

UNIVERSITY OF CAPE COAST

EFFECTS OF TRAINING ON EMPLOYEE RETENTION AT ST. MARY'S
HOSPITAL, DROBO IN THE BRONG AHAFO REGION

BY

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Management

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DECLARATION

Candidate's Declaration

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

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

Name: Peter Bediako

Supervisor's Declaration

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

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ABSTRACT

The hospital sector is a service and labour-intensive sector and it is common to suffer turnover rates higher than other sectors. Due to the impacts of employee turnover in the hospital industry there exist a need for management to monitor and measure turnover in order to take remedial action. Employee training has been identified by various scholars to be very crucial to an organization. Organizations are therefore encouraged to train their employees in order to retain. The study was conducted to assess the effect of training on employees' retention at Saint Mary's Hospital. The study employed the explanatory research design due to its research objectives. The study adopted the quantitative research approach to analyzing the data in respect of the nature of the research objectives pursued. Out of a population of 250 workers at the hospital, a sample of 200 was used. The respondents were selected through the simple random sampling technique. Primary data were collected with the use of structure questionnaire. The questionnaires were self-administered through the drop-and-pick method and standard multiple regression analysis was used to analyse the effect of training on employee retention. It was found that the respondents perceived that the training system at St. Mary's Hospital positively affect their retention. Again, it was found that training benefits was a significant predictor of employee retention at St. Mary's Hospital. It was recommended that management must continuously engage in training programmes such as problem solving, team work, interpersonal training, communication and management change training so as to improve employee retention at Saint Mary's Hospital.

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DEDICATION

To my children Nancy, Raphael, and Hans

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CHAPTER ONE

INTRODUCTION

The purpose of this chapter is to outline the thesis, its background, issues and its organization. This chapter helps readers understand the main ideas and thoughts of the author relating to effect of training on employee retention at St. Marys' Hospital.

Background to the Study

Human resources play very important roles in any organization. Even though nowadays most organizations are found to be technology driven, human resources or employees are still required to run the technology. Thus, humans are the most important and dynamic resources of any organization (Das, & Baruah, 2013). Human resources is a term used to describe the individuals who make up the workforce of an organisation. However, (Tracey, 2004) define human resource as the people that staff and operate an organization. Human resources can also be seen as the human labour, the physical abilities, and mental abilities that produce the goods and services of businesses (Lengnick-Hall, & Lengnick-Hall, 2002).

Within the realm of the business world, there is stiff competition that creates lots of avenues and opportunities for human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them (Das, & Baruah, 2013). Employee retention is defined as a voluntary move by an organisation to create an environment which engages employees for long term (Chiboiwa, Samuel, & Chipunza, 2010). Employee retention can also be considered as a process in which the

employees are encouraged to remain with the organization for a maximum period of time or until the completion of a project (Das, & Baruah, 2013).

For employees to do their jobs effectively, organisations must place the right person for the right job at the right place at a right time. Some organizations are thriving because they care for their employees and they know how to keep them glued to the organization (Sandhya, & Kumar, 2011). A good employer should know and understand how to attract and retain its employees (Alkandari, & Hammad, 2009). Retention is not only important because it can reduce the turnover costs or the cost incurred by a company to recruit and train, but the need of retaining employees is more important to ensure that talented employees are not lost (Sandhya, & Kumar, 2011). Sometimes, when employees leave the organisation, they take with them the valued information about the organisation, the customers, the current projects and also the past history of its competitors to their new employer. Hence, all the time and money that has been spent on those employees in expectation that they work for the organisations future return is all lost (Ramlall, 2003).

One major factor that runs through both the organisational and employee factors is training. This is because retention of employees is highly influenced by the training offered to employees (Nkosi, 2015). Again, (Forgacs, 2009) defined training as a planned activity aimed at improving employees' performance by helping them realize an obligatory level of understanding or skill through the impartation of information. Also, (Armstrong, 2000) defined training as an organised process to amend employee proficiencies so that they can achieve their objectives.

