts to explain a given event and also give a wider understanding of the research problem. The study argued that career development, training and development, attractive compensation, performance appraisal can have strong positive effect on employee retention employees as shown in Figure 1

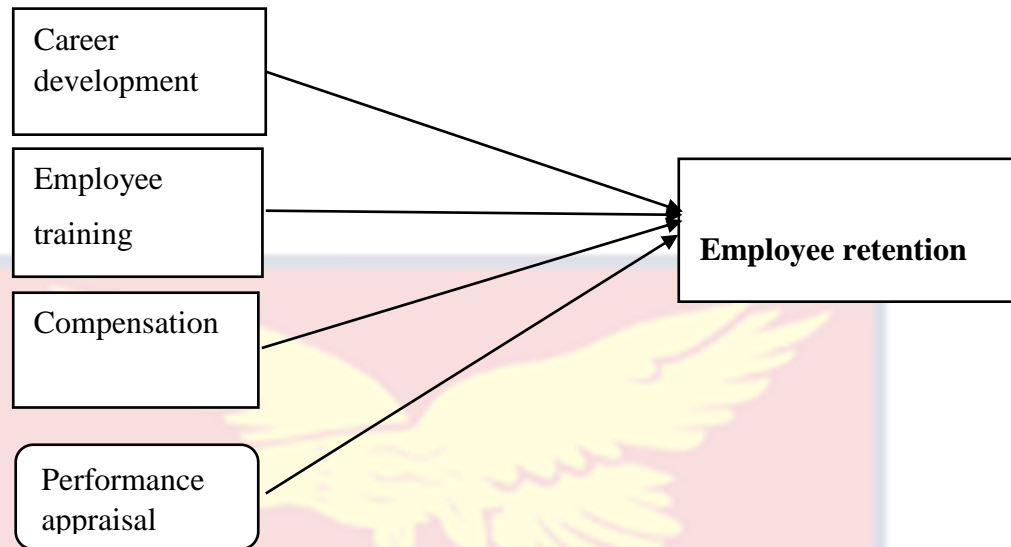


Figure 1: Conceptual Framework

Source: Field Survey, Author's construct (2023)

As illustrated in the conceptual framework, the study proposes that human resources management practices (HRMP) through its elements; career development, training and development, compensation and performance appraisal may influence employee retention. Literature is not clear on the specific direction of the link between HRMP and employee retention. While some scholars revealed no significant relationship (Nongo & Ikyanyon, 2012), others established a significant relationship (Ghorbanhosseini, 2013). Therefore, it is anticipated that the current study will establish significant positive relationships particularly within this Ghanaian context.

Chapter Summary

The review of the related literature showed that compensation, rewards career development has significant positive effective on employee retention. A study by Kashyap and Rangnekar (2014) found that training opportunities, career development, compensation, fair performance appraisals, has positive effect on employee retention. The study found that dissatisfied nurses are most inclined to leave the profession, but nurses who stay with the organisation

longer are more satisfied (Gould-Williams (2016). It is important to note that when organisations recruit people with the appropriate skills, they develop and implement retention strategies to prevent them from leaving (Smit et al., 2015).



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter covered the research design, the population, sample and sampling techniques, data collection instruments, data collection procedures, pilot testing, data processing and analysis.

Research Approach

The study used quantitative approach. Sekaran and Bougie (2016) posited that the epistemological underpinning of the quantitative motive asserts that there are definable and quantifiable social realities. The study therefore used a quantitative research approach based on the nature of the intended purpose of the study, specific objectives, hypotheses and the nature of primary data to be collected and analysed. Creswell (2014) argued that the quantitative approach is concerned with explaining phenomena by collecting numerical data that is analyzed using mathematically based methods (especially statistics). This approach usually begins with the collection of data based on a hypothesis or theory and is followed by the application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010).

Quantitative methods are often described as deductive in nature, in the sense that conclusions from statistical hypothesis tests lead to general conclusions about the characteristics of the population. Quantitative methods are also often characterized as assuming that there is a single “truth” that exists independently of human perception (Lincoln, Lynham & Guba, 2011). It has also been found that findings from quantitative research can be

predictive, explanatory and confirmatory (Williams, 2007; Bernard & Bernard, 2012).

Using a quantitative approach is able to produce numerical data that can be analyzed using statistical analysis (Almalki 2016; Bailey 2014). A quantitative approach allows the researcher to specify which variables are included in the research and understand the relationships between them, which can then be used to confirm or refute assumptions or hypotheses (Bryman & Bell 2015). The quantitative approach helps in adopting appropriate statistical tests and procedures that enhanced data analysis and testing of hypotheses. It also assisted in presenting and discussing the results in a manner that reflected a good understanding of the subject matter as well as answered the research questions. This approach use questionnaire to gather data that facilitates the process of tabulating and quantifying responses in terms of how frequently the participants selected certain multiple-choice answers (Bryman & Bell 2015).

Research Design

A research design is the entire plan showing how the researcher intends to go about the research work. It is the foundation for the research work as it outlines the various approaches to be employed in solving the research problem, information regarding the research problem, the duration for the study and budget (Sekaran & Bougie, 2013). A research design according to Joubert and Ehrlich (2007) is a structured methodology that a researcher follows in answering a research question. It is a detailed outline of how the research would proceed. It includes the methods of data collection, the tools used and how they are used, and the means of analyzing the data collected.

The researcher adopted explanatory and descriptive research design for this study. The study had a broader purpose to examine the relationship between types of employee participation and types of employee retention among the study population. The study was based on a descriptive survey design because it allows to gather opinions, beliefs or perceptions of a current issue from a large group of people (Lodico, Spaulding & Voegtler, 2006). The main objective of the survey design was to collect appropriate data to serve as a basis for obtaining results and drawing conclusions. Bartels (1997) believes that in descriptive research, events or conditions either exist or have occurred, and the researcher merely selects relevant variables to analyze relationships and state how things are.

Therefore, the research design was appropriate for the study as data was collected using a questionnaire to answer the research questions regarding the determinants of employee retention strategies. Frankel and Wallen (2000) state that there are some difficulties in using a survey design. They cite the following as some of the difficulties; to ensure that the questions are very clear and not misleading, to get the respondent to answer the questions honestly and thoughtfully, and also to obtain a sufficient number of completed and returned questionnaires to allow meaningful analysis. They added that despite these disadvantages, descriptive research helps researchers observe, describe, and record situations as they naturally occur. Based on this, a descriptive survey design was considered most appropriate for the study. A quantitative research approach was also adopted. Quantitative research relies on the principle of verifiability, which makes it possible to establish a cause-and-effect relationship.

Study Unit

CHAG is a Network organisation of 183 health facilities and health training institutions owned by 21 different Christian Church Denominations. CHAG provides health care to the most vulnerable and underprivileged population groups in all 16 Regions of Ghana, particularly in the most remote areas. CHAG is a recognised Agency of the Ministry of Health and works within the policies, guidelines and strategies of the Ministry of Health (MOH). Nonetheless, CHAG is autonomous and takes an independent position to advocate and promote improvements in the health sector and to promote the interest of its members and its target beneficiaries. CHAG is directed by a Strategic Framework outlining aspirations and approaches inspired by Christian identity, purpose and values.

Within the Jasikan Diocese, there are three hospitals registered under CHAG. They are Dodi-Papase hospital, St. Joseph Hospital in Nkwanta and St. Mary Theresa Hospital. This area was chosen because of the high rate of employees' unwillingness to stay on the jobs there.

Population

The population consist of one hundred and eighty nine(189) staff of medical doctors, Physician assistants, nurses and midwives, paramedics at Jasikan Diocese.

Table 1: Breakdown of Population

Population	Number
Medical doctors	6
Physician assistants	9
Nurses and midwives	129
Paramedics	27
Others	18
Total	189

Source: Human Resource Desk (2023)

Sample Size and Sampling Procedure

Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of characteristics in the entire group (Orodho & Kombo, 2002).

The study adopts stratified sampling technique due to heterogeneous of the population. Auka, Bosire and Matern (2013), posit that stratified random sampling ensures that all the groups (categories) were sampled and this facilitated comparison among the groups. According to Baird (2007), stratified sampling technique produces estimates of overall population parameters with greater precision and ensures that a more representative sample is derived from a relatively heterogeneous population.

The researcher adopted a stratified proportionate sampling technique. Proportionate sampling was then used to determine the number of respondents from each stratum to ensure equal representation hence reduce sampling errors. The sample size was calculated using Yamane's formula (1967) on the basis of which a sample of 128 respondents was selected. The Yamane (1967) formula for calculating sample sizes was used to calculate the sample size at

95% confidence level and $P = 0.5$. Where n is the sample size, N is the population size, and δ is the critical value of the confidence level (0.05).

$$n = \frac{N}{1+N(e)^2} n = \frac{189}{1+189(0.05)^2} n = \frac{189}{1+189(0.0025)} = 128$$

The investigator then employed stratified random sampling method, a probability design to select respondents. The method involves dividing the population into homogeneous sub groups (strata) and then taking a simple random sample in each sub-group (Kombo, 2006). Kothari (2006) and KIM (2009) contend that one major advantage of this method is that the researcher classifies the units into strata on the basis of characteristics that if not properly represented in sample, may bias the inferences of the researcher. The researcher contacted the various respondents and booked appointments with the participants at a time convenient to them. Finally, the researcher went to the participants and administered the questionnaires to them and collected them after they had filled them.

Data Collection Instruments

Primary data was collected and used for the data analysis. Self-administered questionnaire was used to collect primary data from the respondents. Zikmund (2003) argues that using questionnaire to gather data is fast economical, efficient, and a more definite method of collecting information about the population. The use of questionnaire ensured that data collection is standardized such that each respondent gets the same question and in the same format. Questionnaire also enabled the researcher to collect original data from the sample of the population within a short time (Ogutu, 2012).

The questionnaire comprised four sections. Section A gathered the demographic information of the respondents such as age, experience, gender and educational qualification. Section B covered the items on the factors affecting the retention of nurses in Public Health care Facilities at Jasikan Diocese. Section C covers the items the covers the items retention strategies in retaining employees at Christian Health Association of Ghana facilities in the Jasikan Diocese, Section D obstacles do you face when attempting to implement your retention strategies at Christian Health Association of Ghana facilities in the Jasikan Diocese

The items on the questionnaire were measured on a five-point Likert scale scale ranging from 1-5 where each respondent is required to rate each and every statement given describing a given variable. The scale ranges from 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and Strongly Agree. A five- point Likert scale is used because it relatively easy to construct, it facilitates quantifications of the responses, enables ranking of items, the respondents are more likely to respond to all the statements in the instrument and can best help capture people opinions (Malhotra, Sharma, Garg, Bishnoi, Kothari, & Pujara, 2014).

Validity and Reliability of the Instrument

Ensuring the validity of the data collection instrument in any research work is essential to the acceptability of the results of the entire research. Validity is the degree to which measure adequately represents the underlying construct that was intended to measure (Babbie & Mouton, 2011; Bryman, 2004). To complement this, the responses from the data collection instrument were validated to ensure trustworthiness and authenticity. The following

validity procedures were used: Face validity: When face validity was assured, the data collection instruments were given to the colleagues assess the validity of the instrument. The comments were used to revise the instrument to gather the actual data.

According to Oluwatayo (2012), face validity is described as the subjective assessment of the relevance and presentation of a data collection instrument, whether the questions/items in the instrument appear to be clear, unambiguous, reasonable and relevant. To ensure proper validity of the study instruments in this research, the questionnaire was discussed and revised with colleagues. Content Validity: As a theoretical concept, content validity describes the degree to which a measurement instrument shows evidence of comprehensive and fair coverage of the area of questions/items it is expected to cover (Oluwatayo, 2012). Content validity was provided by experts who have deep knowledge of the study areas. These experts provided critical and insightful comments that were considered in the finalisation of the instruments (Babbie, 2007). Insightful suggestions experts helped redesigning of the entire instrument to capture every area of study.

Construct validity was ensured by the researcher. According to Walden (2012), construct validity refers to the extent to which the operational meaning of a variable reflects its theoretical definitions. Construct validity is the extent to which conclusions can reasonably be drawn from operationalisations in research to the theoretical concepts on which those operationalisations are based (Cohen et al., 2008).

Reliability of the Instrument

Sekaran (2009) asserts that the reliability of the study measures could be assessed by computing Cronbach's alpha coefficients, which could be used to assess the internal consistency among the research instrument items.

Sekaran (2003) notes that reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. Cronbach's alpha was used as a measure of internal consistency. Cronbach's alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. The Cronbach's alpha coefficient should range between 0 and 1 (De vaus, 2002).

In this study, Cronbach's alpha type of reliability co-efficient was used in assessing the degree of instrument reliability. As observed by Bramble & Mason (2017), instruments with a reliability index of 0.5 and above can be used to collect data. Reliability was measured using the Cronbach's Alpha coefficient (α). The alpha value ranges from 0 to 1, and the closer the value is to 1 the greater the reliability of the questionnaire. Nunnally (1978) recommends that instruments used in research should have reliability of about 0.70 and above. If the instrument has a reliability of 0.7 and above it indicates that the instrument is reliable. Table 2 presented the Cronbach's Alpha results of the study.

Table 2: Cronbach's Alpha Results

Variables	Cronbach's Alpha
Career development	.829
Rewards and compensation	.792
Training and development	.877
Performance appraisal	.768
Employee retention	.978

Source: Field Survey (2023).

The results in Table 2 the cronbac's Alpha have been presented. The lowest was .768 and the highest was .978. By inference from the threshold provided by (McNeish, 2018) and (Pallant, 2010), the sub-construct are all highly reliable and were used for data collection. Bramble & Mason (2017), suggested that instruments with a reliability index of 0.5 and above can be used to collect data.

Data Collection Procedures

A letter of introduction was obtained from the Department of Human Resource Management, University of Cape Coast. It was sent to selected heads of institutions and departments requesting permission to conduct research in their facilities. The introductory letter allowed access to the research because the leaders of the different groups read it and understood the purpose of the research. Ethical approval was also sought. In this study, four colleagues were selected to assist with the administration of the questionnaire. Prior to data collection, initial arrangements were made to establish appropriate contact and inform gatekeepers of data collection zones. The aim of the research was emphasized to the participants so that they could answer the questionnaire willingly and objectively. The administration of the

questionnaire took place and the data were collected immediately. Respondents were required to fill out. Data collection began on June 15, 2021 and ended on July 20, 2021. Monday through Friday from 9:30 a.m. to 2:00 p.m. Respondents were assured of confidentiality. Administration of the questionnaire for each respondent took 20 to 40 minutes.

Ethical Considerations

According to Saunders, Lewis, and Thornhill (2007), ethics are rules of conduct that guide honest decisions, actions, and dealings with others. Some key ethical considerations suggested by Neuman (2014) were strictly followed. These ethical considerations consisted of informed consent, voluntary participation, right to privacy, plagiarism, anonymity and confidentiality. With reference to voluntary participation, respondents were allowed to participate in the exercise at their own free will. Thus, no employee was forced to participate in the exercise. Regarding informed consent, respondents were informed about their participation in the data collection exercise. This was practically achieved by first obtaining permission from the organisation headquarters. Copies of the permission note were also attached to each questionnaire. Anonymity was guaranteed by excluding all personal information such as names and other sensitive personal information that could reveal the respondents of the questionnaire. This was done to ensure that the identity of the respondents remained anonymous; so that it is not exposed to third parties. Confidentiality was also confirmed by assuring the respondents that the information provided in the questionnaire would be kept confidential and none of it would be used for purposes other than this study. It could be

concluded that the study ensured that all possible ethical issues were properly addressed.

Data Processing and Analysis

After collecting sufficient data from the respondents, the data would be further processed using IBM SPSS software version 26. The software provides more accurate information by properly handling missing data, assigning reason codes for missing data and includes all relevant analytical tools. The researcher did the editing, sorting and removed the questionnaires that were not properly answered by the respondents. For example, data editing and sorting processes are important to check and adjust data for reliability, omissions, and consistency before coding and subsequent transfer to data storage processes (Blumberg et al., 2008). Data editing was done to check the completeness of each questionnaire along with the eligibility of each respondent. On the other hand, a coding process was used to verify and group each response with appropriate numerical symbols and scores (Zikmund et al., 2012). Blumberg et al. (2008) stated that data editing, sorting, and coding are necessary to check and verify errors in the raw data before performing statistical analysis.

The processed data are subsequently analyzed using both descriptive (mean values, standard deviation) and inferential (linear regression) statistical techniques. Descriptive statistics specifically mean scores were used to address the research questions as required by the research objective. The average score is suitable for interpreting and communicating information to people (Saunders et al., 2009). As a rule of thumb, the higher the average score for a given retention variable, the higher the employee retention. Also based on Cohen, Xanthopoulos and Jones' (1988) assumption, mean scores

between 1 and 2.94 indicated “low” and scores between 2.95 and 5 indicated “high” preference.

In terms of research objectives one to four sought to examine the determinants of employee retention strategies used by the healthcare institution in the study institution, linear multiple regression was used to analyze the research questions. Linear regression is an analytical tool for evaluating how a criterion (dependent) variable is statistically explained by one or more predictor (independent) variables. It has the following assumptions: multivariate normality, no multicollinearity, no autocorrelation, and sampling adequacy (Schmidt & Finan, 2018). Regarding sampling adequacy, the rule of thumb is that a study should not have a minimum of 30 cases. As such, data are considered normal and relevant for regression analysis if they have more than 30 cases (ie, a dataset).

The results were finally presented in tables, discussed and his conclusions were supported or disapproved by previous related studies. The Linear Multiple Regression will be used to analyse the research question one to four and mean and standard deviation will be used to analyse the research question five. The Linear Multiple Regression model were stated thus:

$$Y = \beta_0 + \beta_1 T_1 + \beta_2 COM_2 + \beta_3 CD_3 + \beta_4 PP_{4+} e$$

Where Y=

B0 = Constant of the model

X1 = Training and development

X2 = Compensation

X3= Career development

X4 = Performance appraisal

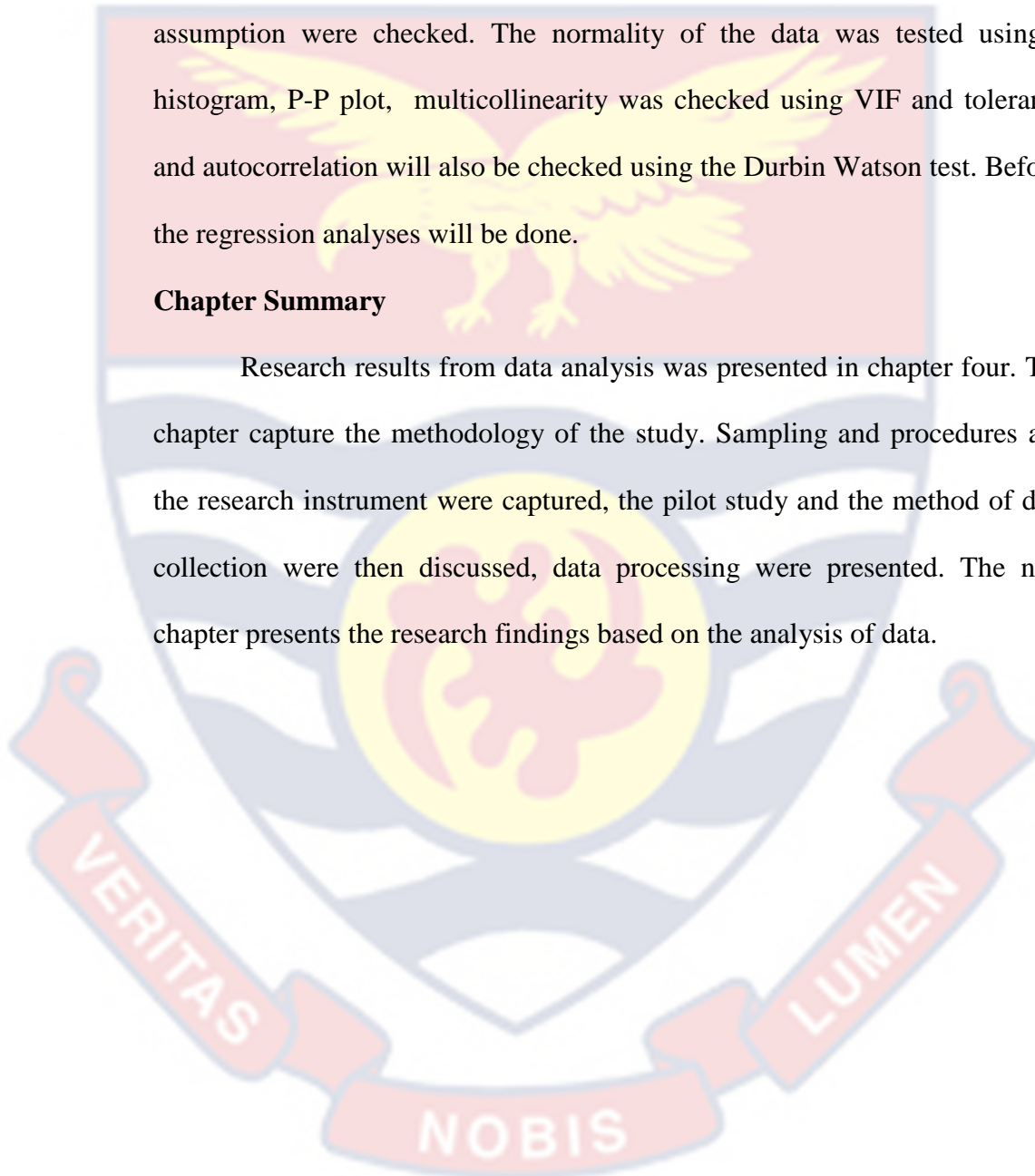
β_1 -is the slope or change in Y

$$\varepsilon = \text{error term}$$

To conduct the linear multiple regression analysis, the regression assumptions were checked to ensure that the study meet the assumptions. The following assumption were checked. The normality of the data was tested using a histogram, P-P plot, multicollinearity was checked using VIF and tolerance and autocorrelation will also be checked using the Durbin Watson test. Before, the regression analyses will be done.