According to (Noe, 2010), training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviours that are critical for successful job performance. The goal of training is for employees to control the knowledge, skill, and behaviors emphasized in training programmes and to apply them to their day-to-day activities. For a company to gain a competitive advantage, its training has to involve more than just basic skill development (Quinn, Anderson, & Finkelstein, 1996). This implies that to use training to gain competitive advantage, a company should see training broadly as a way to create intellectual capital. Intellectual capital includes skills needed to perform one's job, how to use technology to share information with other employees, an understanding of the customer or manufacturing system, and self-motivated creativity (Noe, 2010).

Training can have a considerable impact on company finances as there are several potential training costs that companies may incur. There are two types of training cost. These are direct cost and indirect cost. Direct cost may include instructor salary, materials, and follow-up supervision. The second type of training related cost is indirect costs, and it is related to worker output and productivity during and upon completion of the training. Along these lines, the completion of a training programme is expected to bring about increase in worker productivity.

The benefits of training is in two folds; to the company, an increase in worker output and productivity, may lead to high profitability and to the worker, the increase in output is expected to translate into higher wages and opportunities for career advancement (Brum, 2007).

In general, a company will weigh the costs and benefits of training to determine the amount of expenditure it will incur (Kaufman, & Hotchkiss, 2000). In addition to the direct and indirect costs, research shows that turnover plays an important role in the amount of training investment companies will assume. The greater the chance of employee turnover, the less likely a company will invest in such employee. This is because a company loses all of its investment should an employee terminate the relationship upon completion of training. As a result, employers have very important decisions to make with regards to the level of investment they are willing make in training (Brum, 2007).

Training programmes do not only develop employees but also help an organisation to make best use of their human resources in favour of gaining competitive advantage (Elnaga, & Imran, 2013). Therefore, it is important for firms to plan for such training programmes for its employees to enhance their abilities and competencies that are needed at the workplace (Farooq & Khan, 2011). Training does not only develop the capabilities of the employee but also sharpen their thinking ability and creativity in order to take better decision in time and in a more productive manner (Sultana, Irum, Ahmed, & Mehmood, 2012).

Moreover training also enables employees to deal with customers in an effective manner and respond to their complaints in timely manner (Hollenbeck, DeRue & Guzzo, 2004). Training develops self-efficacy and results in superior performance on job, by replacing the traditional weak practices with efficient and effective work related practices (Gibson, Porath, Benson & Lawler, 2007). In a study by (Elnaga & Imran, 2013), it was found

that the general benefits received from employee training include increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

The importance of ensuring employee retention following training is influenced by the strategic approach that is utilized. Companies can seek to achieve organizational goals through a variety of human resource strategies and approaches. One such approach attempts to develop psychological connections between the company and employee as a means of achieving goals (Scholl, 2003). In an attempt to ensure that the employee remains with the company following training, employers may also implement a strategy to training that promotes commitment.

Training that attempts to increase employee commitment may serve to counter the numerous direct and indirect costs associated with turnover. High labour turnover destroys the organisation through increased costs of recruitment and selection, delayed service delivery and low morale amongst employees. Furthermore, (Kabungaidze, Mahlatshana, & Ngirande, 2013) argue that increased costs of recruitment and selection, delayed service delivery and low morale amongst employees greatly affect organisational success to prosper in today's competitive economy due to their inability to retain the right quality of employees.

Sustainable and accessible health care services substantially depend on their workforce, in terms of both availability and quality of work (Dubois, Nolte, & McKee, 2006). Staff turnover is a natural and necessary process in all

health care organisations. However, when turnover reaches high levels it can have a detrimental effect on quality of care (Simon, Müller & Hasselhorn, 2010). Further problems arise when employees leave not only the organisation but the health workforce itself. In Ghana, there is already suffering from shortages and employees are often difficult to replace. Today, healthcare organisations are challenged by the lack of commitment from some nurses and doctors due to their choices to leave the organization (Jelfs, Knapp, Giepmans & Wijga, 2014). The (World Health Organisation, 2010) specified that the most critical issue facing healthcare system is the shortage of the people who make them work. It must be noted that the level of commitment of healthcare professionals affects patients' care quality, the employees' productivity, and their effectiveness (Mahmoud, 2008).