Chapter Summary

Research results from data analysis was presented in chapter four. The chapter capture the methodology of the study. Sampling and procedures and the research instrument were captured, the pilot study and the method of data collection were then discussed, data processing were presented. The next chapter presents the research findings based on the analysis of data.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the results and discussions of the study. The main purpose of the study is to investigate the employee retention strategies use by Christian Health Association of Ghana, Jasikan Diocese. Specifically, presented the soci-demographic characteristics of the respondents, influence of Career development (CD) practices on employee retention in Christian Health care Facilities at Jasikan- Diocese, the effect of Training and development (T&D) practices on employee retention in Christian Health Association of Ghana (CHAG), Jasikan Diocese, the effect of compensation and rewards on employee retention in (CHAG), Jasikan Diocese, the influence of Performance appraisal (PA) practices on nurses' retention in CHAG, Jasikan Diocese and the obstacles faced by Jasikan Diocese in retaining employees and gave chapter summary of the study.

Demographic Characteristics of the Respondents

This section presented the demographic characteristics gender, age highest educational qualification and working experience of the respondents and the results are presented in Table 3.

Table 3: Demographic Characteristics of the Respondents

Gender	Frequency	Percentage (%)
Male	66	51.6
Female	62	48.4
Total	128	100.0
below 20 years	4	3.1
20-29	34	26.6
30-39	43	33.6
40-49	27	21.1
50-59	16	12.5
Above 60 years	4	3.1
Total	128	100.0
Number of years have you been in this		
business		
0-5 Years	40	31.3
6-10	35	27.3
11-15	25	19.5
16-20	18	14.1
21years and above	10	7.8
No formal education	25	19.5
Primary/JHS	64	50
Completed SHS Level	31	24.3
College/University	8	6.3
Total	128	100.0

Source: Field Survey (2023)

The results in Table 3, shows that the majority 51.6% of respondents were male whilst 48.4% were females. The results showed that most of the respondents were males. The results also show that 33.6% of respondents fell within the age group of 30-39. This was followed by those in age group 20-29 which is 26.6% of the respondents sampled. The age group of 40-49 represented 21.1% of the total sample. Those in the age category of 50-59 followed with 12.5%. The age group of below 20 years and above 60 years

was 3.1%. The data shows that the majority of the respondents were matured and were between the ages of 30-59 years. This gives meaning to this survey's finding that the majority of the respondents are within this young adult population. This means that youth are in active employment and can give the necessary information.

With regard to educational qualification, the results showed that the majority 50% of the respondents had Diploma qualification, followed by 24.3% who had Bachelor's Degree, 19.5% of the respondents had WASSCE, and 6.3% had Master's qualifications. These results imply that the respondents had obtained good qualification and will be able to understand the issues under discussion. They were able to provide credible information on employee retention strategies used by Christian Health Association of Ghana, Jasikan Diocese.

Descriptive Statistics of Career development

The mean and standard deviation were used to analyze the data on the research objective. Mean scores were interpreted based on (Cohen, 1988) assumption where 1.00-1.49 was considered strongly disagree, 1.50-2.49 was disagree, 2.50-3.49 was considered uncertain, 3.50-4.49 was considered to agree and the average score range of 4.5-5.00 was considered strongly agree. The results are shown in Table 4.

Table 4: Descriptive Statistics of Career development

Statements	<i>M</i>	<i>SD</i>
The institution provide career counseling to employees as a way of achieving career development	4.773	.152
The institution provides career counselling that employees to resolve issues that could affect commitment to stay with organisation.	3.945	.052
The Institution has coaching and mentoring programs as career development employees' responsibilities	3.879	.952
The purpose of Career development is to enhance employee retain and help fulfil the career goals of employees	3.929	.029
Composite Mean and Standard Deviation	3.882	.046

Source: Field Survey (2023)

The respondents agreed that the institution provide career counseling to employees as a way of achieving career development ($M = 4.773$, $SD = .152$). The institution has a clear process for identifying and planning workforce development to retain key talented employees ($M = 3.945$ $SD = .052$). a study by (Adnyani & Dewi, 2019; Niati, Siregar & Prayoga, 2021) posited that career development is the process of increasing individual employability achieved in order to realize a desired career. Sufficient work experience is required from employees to ensure job satisfaction for each employee, which will affect employee retention in the organisation

The results showed that institution provides career counselling that employees to resolve issues that could affect commitment to stay with organisation. Employee counselling involves a situation where the employee (counselee) is offered advice, direction and suggestions through various means of the counselor to improve the physical and mental state of the counselee needed to solve the prevailing problem. Employee guidance and counselling

is usually provided by a senior employee, such as supervisors, managers or consultants, depending on the organisation's policy choices, with the intention of solving existing problems.

The Institution has coaching and mentoring programs as career development employees' responsibilities ($M = 3.879$, $SD = 0.952$). The standard deviation was lower than the composite standard deviation indicating the respondent were in agreement to the statement. The finding aligned with of (Igudia, 2022; Kathukya, Mwang & Machogu, 2022) found that career development includes coaching and mentoring, career counseling and training aimed the growth of the employee. The respondents agreed that there is a clear succession planning structure in my organisation ($M = 3.773$, $SD = .152$). The standard deviation of this item was greater than the composite standard deviation indicating that the respondents' opinions on this statement were in agreement.

The purpose of Career development is to enhance employee retain and help fulfil the career goals of employees ($M = 3.929$, $SD = .029$). The career development programs to assist employees' career progression so as to improve organisational commitment and performance. Ideally, workers and nurses in the hospital may choose to stay with organisations that support their career interests as well as organisations that have career development programs that interest.

Descriptive Statistics of Training and Development

The purpose of this research was to examine the effect of training and development (T&D) on staff retention in CHAG in Jasikan Diocese. To address this research question, a questionnaire was used to collect data on

eight items measured on eight-point Likert scale. The mean and standard deviation were used to analyze the data on the research objective. Mean scores were interpreted based on (Cohen, 1988) assumption where 1.00-1.49 was considered strongly disagree, 1.50-2.49 was disagree, 2.50-3.49 was considered uncertain, 3.50-4.49 was considered to agree and the average score range of 4.5-5.00 was considered strongly agree. The results are shown in Table 5.

Table 5: Descriptive Statistics of Training and Development

Statements	<i>M</i>	<i>SD</i>
The institution provides regular in-service training and development for all the staff.	4.49	0.79
The training and development programs take place regularly during working hours	3.75	1.35
Employees are given opportunity to attention training to upgrade themselves	4.16	0.96
The Institution provides training and development opportunities compared with other organisations	3.55	1.27
The institution give study leave with pay to the employees who want to upgrade themselves	4.1	1.00
The skills and knowledge gained during the training and development helps me to perform my duties	3.76	1.34
The hospital willingly invests in the professional development of health workers	3.88	1.79
I am satisfied with the hospital's training for my current job	3.71	1.20
Composite Mean and Standard Deviation	3.924	1.213

Source: Field Survey (2023)

The results presented in Table 5 showed that the institution provides regular in-service training and development for all the staff ($M=4.49$, $SD=0.79$). The respondents agreed that employees are given time off to attend

training and development programs ($M = 4.16$, $SD = 0.96$), The institution give study leave with pay to the employees who want to upgrade themselves ($M = 4.10$, $SD = 1.00$), the hospital willingly invests in the professional development of health workers ($M = 3.88$, $SD = 1.79$), The respondents again agreed that the skills and knowledge gained during the training and development helps me to perform my duties ($M = 3.76$, $SD = 1.34$) since the standard deviation is higher than the composite standard deviation, then the respondents had diverse opinions.

Furthermore, The training and development programs take place regularly during working hours ($M = 3.75$, $SD = 1.35$). The standard deviation result shows that the respondents had diverse opinions that accounting software increases data accuracy. Additionally, respondents agreed that they are satisfied with the hospital's training for my current job ($M = 3.71$, $SD = 1.20$), the Institution provides training and development opportunities compared with other organisations ($M = 3.55$, $SD = 1.27$).

Descriptive Statistics of Compensation and Rewards

The study sought to examine how does compensation and rewards impact employee retention at CHAG in Jasikan Diocese. To address this research question, a questionnaire was used to collect data on eight items measured on a seven-point Likert scale. The mean and standard deviation were used to analyze the data on the research objective. Mean scores were interpreted based on (Cohen, 1988) assumption where 1.50-2.49 was disagree, 2.50-3.49 was considered uncertain, 3.50-4.49 was considered to agree and the average score range of 4.5-5.00 was considered strongly agree. The results are shown in Table 6.

Table 6: Descriptive Statistics of Compensation and Rewards

Statement	Mean	Std. D
Financial (monetary) rewards are provided for good performance	4.26	0.85
Employees who excel in their tasks are recognized for employee achievements	4.25	0.98
Employees are given attractive rewards and compensation to motivate them to stay	4.61	0.80
Employees are offered salary increases, bonuses and other financial rewards on their performance and length of service	4.51	0.97
The salary and compensation in this hospital is competitive as compare to other organisation	4.07	.018
The hospital provides regularly bonuses and other allowance to supplements the salary	4.05	0.89
The rewards and compensation have significant influence on employee retention in this organisation	4.00	0.91
Mean of means and standard deviation	4.28	0.89

Source: Field Survey (2023)

The results also showed that respondents strongly agreed that employees are given attractive rewards and compensation to motivate them to stay ($M = 4.61, SD = 0.80$). Employees are offered salary increases, bonuses and other financial rewards on their performance and length of service ($M = 4.51, SD = 0.97$). The results showed that the hospital provides regularly bonuses and other allowance to supplements the salary ($M = 4.05, SD = 0.89$). This finding support that of Armache (2014) who found that compensation and rewards are in the form of wages and other forms of payment such as bonuses, overtime pay. It can also include non-cash assets such as a car, company-paid housing, company benefits and stock options.

Employees who excel in their tasks are rewarded to encourage the to stay and work for the organisation ($M = 4.25$, $SD = 0.98$). The findings concurred with that of several researchers (e.g. Dewi, 2019; Martini, 2020; Syahresa et al. (2017) whose findings showed that some organisations give rewards and compensation to employees who excel in the performance of their duties and these rewards and compensation packages have a significant positive effect on employee retention, the respondent agreed that Technical Issues affect impact of accounting software on financial performance ($M = 4.11$, $SD = 0.97$).

Furthermore, respondents agreed that the salary and compensation in this hospital is competitive as compare to other organisation ($M = 4.07$, $SD = 0.18$). The rewards and compensation have significant influence on employee retention in this organisation ($M = 4.00$, $SD = 0.91$). This finding is similar studies conducted by Bibi et al. (2017) whose findings revealed compensation and reward practices have a statistically significant positive effect on employee retention, have a positive and significant effect on employee retention. Compensation and rewards are considered the most studied human resource management practices in the last ten years (Imna & Hassan, 2015).

Descriptive Statistics of Performance Appraisal (PA)

The study also sought to examine the effect of performance appraisal on the retention of nurses in CHAG in Jasikan Diocese. The questionnaire was used to gather on five items on a five-points Likert agreement scale. The results obtained are summarized in Table 7.

Table 7: Descriptive Statistics of Performance Appraisal

Statement	Mean	Std. D
The Institution are effective appraisal system to assess and evaluate the performance of employee	4.81	0.86
Feedback is provided to employees about what is expected of duties assigned	4.36	0.95
The managers provides feedback after appraisal to employee performance	4.26	0.95
Employees and managers are directly involved in setting goals and objectives	4.64	0.82
Performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets	4.53	0.57
Mean of means and standard deviation	4.35	0.91

Source: Field Survey (2023)

The results from Table 7 indicate that respondents agreed that Institution are effective appraisal system to assess and evaluate the performance of employee ($M = 4.81, SD=0.86$), The respondents agreed that employees and managers are directly involved in setting goals and objectives ($M = 4.64, SD =0.82$). Performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets ($M = 4.53, SD =0.57$), the feedback is provided to employees about what is expected of duties assigned ($M = 4.35, SD=0.95$). Respondents further reported that the supervisors provide feedback after appraisal to employee performance ($M =4.26, SD=0.95$). Table 8 provided descriptive statistics of the employee retention.

Table 8: Descriptive Statistics of Employee Retention

Statement	Mean	Std. D
I am very satisfied with my organisation and intend to stay with the organisation	2.20	1.22
I am very happy and satisfied with my organisation	1.95	0.56
I have no intention of leaving the organisation anytime soon	2.11	0.80
I will not leave this organisation	1.30	0.39
I am very committed to this organisation	3.23	1.01
I don't think I will ever leave this institution	4.12	0.88
Mean of means and standard deviation	2.49	0.99

Source: Field Survey (2023)

Based on the results in Table 8, the respondents indicated that overall, the employee retention motives were low as reflected in the mean of means ($M = 2.49$, $SD = 0.99$). On the specific items, the respondents disagreed that they were satisfied with the organisation and intend to stay with the organisation ($M = 2.20$, $SD = 1.22$). The employees further indicated that they were not very happy and satisfied with their organisation ($M = 1.95$, $SD = 0.56$). The results showed that the employees disagreed that they have no intention of leaving the organisation anytime soon ($M = 1.30$, $SD = 0.39$).

Regression Analysis Addressing the Objectives of the Study

In order to conduct the regression analyses, regression assumptions such as normality test, multicollinearity, autocorrelation were checked to avoid inaccurate interpretation of the data. The study checked the normality test assumption using histogram as shown in Figure 2

Diagnostic Tests and Results

Diagnostic tests were performed to verify the fit of the regression model to the data. The regression analysis is based on the five assumptions of

normality, linearity, no heteroskedasticity, no multicollinearity and independence of residuals. A model fits the data if these assumptions are met (Hughes & Sharrock, 2016). In order to conduct the regression analyses, regression assumptions such as Normality test, Multicollinearity, autocorrelation were checked to avoid inaccurate interpretation of the data. The study checked the normality test assumption using histogram as shown in Figure 2

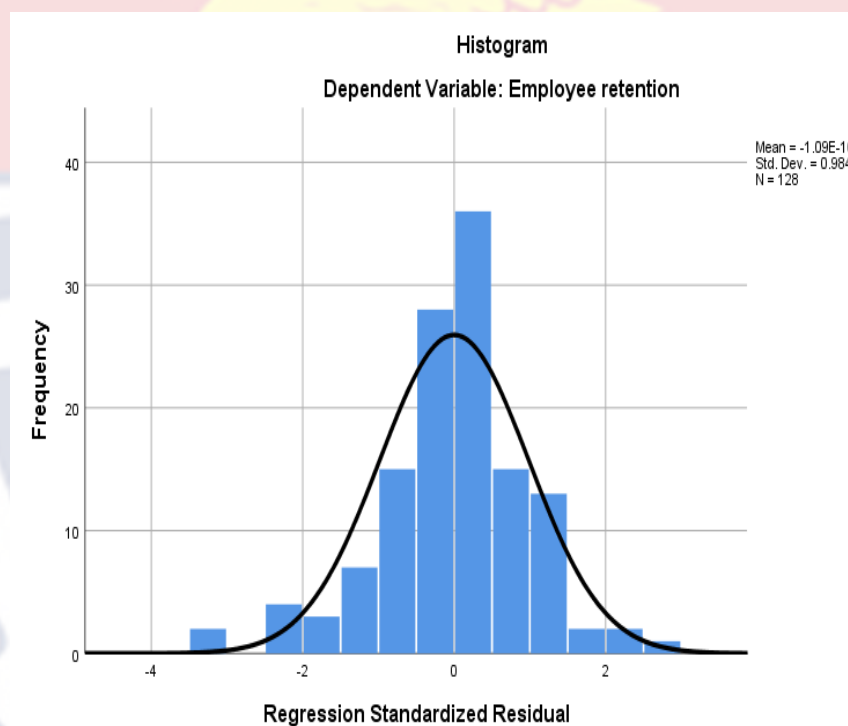


Figure 2: Regression Standardized Residual

The findings show that the histogram of the regression standardized residual displays an approximately normal curve. This means that the normality assumption was met (Garson, 2012). The histogram showed that the data was normally distributed and does not violate the regression assumption.

The study also used the normal P-P plot to test for normality. The results are shown in Figure 3

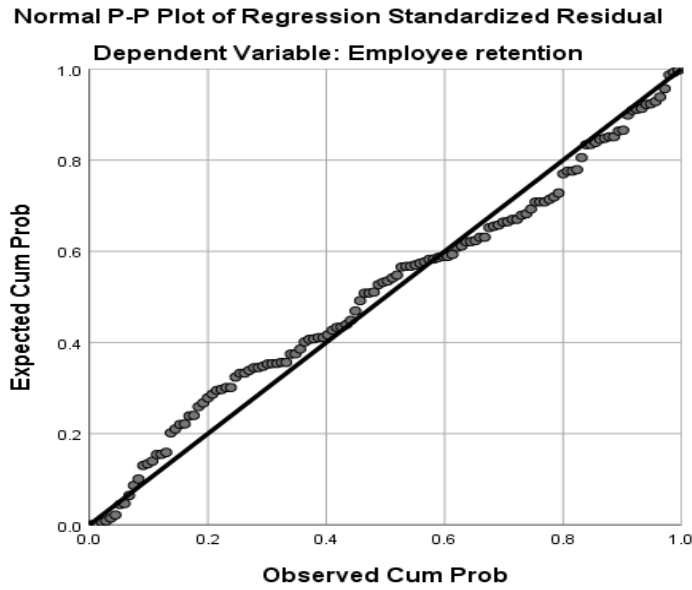


Figure 3: Observed cum Prob

The results showed that the data is normal. The graph revealed that the points spread around the diagonal line and therefore follows the direction of the diagonal line and the points do not move away from the diagonal line. The findings show that the plot of the regression standardized residuals is approximately along the straight line in Figure 3. This means that the residuals were normally distributed (Garson, 2012).

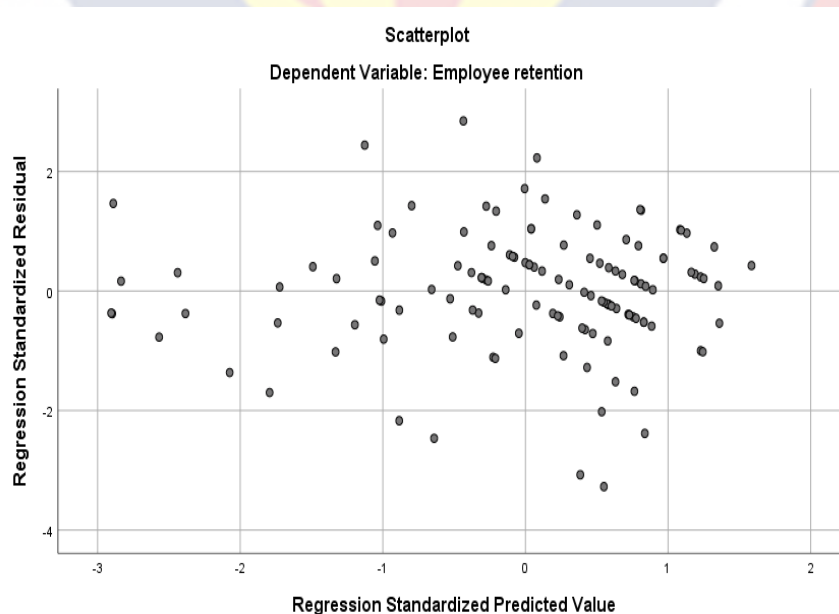


Figure 4: Regression Standardized Predicted Value

Durbin Watson Test

Durbin-Watson is a test statistic that is used to check and detect whether there is autocorrelation problem. The findings show that the Durbin-Watson statistic was 1.717. This means that the assumption of independence has been met because the value is within the acceptable range of 1.5 to 2.5 (Garson, 2012). The assumption of no autocorrelation between the residuals was also tested using the Durbin-Watson statistic for the second model where the dependent variable was the return on equity.

Multicollinearity Test

It is also assumed that the independent variables are uncorrelated. The assumption of no multicollinearity was examined using VIF and tolerance for the model where financial performance was the dependent variable. The results are shown in Table 9.

Table 9: Multicollinearity Test

	Tolerance	VIF
Compensation and Rewards	.557	1.795
Career Development	.363	2.754
Training and Development	.469	2.131
Performance Appraisal	.677	1.478

Source: Field Survey (2023)

The findings show that the Compensation and Rewards had a VIF of 1.795 and a tolerance of 0.557. The Career Development had a VIF of 2.754 and a tolerance of 0.363. Training and Development had VIF of 2.131 and a tolerance of .469. The Performance appraisal had a VIF of 1.478 and a tolerance of .677. Findings indicated that there were no serious multicollinearity issues as all independent variables had tolerance greater than

0.2 and VIF less than 10, and therefore all independent variables were included in the multiple regression model (Garson, 2012).

The Table 10 present the summary result of the contingent and independent variables.

Table 10: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.773 ^a	.597	.584	1.61975	1.719

a. Predictors: (Constant), Performance appraisal , compensation and rewards, training and development, Career development

b. Dependent Variable: Employee retention

Source: Field Survey (2023)

The study conducted Multiple Regression analyses to examine the determinants of employee retention. The results showed that, the coefficient of determination R-Square was .597; indicating that independent variables (Performance appraisal, compensation and rewards, training and development, Career development) in the model jointly explained about 59.7% of the variation in the employee retention. This means that 40.7% of employee retention can be explained by other factors not included in this study. The findings of the study agree with several researchers (Aburumman et al., 2020; Boon et al., 2019; Kalyanamitra, Saengchai, & Jermsittiparsert, 2020; Jeffrey & Prasetya, 2019) who found that rewards and compensation, career development, training and has statistically significant positive effect on employee retention

The results in Table 11 showed the ANOVA results at 95% level of significance. The Anova results showed how the regression equation fits the data and predict the dependent variable.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478.267	4	119.567	45.574	.000 ^b
	Residual	322.702	123	2.624		
	Total	800.969	127			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Performance appraisal, compensation and rewards, training and development, Career development

Source: Field Survey (2023)

As shown in Table 11, the F-statistic of the estimated model is $F(4, 123) = 45.490$, $P < 0.05$. Since the P-value is less than the 5% (0.05) significance value, the study concludes at the 5% significance level that the estimated model is significant for examining the relationship among the independent and dependent variable. The results showed that performance appraisal, compensation and rewards, training and development, Career development has statistically significantly predict the employee retention.

Table 12 presented the coefficient of the regression model to give adequate to explain how the independent variables predict the dependent variable as presented in Table 12

Table 12: Regression Coefficients^a

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.665	.897		2.971	.004
Compensation and rewards	.280	.061	.352	4.592	.000
Career development	.240	.066	.346	3.646	.000
Training and development	.123	.063	.032	2.345	.011
Performance appraisal	.159	.046	.241	3.464	.001

Dependent Variable: Employee retention
Source: Field survey (2023)

The study conducted the multiple regression analysis to examine determinants the employee retention strategies use by Christian Health Association of Ghana, Jasikan Diocese. The Multiple Regression Model was as follows: $Y = 2.665 + .280X_1 + .240X_2 + .159X_3 + .159X_4 + e$

Y= Employee Retention

X₁= Compensation and rewards

X₂ = Career development

X₃= Training and development

X₄= Performance appraisal

e = Error term

Career Development and Employee Retention

The first objective of the study examined the influence of career development of employee retention at the CHAG, Jasikan. The results showed that career development has statistically significant positive effect on employee retention $p < 0.05$. Moreover, the results showed the beta value of career development as (B =.240, $t = 3.646$, $p < 0.5$). This means that 1%

increase in career development while holding all other factors constant would lead to 24% increase in employee retention. The finding is similar to that of (Çiğdem & Belgin, 2014; Dawn, 2020; Igudia, 2022; Kathukya, Mwang & Machogu, 2022; Kakui, 2016; Mangion-Thornley, 2021). who found that career development programs help to develop employee performance, increase employees' commitment, reinforce the organisation's core values, help employees in career growth and offer employees an extra benefit to increase their commitment to stay with the organisation (Kathukya, Mwang & Machogu, 2022). This will enable the employee to make progress in fulfilling their organisational tasks. It also helps remove all obstacles to the progress of workers. It is a vital element of an individual's life cycle, helping to navigate the journey through education and training to employment and fulfilling working life (Igudia, 2022). Therefore, every employee must be given the opportunity to develop their skills and career and are expected to deliver the best results to the company.

The findings from (Imna & Hassan, 2015) further shows that when employees perceived career development practices are more positive, it has a significant and positive effect on employee retention. Study by researchers (Ramadhani, Muis, & Amar, 2020; Sari & Dewi, 2020) showed that career development CD create opportunities to increase employee retention. The study of (Mbugua & Kamaara, 2017) found that CD contributes most to employee retention

Training and Development and Employee Retention

This section analysed objective two of the study which addressed the influence of training and development on employee retention. The findings

showed that training and development has statistically significant positive effect on employee retention. This is because the beta value of training and development on retention was $B = .123$, $t = 2.345$, $p < 0.5$. The findings implied that 1% increase in training and development while holding all other factors constant would lead to 12.3% increase in employee retention.

The findings are similar to that of (Sari & Nisam, 2020; Imna & Hassan, 2015) who found that training and development has statistically significant positive effect on employee retention. The finding was different from that of (Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017) who found no significant effect of training and development on employee retention. The disagree with that of (Wijesiri et al., 2019; Ozolina-Ozola, 2014) who found no significant effect of training and development on employee retention.

To achieve a high level of employee retention, managers should implement many strategies in the organisation (Cloutier et al., 2015; Oladapo, 2014), Cloutier et al. (2015) mentioned only 4 strategies that increase employee retention the most, which are effective communication, diverse workforce (Ali et al., 2014), hiring skilled workers (Akther & Tariq, 2020) and training (Akther & Tariq, 2020; Chen, 2014; Nguyen & Duong, 2020). Training is the most important strategy to achieve a high retention rate because of the increase in employee skills, knowledge to perform his job and make worker skills fit job needs (Akther & Tariq, 2020; Aleem & Bowra, 2020; Koteswari et al., 2020). Many studies stated that training enhances employee loyalty (Beynon et al., 2015; Chepkosgey et al., 2015),

Compensation and Rewards and Employee Retention

The beta value of compensation and rewards ($B = .280$, $t = 4.592$, $p < 0.5$) showed that 1% increase in compensation and rewards while holding all other factors constant, would leads to 28% increase in employee retention at Christian Health Association of Ghana, Jasikan Diocese. This was statistically significant since $p < 0.05$. These results showed that compensation and rewards at Christian Health Association of Ghana Jasikan Diocese has statistically significant positive effect on employee retention. The findings agreed with that of Imna and Hassan (2015) who found that rewards and compensation have statistically significant positive effect on employee retention. Hassan (2022) findings showed that reward and compensation (R&C) practices had significant and positive effects on employee retention.

The findings further support that of Hanai and Pallangyo (2020) and Khalid and Nawab (2018) whose findings established that rewards and compensation have a statistically significant positive effect on positive employee health service. The finding aligned with several Scholars researchers like Kalyanamitra, Saengchai and Jermstiparsert (2020); Malik, Baig and Manzoor (2020); Hanai and Pallangyo (2020) and Khan (2020) who found that attractive rewards and compensation can influence employees to stay and work for their institutions, especially where these rewards and compensation are perceived by employees to be fair.

Performance Appraisal and Employee Performance

The findings showed that the beta value of performance appraisal is ($B = .159$, $t = 3.464$, $p < 0.5$). The findings implied that 1% increase in performance appraisal while holding all other factors constant would lead to

15.9% increase in employee retention. The findings showed that Institutions have effective appraisal system to assess and evaluate the performance of employees and that employees and managers are directly involved in setting goals and objective. The is performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets and the feedback is given to employees about what is expected of duties assigned, supervisors provide feedback after appraisal to employee performance. The findings of the study concurred with that (Malik, Baig, & Manzoor, 2020; Aleem & Bowra, 2020; Jeffrey & Prasetya, 2019) whose findings showed that Institutions have effective appraisal system to assess and evaluate the performance of employees and that employees and managers are directly involved in setting goals and objective and this strong positive effect on employees' retention. The findings further agreed with (Boon et al., 2019; Kalyanamitra, Saengchai & Jermstittiparsert, 2020; Mbugua, Waiganjo & Njeru, 2015; Upadhyay, Ansari & Bijalwan, 2020) found that performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets and when feedback is given to employees about what is expected of duties assigned it motivate them to achieve sperior performance contributing to their commitment to stay and work for the organisation.

Also, the findings aligned with that of (Malik, Baig, & Manzoor, 2020; Aleem & Bowra, 2020; Jeffrey & Prasetya, 2019) whose showed that performance appraisal has statistically positive effect on employee retention employee retention. In Ghana, Enu-Kwesi, Koomson, Segbenya and Prah (2014), Mendis (2017) found that career development, compensation training

and development has statistically significant effect on employee retention. On the other hand, Hassan (2022) study found no significant effect of career development, training and development, and performance appraisal on employee retention.

Chapter Summary

This chapter discussed findings of the study. The chapter was organized in line with the research objectives. The data analyses were done using descriptive statistics such frequency and percentages, mean and standard deviation and inferential statistics such regression analyses. The study showed that employees are given attractive rewards and compensation to motivate them to stay. The hospital provides regularly bonuses and other allowance to supplements the salary. Employees who excel in their tasks are rewarded to encourage them to stay, the salary and compensation in this hospital is competitive as compare to another organisation. showed that rewards and attractive compensation packages, these attractive compensation packages in an organisation play a vital role in attracting employees and strengthen the employees' commitment and ensure employee retention. The rewards and compensation have significant influence on employee retention in this organisation. The findings showed that the rewards and compensation has statistically significant positive effect on employee retention

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter of the study covers the summary of the study, key findings, conclusions, recommendations and suggestions for further research. It also provides the study's contribution to knowledge, practice and policy development.

Summary of the Study

The main purpose of the study is to examine determinants the employee retention strategies use by Christian Health Association of Ghana, Jasikan Diocese. Specifically, the study sought to:

1. Investigate the influence of Career development (CD) practices on employee retention in Public Health care Facilities at Jasikan- Diocese.
2. Determine the effect of Training and development (T&D) practices on employee retention in Christian Health Association of Ghana (CHAG), Jasikan Diocese
3. Examine the effect of compensation and rewards on employee retention in (CHAG), Jasikan Diocese
4. Examine the influence of Performance appraisal (PA) practices on nurses' retention in CHAG, Jasikan Diocese.

The study used descriptive survey designed. The study used simple random sampling to select a sample size 128 respondents. The study employed questionnaire to gather primary data to address the objectives of the study. The study used a five-point Likert-type scale questionnaire was used to gather data. The questionnaire was validated by the researcher's supervisors for its content

and face validity. After, it was pilot-tested. A Cronbach's alpha of .970 was obtained which indicated that the instrument was reliable to gather credible data. Data was coded into Statistical Package for Social Sciences (SPSS) version 22.0 was used for data entry. The descriptive statistics Mean and standard Deviation and Linear multiple regression was used to analyze the data gathered for the study.

Summary of Key Findings

Based on the descriptive and inferential analyses of the data gathered, the following findings were obtained:

1. The study showed that employees are given attractive rewards and compensation to motivate them to stay. The hospital provides regularly bonuses and other allowance to supplements the salary. Employees who excel in their tasks are rewarded to encourage the to stay, the salary and compensation in this hospital is competitive as compare to another organisation. showed that rewards and attractive compensation packages, these attractive compensation packages in an organisation play a vital role in attracting employees and strengthen the employees' commitment and ensure employee retention. The rewards and compensation have significant influence on employee retention in this organisation.
2. The findings showed that the rewards and compensation has statistically significant positive effect on employee retention
3. The results showed that increase in compensation and rewards increase in employee retention at Christian Health Association of Ghana, Jasikan Diocese. The findings established that compensation and

rewards at Christian Health Association of Ghana Jasikan Diocese has statistically significant positive effect on employee retention.

4. The findings showed that training and development has statistically significant positive effect on employee retention. The finding showed that increase in training and development increase in employee retention.
5. The findings showed performance appraisal has statistically significant positive effect on employee retention. The findings established that 1% increase in performance appraisal would lead to increase in employee retention. The study found that career development, compensation training and development has statistically significant effect on employee retention. The findings showed that Institutions have effective appraisal system to assess and evaluate the performance of employees and that employees and managers are directly involved in setting goals and objective. The is performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets and the feedback is given to employees about what is expected of duties assigned, supervisors provide feedback after appraisal to employee performance.

Conclusion

The study made the following conclusion based on the research findings:

The study established that the institution provides career counseling to employees as a way of achieving career development, the institution provides career counselling that employees to resolve issues that could affect

commitment to stay with organisation, the institution has coaching and mentoring programs as career development employees responsibilities and the purpose of Career development is to enhance employee retain and help fulfil the career goals of employees. The study concluded that career development, training and development, rewards and compensation and performance appraisal contribute employee retention. The is performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets. The implication are that attractive rewards and compensation such as regularly payment of employee bonuses and other allowance to supplements the salary motivate employees to become more committed to remain in the organisation. This means that rewards and attractive compensation packages, training and development career development play a vital role in strengthening employees' commitment and retention.

Recommendation

The following recommendations are made based on the findings of the study:

1. The study recommends that the management of the Christian Healthcare Association of Ghana (CHAG), Jasikan Diocese should have an effective coaching and mentoring program as part of their career development to assist staff in fulfilling their responsibilities. This system helps the management to develop good relations with the employees and also helps to identify the talents that need to be developed which would contribute to their commitment to stay.
2. The study recommends that the management of the Christian Health Association of Ghana (CHAG), Jasikan Diocese should have a

succession plan as part of the career development programmes as they recruit, trained, developed and retain employees. This practice also allows the Institution to make plans for unforeseen circumstances such as sudden retirement of employees. The plan will ensure that there are employees to fill the vacancy of those who leave to work in other healthcare institutions.

3. The study recommends that the management of the Christian Healthcare Association of Ghana (CHAG), Jasikan Diocese should have an effective reward and compensation system that will motivate and increase employee level of commitment to stay. This can be timely payment of bonuses, salary perk and other forms of employee benefits that will make them intrinsically motivated and committed to stay. In addition, the institution should recognize and reward good performance, which will help motivate and increase employee engagement.
4. The study recommends that the management of the Christian Health Association of Ghana (CHAG), Jasikan Diocese should provide adequate training to their employees to enable them to upgrade themselves.
5. The study recommends that the management of the Christian Health Association of Ghana (CHAG), Jasikan Diocese should have an effective performance appraisal procedure that is objective, fair and authentic to influence employee retention. The employee must understand the performance appraisal process and the results should be communicated to appraisees in a timely manner.

Suggestions for Further Research

The study employed the descriptive survey to examine determinants of employee retention. The study used only questionnaire in gathering data to analyze the data collected. The study suggests that future researchers should use interview guide in addition to the questionnaire to gather qualitative data to give the respondents opportunity to share their views on determinants of employee retention.



REFERENCE

- & Brockopp, D. (2017). The importance of factors related to nurse retention: Using the Baptist Health nurse retention questionnaire, part 2. *JONA: The Journal of Nursing Administration*, 47(6), 308-312.
- &Development, and Organisational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, 19(1), 33-50.
- &Development, and Organisational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, 19(1), 33-50.
- (2011). Adipose progenitor cells increase fibronectin matrix strain and unfolding in breast tumors. *Physical biology*, 8(1), 015008.
- (2014). Ring annuloplasty for ischemic mitral regurgitation: a single center experience. *Asian Cardiovascular and Thoracic Annals*, 22(7), 781-786.
- (2016). Consumer behavior in shopping streets: The importance of the salesperson's professional personal attention. *Frontiers in psychology*, 7, 125.
- (2021). The relationship between deficiency needs and growth needs: The continuing investigation of Maslow's theory. *Child & Youth Services*, 42(1), 24-42.
- abnormality of failure of fusion of the perineal raphe and discussion of its embryological origin. *Clinical Anatomy: The Official Journal Of The American Association Of Clinical Anatomists And The British Association Of Clinical Anatomists*, 22(7), 823-825.

absenteeism and turnover intentions in the health professions. *Australian Health Review*, 32(2), 271-281.

Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.

Ackerson, K., & Stiles, K. A. (2018). Value of nurse residency programs in adaptability: an exploratory study among Black call centre agents. *South African Journal of Psychology*, 45(1), 81-92.

Africa. *African journal of Economic and management studies*.

Akther, S., & Tariq, J. (2020). The impact of effective training on employee

Albion, M. J., Fogarty, G. J., Machin, M. A., & Patrick, J. (2008). Predicting

Aleem, M., & Bowra, Z. A. (2020). Role of training & development on

Aleem, M., & Bowra, Z. A. (2020). Role of training & development on

Almaaitah, M. F., Harada, Y., Sakdan, M. F., & Almaaitah, A. M. (2017).

Almalki, S. (2016). Integrating Quantitative and Qualitative Data in Mixed

Amakali, L. (2013). *Human resources capacity in the Ministry of Health and* among US child welfare workers. *Children and Youth Services Review*, 47, 214-223.

Ampomiah, P., & Cudjor, S. K. (2015). The effect of employee turnover on an ambivalent practice. *International Journal of Evidence Based Coaching and Mentoring*, 4(15), 4-19.

An examination of exploration and exploitation following star scientist turnover. *Journal of Management*, 40(2), 449-482.

analysis. sage.

and consequences: a preliminary study at private hospitals in Indonesia. *BMC nursing*, 17(2), 1-7.

and Employee Performance in Selected Commercial Banks in Asaba, Delta State, Nigeria.

and employee training, on employee intension. *Jurnal Aplikasi Manajemen*, 17(1), 56-65.

and its role in ovine caseous lymphadenitis. *Journal of Comparative Pathology*, 137(4), 179-210.

and voluntary turnover: Testing the employability paradox. *Human Resource Management Journal*, 27(1), 152-168.

and voluntary turnover: Testing the employability paradox. *Human Resource Management Journal*, 27(1), 152-168.

and wage distributions in an open economy. *American Economic Review*, 106(3), 625-63.

Anderson, C. R., & Zeithaml, C. P. (1984). Stage of the product life cycle,

Armache, J. (2014). Motivational factors affecting employees' retention and

Aruna, M., & Anitha, J. (2015). Employee retention enablers: Generation Y

Asquith, J., Sardo, S., & Begley, P. (2008). Love 'em don't lose 'em:

Auka, D., Bosire, J. N., & Matern, V. (2013). Perceived service quality and Australian Management. Sydney, NSW: McGraw-Hill.

Awases, M. H., Bezuidenhout, M. C., & Roos, J. H. (2013). Factors affecting

Azeez, S. A. (2017). human resource management practices and employee

Bailey, S. (2014). *Academic writing: A handbook for international students*.

Baird, G. J., & Fontaine, M. C. (2007). *Corynebacterium pseudotuberculosis*

Becker, Gary S. 1964. Human capital: A theoretical and empirical analysis,

Bhattacharjee, A. (2012). Social science research: Principles, methods, and

Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of

Boon, H., Adriaanse, J., Aalbers, G. J., van der Rest, J. P., Vriesendorp, R., &

Boudlaie, H., Amoosad Mahdiraji, H., Shamsi, S., Jafari Sadeghi, V., &

Bryman, A., & Bell, E. (2015). Business research methods. Oxford University

Bugajski, A., Lengerich, A., Marchese, M., Hall, B., Yacksan, S., Davies, C.,

burnout of early-career Black staff in the call centre environment. *SA Journal of Industrial Psychology*, 39(2), 1-10.

business strategy, and business performance. *Academy of Management journal*, 27(1), 5-24.

Business Studies Quarterly, 5(3), 19.

Butali, N. D., Mamuli, L. C. & Wesang'ula, P. M., (2014). Effects of staff

Buying and Percentage of Impulse Buying in Total Purchasing. *International Journal of Information, Business and Management*, 7(1), 2-34.

career development programs, job satisfaction and the turnover intentions of R&D personnel. *Career development international*, 9(4), 424-437.

Cascio, W. F. (2003). Changes in workers, work, and organisations.

Chandler, E. M., Saunders, M. P., Yoon, C. J., Gourdon, D., & Fischbach, C.

Chen, T. Y., Chang, P. L., & Yeh, C. W. (2004). A study of career needs,

Cheng, C., Bartram, T., Karimi, L., & Leggat, S. (2016). Transformational

Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organisational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529-541.

Chew, N. Y., Tang, P., Chan, H. K., & Raper, J. A. (2005). How much particle

Chiang, F. F., & Birtch, T. A. (2012). The performance implications of financial and non-financial rewards: An Asian Nordic comparison. *Journal of Management Studies*, 49(3), 538-570.

Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. J. (2015). The

Coetzee, M., & Harry, N. (2015). Gender and hardiness as predictors of career collectors integrated with combined steam and organic Rankine cycles. *Energy Conversion and Management*, 77, 441-449.

commitment and its impact on their actual turnover behaviour through behavioural intentions. *Asia Pacific Journal of Marketing and Logistics*.

conceptual frameworks?', *Journal of Social Sciences*, Vol. 38, No. 2, pp.185–195.

content Questionnaire on job stress among office workers of a multinational company in Kuala Lumpur. *Asia-Pacific Journal of Public Health*, 21(2), 216-222.

corporations in Kenya (Doctoral dissertation, University of Nairobi).

Corporation's Wind Power Facility on Breeding and Migrating Birds in Searsburg, Vermont: July 1996--July 1998 (No. NREL/SR-500-28591). National Renewable Energy Lab., Golden, CO.(US).

counselling on employee performance in Murang'a water and Sanitation Company limited.

customer loyalty in retail banking in Kenya.

Dachner, A. M., Ellingson, J. E., Noe, R. A., & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review*, 31(2), 100732.

Davis, T. L. (2013). A qualitative study of the effects of employee retention on

De Vaus, D. (2002). *Analyzing social science data: 50 key problems in data*

Development and Work Environment on Performance Non-permanent PNS

Education Staff and Retention As an intervening variable in the

Hasanuddin University. *Hasanuddin Journal of Business Strategy*, 2(1),

15–23. <https://doi.org/10.26487/hjbs.v2i1.310>

Dewanto, A., & Wardhani, V. (2018). Nurse turnover and perceived causes

Dockel, A., Basson, J. S., & Coetzee, M. (2006). The effect of retention

Dovlo, D. (2003, September). The brain drain and retention of health

earnings surprises, and behavioral finance. *Journal of Financial Economics*,

79(3), 537-568.

employee retention and organisational commitment in the banking sector of

Pakistan. *Review of Economics and Development Studies*, 6(3), 639-

650.

employee retention and organisational commitment in the banking sector of

Pakistan. *Review of Economics and Development Studies*, 6(3), 639-

650.

Employee Retention for Manufacturing Industry in India; Strategic

Management of Sustainable Manufacturing Operations, Bd. 53, S. 24–

51.

employee retention in human resource management: A literature review. *IUP*

Journal of Organisational Behavior, 14(3), 7.

employee retention. *Open Journal of Social Sciences*, 4(05), 261.

employee retention. *Review of Economics and Political Science*.

employee retention: The role of perceived supervisor support. *Journal of Public Value and Administrative Insight*, 3(1), 1-7.

employee's turnover intention in banking sector of bangladesh: An Empirical Analysis. *ASA University Review*, 11(2), 12-36.

employees. *SCMS Journal of Indian Management*, 12(3), 94.

Expenditure Accounts Team. (2016). National health spending in 2014: faster growth driven by coverage expansion and prescription drug spending. *Health affairs*, 35(1), 150-160.

Exploring the impact of training and career development on employee retention: the moderating effect of person-organisation fit. *Journal for Global Business Advancement*, 10(5), 483-505.

Exploring the impact of training and career development on employee retention: the moderating effect of person-organisation fit. *Journal for Global Business Advancement*, 10(5), 483-505.

factors on organisational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), 20-28.

Fahim, M. G. A. (2018). Strategic human resource management and public

Feldman, D. (2000). The Dilbert syndrome: How employee cynicism about

Fisher, G. G., Chaffee, D. S., & Sonnega, A. (2016). Retirement timing: A

Fletcher, L., Alfes, K., & Robinson, D. (2018). The relationship between

Garcia-Pereze, A. (2020). Designing a human resource scorecard: An empirical stakeholder-based study with a company culture perspective. *Journal of Entrepreneurship, Management and Innovation*, 16(4), 113-147.

Gellasch, P. (2015). The driving forces behind nurses leaving the profession.

George, C. (2015). Retaining professional workers: what makes them

Gering, J., & Conner, J. (2002). A strategic approach to employee

good employer? Issue Paper 3 International Council of Nurses Geneva

Gravina, N., Nastasi, J., & Austin, J. (2021). Assessment of employee

performance. *Journal of Organisational Behavior Management*, 41(2),
124-149.

Hanai, A. E., & Pallangyo, W. A. (2020). The contribution of compensation in
Handbook of psychology, 12, 401-422.

Haoses-Gorases, L., Jonas, A., & Kapaama, P. (2014). Professional staff

Harry, N., & Coetzee, M. (2013). Sense of coherence, career adaptability and

Hassan, Z. (2022). Employee retention through effective human resource
management practices in Maldives: Mediation effects of compensation
and rewards system.

Hayward, D., Bungay, V., Wolff, A. C., & MacDonald, V. (2016). A

Herzberg, F. (1971). Work and the nature of man. New York: NY, World
hierarchy of needs theory on healthcare employees' performance.
Transylvanian Review of Administrative Sciences, 16(59), 124-143.

Higher Education, 8(9), 6-8.

Hossain, S. M., Roy, M. K., & Das, P. K. (2017). Factors affecting

human resource management systems and their measurement. *Journal of
Management*, 45(6), 2498-2537. [https://doi.org/10.1177/01492063
18818718](https://doi.org/10.1177/0149206318818718)

Identifying retention strategies that work. *HR Pulse*, 2(1), 1-20.

Igudia, P. O. (2022). Career development and organisational performance in

imaging reveals a network of intrinsically light-sensitive inner-retinal neurons. *Current biology*, 13(15), 1290-1298.

Imenda, S. (2014) 'Is there a conceptual difference between theoretical and

Imna, M., & Hassan, Z. (2015). Influence of human resource management

Impact of human resource management practices on employee turnover intentions: Moderating role of psychological contract breach. *Journal of Indian Business Research*.

impact of the acidic red soil on seawater. *Journal of the Japanese Coral Reef Society*, 8(1), 13-23.

importance of developing strategies for employee retention. *Journal of Leadership, Accountability & Ethics*, 12(2), 20-45.

ineffective management is changing the nature of careers in organisations. *American Behavioral Scientist*, 43, 1286-1301.

Integrating Herzberg and social exchange theories to underpinned human resource practices, leadership style and employee retention in health sector. *World Journal of Business and Management*, 3(1), 16-35.

intention: A study on logistics industry of Sri Lanka. *International journal of scientific & technology research*, 6(9), 67-72.

Jeffrey, I., & Prasetya, A. B. (2019). The employee performance assessment

Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job

Jehanzeb, K., Aldakhil, A. M., Hamid, A. B. A., & Khan, S. U. R. (2017).

Jehanzeb, K., Aldakhil, A. M., Hamid, A. B. A., & Khan, S. U. R. (2017).

Johennesse, C., & Te-Kuang, C. (2017). Employee perceptions of talent *Journal of Entrepreneurship, Management, and Innovation*, 2(1), 52-66.

Kakushadze, Z., & Liew, J. K. S. (2015). Custom v. standardized risk models. *Risks*, 3(2), 112-138.

Kalyanamitra, P., Saengchai, S., & Jermisittiparsert, K. (2020). Impact of

Kashyap, V., & Rangnekar, S. (2014). A structural equation model for

Kathukya, S., Mwangi, I., & Machogu, C. G. (2022). Effect of career

Kaur -Sahi, G. ., & Mahajan, R. (2014). Employees' organisational

Kerem, A. C., Guner, N., & Tybout, J. (2016). Firm dynamics, job turnover,

Kerlinger, P. (2002). *Assessment of the Impacts of Green Mountain Power*

Khalid, K., & Nawab, S. (2018). Employee participation and employee

Khan, M. T., Humayun, A. A., & Sajjad, M. (2015). Factors Affecting Impulse

Khan, U. (2020). Effect of employee retention on organisational performance.

Kim, H., & Kao, D. (2014). A meta-analysis of turnover intention predictors

Kim, J. (2009). Review of nucleate pool boiling bubble heat transfer

Kombo, M. M., Bakari, S. S., Shinjo, R., & Tokuyama, A. (2006). Chemical

Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of

Kothari, S. P., Lewellen, J., & Warner, J. B. (2006). Stock returns, aggregate

Laing, I. F. (2021). The impact of training and development on worker

performance and productivity in public sector organisations: A case

study of Ghana Ports and Harbours Authority. *International Research*

Journal of Business and Strategic Management, 2(2), 1-23.

leadership and social identity as predictors of team climate, perceived quality

of care, burnout and turnover intention among nurses. *Personnel*

Review.

level, and trends: A turnover perspective. *Journal of Organisational Behavior*,

35(2), 296-300.

- Logan, J. K. (2000). Retention tangibles and intangibles: More meaning in
- Malhotra, A., Sharma, P., Garg, P., Bishnoi, A., Kothari, J., & Pujara, J.
- Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR practices on management effectiveness on retention. *Global Business & Management Research*, 9 (3), 46–58.
- management practices predict employee Turnover Intentions: An empirical survey of teacher training colleges in Kenya. *International Journal of Business Administration*, 9(4), 201-213.
- Mancino, D. J., & Feeg, V. (2014). The health care paradigm is shifting—is
- Mangion-Thornley, K. (2021). Coaching in the context of talent management:
- Manthi, K. A., Kilika, J. M., & Kimencu, L. (2018). How do human resource
- Marginson, S. (2017). Do rankings drive better performance?. *International*
- Marsden, T. (2016). What is the true cost of attrition?. *Strategic HR*
- Martin, A. B., Hartman, M., Benson, J., Catlin, A., & National Health
- Masilamani, R., & Aris, T. (2009). Reliability (internal consistency) of the
- Mbugua, R. W. K., & Kamaara, M. (2017). Influence of recruitment and
- Mbugua, R. W. K., & Kamaara, M. (2017). Influence of recruitment and measuring the impact of employee retention practices on employee's turnover intentions: An Indian perspective. *South Asian Journal of Human Resources Management*, 1(2), 221-247.
- mechanisms. *International Journal of Multiphase Flow*, 35(12), 1067-1076.
- Medrano, N., Olarte-Pascual, C., Pelegrín-Borondo, J., & Sierra-Murillo, Y.
- Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2014). Person-
- Mendis, M. V. S. (2017). The impact of reward system on employee turnover

Methods Research--Challenges and Benefits. *Journal of education and learning*, 5(3), 288-296.

Millennium Development Goals: an analysis of the shaping and negotiation process. *Asia Pacific Journal of Public Administration*, 36(2), 89-107.

Mitchell, T. R., Burch, T. C., & Lee, T. W. (2014). The need to consider time, model: Further evidence for the buffering effect of personal resources. *SA Journal of Industrial Psychology*, 37(2), 10-19.

Mosambique: Homogenisation, path dependence or segmented business system? *Journal of World Business*, 46, 31-41

Mukhi, S., Hampton, D., & Barnwell, N. (Eds.). (1991). *Managerial processes*.

Murtiningsih, R. S. (2020). The Impact of Compensation, Training

Murtiningsih, R. S. (2020). The Impact of Compensation, Training

Nabi, M. N., Ahmed, A. A. T., & Rahman, M. S. (2017). The empirical study

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020).

A study in the relationship between supportive work environment and employee retention: Role of organisational commitment and person-organisation fit as mediators. *Sage Open*, 10(2), 2158244020924694.

Nelissen, J., Forrier, A., & Verbruggen, M. (2017). Employee development

Nelissen, J., Forrier, A., & Verbruggen, M. (2017). Employee development

Noltemeyer, A., James, A. G., Bush, K., Bergen, D., Barrios, V., & Patton, J.

Nurse Leader, 13(5), 63-68.

Nurse retention and recruitment: developing a motivated workforce, ICN, Geneva, Switzerland.

nursing ready to lead change. *Dean's Notes*, 35(4), 1-4.

Nwokocha, I., & Iheriohanma, E. B. J. (2012). Emerging trends in employee

- Nyanjom, C. R. (2013). *Factors influencing employee retention in the state*
- Nzewi, H. N., Chiekezie, O. M., & Ogbeta, M. E. (2016). Talent Management
- Ogutu, J. O., Schulz-Streeck, T., & Piepho, H. P. (2012, December). Genomic
- Oladapo, V. (2014). The impact of talent management on retention. *Journal of*
on human resource management practices with special reference to job
satisfaction and employee turnover at Investment Corporation of
Bangladesh. *Human Resource Management Research*, 7(1), 54-64.
- organisation (Case study of electricity company of Ghana, Cape Coast). *Asian*
Journal of Social Sciences and Management Studies, 2(1), 21-24
- organisational commitment in medical and information technology services.
SA Journal of Human Resource Management, 10(2), 1-11.
- organisation fit and turnover intention: The mediating role of employee
engagement. *Global Business and Management Research*, 6(3), 20-45.
- organisational socialisation and turnover intention during the first two years of
employment. *Journal of Nursing Management*, 23, 851-858.
doi:10.1111/jonm.12224
- Orodho, A. J., & Kombo, D. K. (2002). *Research methods. Nairobi: Kenyatta*
- Oseifuah, E. K. (2010). *Financial literacy and youth entrepreneurship in South*
- Ozolina-Ozola, I. (2014). *The impact of human resource management*
- Parker, A., & Gerbasi, A. (2016). The impact of energizing interactions on
perceived training and development and employee retention: the mediating
role of work attitudes. *The International Journal of Human Resource*
Management, 29(18), 2701-2728.

performance work practices really necessary in family SMEs? An analysis of the impact on employee retention. *Journal of Family Business Strategy*, 7(2), 75-89.

Pittino, D., Visintin, F., Lenger, T., & Sternad, D. (2016). Are high practices on employee retention in Maldives retail industry. *International Journal of Accounting, Business and Management*, 1(1), 1-28.

practices on employee turnover. *Procedia-Social and Behavioral Sciences*, 156, 223-226

practices.

Press, USA.

problems among college students: The role of financial literacy in Malaysia. *Cross-Cultural Communication*, 6(3), 103-110.

productivity. *Ethics & Critical Thinking Journal*, 4(3), 12-45.

professionals in Africa. In *A case study prepared for a regional training conference on Improving Tertiary education in Sub-Saharan Africa: Things That Work* (pp. 23-25).

psychosomatic reflections. *Neuroendocrinology Letters*, 24(6), 401-403.

Publishing.

qualitative study of experienced nurses' voluntary turnover: learning from their perspectives. *Journal of clinical nursing*, 25(9-10), 1336-1345.

Rafferty A. M., Maben J., West E., and Robinson D. (2005). What makes a

Ramadhani, N. P., Muis, M., & Amar, Y. (2020). The Influence of Career

relationship between total rewards, perceived organisational support and perceived supervisor support. *SA Journal of Human Resource Management*, 13(1), 1-23.

resource endowment theory of human capital and agency performance. *Public Administration Review*, 76(4), 564-575.

retaining new graduate nurses and their potential effect on the nursing shortage. *The Journal of Continuing Education in Nursing*, 49(6), 282-288.

retention in view of compensation. *SAGE Open*, 8(4), 31-67.

retention strategies in a globalizing economy: Nigeria in focus. *Asian Social Science*, 8(10), 198.

retention through an uplift modeling approach. *International Journal of Manpower*.

retention.(Business). *Healthcare Financial Management*, 56(11), 40-45.

retention: A Review of Literature. *Journal of Economics, Management and Trade*, 18(2), 1-10. <https://doi.org/10.9734/JEMT/2017/329>

retention: A study in private banks of Bangladesh. *Journal of Economics and Business*, 3(1), 2-32.

review and recommendations for future research. *Work, Aging and Retirement*, 2(2), 230-261.

Review, 15(4), 189-190.

roles of organisational justice and leadership style in predicting engagement among employees. *Journal of leadership & organisational studies*, 21(1), 71-82.

Rombaut, E., & Guerry, M. A. (2020). *The effectiveness of employee* Routledge.

Sabri, M. F., & MacDonald, M. (2010). *Savings behavior and financial*

Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2017).

Sarı, A., Nisam, A., & Aydın, M. (2020, September). Implementing of satellites: solving the missing satellite problem. *The Astrophysical Journal*, 670(1), 3-13.

satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481.

satisfaction and organisation commitment-construct of a research model through literature review. *Journal of Global Entrepreneurship Research*, 9(1), 1-18.

satisfaction and organisational commitment: person–organisation fit as moderator. *International Journal of Training and Development*, 22(3), 171-191.

Scheresberg de Bassa, C. (2013). Financial literacy and financial behavior among young adults: Evidence and implications. *Numeracy*, 6(2), 5.

Sekaran and Bougie, 2013 U. Sekaran, R. Bougie. *Research Methods for Business*. West Sussex: John Wiley & Sons; 2013.

Sekaran, P., & Shawis, R. (2009). Perineal groove: a rare congenital

Sekaran, S., Foster, R. G., Lucas, R. J., & Hankins, M. W. (2003). Calcium selection criteria on employee retention in the insurance industry in Kenya. *Journal of Human Resource and Leadership*, 2(7), 17-40.

selection criteria on employee retention in the insurance industry in Kenya. *Journal of Human Resource and Leadership*, 2(7), 17-40.

selection using regularized linear regression models: ridge regression, lasso, elastic net and their extensions. In *BMC proceedings* (Vol. 6, No. 2, pp. 1-6). BioMed Central.

Simon, J. D., & Geha, M. (2007). The kinematics of the ultra-faint Milky Way

- Singh, K., & Onahring, B. D. (2019). Entrepreneurial intention, job
- Singh, R., & Sankhi, A. (2016). An Empirical Study on Factors Leading to
- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences and the
Social Services in Namibia (Doctoral dissertation, University of South Africa).
stay?. *Employee relations*.
- Ştefan, S. C., Popa, Ş. C., & Albu, C. F. (2020). Implications of Maslow's
- Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement: The
- Sulaiman -Al, F. A. (2014). Exergy analysis of parabolic trough solar
surface corrugation is sufficient to improve aerosol performance of powders?.
Pharmaceutical research, 22(1), 148-152.
- Teodoro, M. P., & Switzer, D. (2016). Drinking from the talent pool: A
- Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job
the employee retention of the banking institutions in Dar Es Salaam, Tansania.
European Journal of Business and Management Research, 5(4), 2-37.
- the Nigerian Banking Industry: A Study of Palmera Microfinance Bank Ltd,
Uromi, Edo State. *GPH-International Journal of Business
Management (IJBm)*, 5(5), 22-38.
- the organisation (Doctoral dissertation). Available from ProQuest
Dissertations and Theses. 13(7), 35-96.
- the performance of professional nurses in Namibia. *Curationis*, 36(1), 1-8.
- Thilakarathna, D. L. N. C., Weeraratna, R. S., & Pathirana, U. P. G. Y.
(2019). The Impact of HR Practices on Employee Retention; A Case of
BPO Sector, Sri Lanka. *International Journal of Human Resource
Studies*, 9(1), 1-21.
- Tomietto, M., Rappaglosi, C. M., & Battistelli, A. (2015). Newcomer nurses'

tourist hotel employees. *International Journal of Contemporary Hospitality Management*, 29(7), 1914-1936.

training facilities, benefits and compensation, and performance appraisal on the employees' retention: A mediating effect of employees' job satisfaction. *Systematic reviews in pharmacy*, 11(3), 2-45.

Transfer Learning Method in the Diagnosis of Skin Diseases with Convolutional Neural Networks. In *2020 6th International Conference on Computer Science and Engineering (UBMK)* (pp. 142-147). IEEE.

Tremblay, M. A., & Messervey, D. (2011). The Job Demands-Resources

Tso-Jen, C., & Chi-Min, W. (2017). Improving the turnover intention of turnover in the Namibian Public Sector. *International Journal of Innovative and Applied Research*, 2(2), 1-17.

turnover on the employee performance of work at Masinde Muliro University of Science and Technology. *International Journal of Human Resource Studies*, 4(2), 25.

Tsabbar, D., & Kehoe, R. R. (2014). Can opportunity emerge from disarray? *University, institute of open learning*.

Van Dyk, J., & Coetzee, M. (2012). Retention factors in relation to

Van Wersch, F. (2019). Does pre-packed bankruptcy create value? An empirical study of postbankruptcy employment retention in The Netherlands. *International Insolvency Review*, 28(3), 320-339.

voluntary and involuntary turnover. *M@ n@ gement*, 19(3), 177-202.

Wei, A. A. Q., Schwabenland, C., & Al-Emadi, Q. (2015). The vital role of

Wijesiri, N. R. A. S. S., Paranagama, G. S., Sirirwardhana, M. M. A. S., with special reference to education. New York: Columbia University Press.

Wood, G., Dibben, P., Stride, C., & Webster, E. (2010). HRM in work is essential, but good chair massages won't hurt. *Training & Development*, 54 (4), 48-50.

Yiu, L. S., & Saner, R. (2014). Sustainable Development Goals and

Zikmund, V. (2003). Health, well-being, and the quality of life: Some

Zurn, P., Dolea, C., & Stillwell, B. (2005). Global Nursing Review Initiative



5. Highest Academic Qualification

- a) High National Diploma [] c) Diploma/certificate [] d) Bachelor's Degree []
 e) Master's Degree []

SECTION B: This section examines the effect of career development (CD) practices on staff retention in public health facilities in Jasikan-diocese. On a scale of 1 to 5, please read each item carefully. Tick (√) the appropriate answer that best describes your opinion for each of the statements below. 1 I strongly disagree 2. I disagree 3. I am not sure 4 I agree 5. I strongly agree

S/N	Statement	SD	DA	NS	A	SA
6	The institution provide career counseling to employees as a way of achieving career development					
7	The Institution provides career counselling that employees to resolve issues that could affect commitment to stay with organisation					
8	The Institution has coaching and mentoring programs as career development employees' responsibilities					
9	The purpose of Career development is to enhance employee retain and help fulfil the career goals of employees					
10	The institution practices a self-assessment process to help choose a suitable career					

Section C: This section examines the effect of training and development practices on staff retention in public health facilities in Jasikan-diocese. On a scale of 1 to 5, please read each item carefully. Tick (✓) the appropriate answer that best describes your opinion for each of the statements below. 1 I strongly disagree 2. I disagree 3. I am not sure 4 I agree 5. I strongly agree

SN	Statement	SD	DA	NS	A	SA
11	The institution provides regular in-service training and development for all the staff					
12	The training and development programs take place regularly during working hours					
13	Employees are given time off to attend training programs conducted outside the organisation					
14	The Institution provide training and development opportunities compared with other organisations					
15	The institution give study leave with pay to the to employees who want to upgrade themselves					

Section D: This section examines the effect of compensation and rewards on staff retention in public health facilities in Jasikan-diocese. On a scale of 1 to 5, please read each item carefully. Tick (√) the appropriate answer that best describes your opinion for each of the statements below. 1 I strongly disagree 2. I disagree 3. I am not sure 4 I agree 5. I strongly agree

	Statements	SD	DA	NS	A	SA
16	Financial (monetary) rewards are provided for good performance					
17	Employees who excel in their tasks are recognized for employee achievements					
18	Employees are given attractive rewards and compensation to motivate them to stay					
19	Employees are offered salary increases, bonuses and other financial rewards on their performance and length of service					
20	The salary and compensation in this hospital is competitive as compare to other organisation					
21	The hospital provides regularly bonuses and other allowance to supplements the salary					

Section E: Examine the influence of Performance appraisal (PA) practices on nurses' retention in CHAG, Jasikan Diocese. Section E: This section examines the effect of performance appraisal on staff retention in public health facilities in Jasikan-diocese. On a scale of 1 to 5, please read each item carefully. Tick (√) the appropriate answer that best describes your opinion for each of the statements below. 1 I strongly disagree 2. I disagree 3. I am not sure 4 I agree 5. I strongly agree

	Statement	SD	DA	NS	A	SA
22	The Institution are effective appraisal system to check the performance of the employee					
23	Feedback is provided to employees about what is expected of duties assigned					
24	There is a clear structure of two-way communication between employees and managers regarding employee performance					
25	Employees and managers are directly involved in setting goals and objectives					
26	Performance reviews of staff and managers take place every year to assess whether employees have achieved agreed targets					
27	There is a periodic assessment and evaluation of the performance of employees.					

Section F: This section examines the employee retention practices in public health facilities in Jasikan-diocese. On a scale of 1 to 5, please read each item carefully. Tick (✓) the appropriate answer that best describes your opinion for each of the statements below. 1 I strongly disagree 2. I disagree 3. I am not sure 4 I agree 5. I strongly agree

	Statement	SA	DA	NS	A	SA
28	I am very satisfied with my organisation and intend to stay with the organisation					
29	I am very happy and satisfied with my organisation					
30	I have no intention of leaving the organisation anytime soon					
31	I will not leave this organisation					
32	I am very committed to this organisation					
33	I don't think I will ever leave this institution					

Thank You