Hospital is defined by (WHO, 1987) as *healthcare* institutions that have an organised medical and other professional staff, and inpatient facilities, and deliver medical, nursing and related services 24 hours per day, 7 days per week. In line with the World Health Organisation's definition of a hospital, St. Mary's Hospital can be considered as a hospital. St. Mary's Hospital is located at Drobo in the Jaman South District of Brong-Ahafo Region of Ghana. It has departments which include Out-patient department (OPD), Laboratory, Pharmacy, Public Health/Antenatal Care Unit, Theatre Unit, Eye Clinic, X-ray, Accounts/Administration and Stores/Maintenance departments. It offers other various services and employs about 200 personnel.

Statement of the Problem

With the introduction of the national health insurance scheme which caters for the medical bills of the sick, patients visit hospitals regularly to seek

medical treatment when they are indisposed and St. Mary's Hospital is not an exception. There has been a rapid increase in the number of patients attending the hospital daily from 200 to 300 patients (Ghana Health Service, 2016). Although hospitals play a vital role in contributing to Ghana's economy, human resource problems such as inadequate training, inadequate reward, lack of organisational support and employee turnover have consistently occurred in various hospitals but have often been neglected by researchers.

The reasons of labour turnover have not, to date, been substantially documented in the hospital, this therefore makes it difficult for management to put in place measures that would ensure longevity of service of employees. Some researches on the impact of training on employee retention have shown inconclusive results (Coetzee & Schreuder, 2013).

Also, some recent studies that have been conducted in Ghana on employee retention have focused on perceived organisational support, rewards and working conditions and how they affect employee retention (Williams & Owusu-Acheampong, 2016). A study conducted by (Njuguna, 2009) revealed that having in place retention strategies in the organization was able to retain employees and act as a competitive advantage. The study further concluded that in order for the organization to be successful it must identify the conditions under which retention programs would work best. Another study conducted by (Galbreath, 2010) in Australia established that training of employees has shown to have a positive impact on the rate employee of turnover and increased levels of employee commitment. It appears much have not been done on the effect of training on employee retention in the health

sector. Hence, this study seeks to examine the effect of training on retention of employees at St. Mary's Hospital to help fill the knowledge gap.

Purpose of the Study

The main objective of the study is to examine the effect of training on retention of employees at St. Mary's Hospital.

Objectives of the Study

Specifically, the study sought to:

1. To identify the training needs of employee at St. Mary's Hospital
2. To examine employees' perceptions of the benefits of training at St. Mary's Hospital.
3. To examine the turnover intentions of employees.
4. To examine the effect of training on retention of employees in the hospital

Research Questions

1. What are the training needs of employee at St. Mary's Hospital?
2. What are employees' perceptions of the benefits of training at St. Mary's Hospital?
3. What are turnover intentions of employees?
4. What is the effect of training on retention of employees in the hospital?

Research Hypothesis

Ho. There is no significant relationship between training and employee retention in the hospital

Significance of the Study

The significance of this study is that it provides empirical information to employers of the St. Mary's hospital in relation to the effect of training on retention of employees. The findings would also help the employers to understand how training can be improved to enhance retention of employees. The findings of the study would help improve upon training and enhance employee retention in other hospitals in the Jaman South District. Also, findings of the study would help hospitals within the country to improve upon training strategies that would help promote employee retention. Finally, the findings of the study would serve as literature for further studies.

Delimitation of the Study

The study was delimited to the effect of training on employee retention at the St. Mary's Hospital at Drobo in the Brong Region. The hospital was selected due to its service and labour-intensive industry, it is common to suffer turnover rates higher than other sectors.

Limitations of the Study

The research was intended to cover all hospitals in the Brong region which could require the researcher to spend a lot of time and financial resources to cover the whole hospitals in the Region. In view of this the researcher decided to confine the study to St. Mary's hospital at Drobo due to limited time and financial resources. Some respondents failed to answer all the questions on the questionnaire (selective answers) whilst one did not answer the questions on the questionnaire at all.

Organisation of the Study

The study is organised into five main chapters, with each chapter focusing on certain aspect of the study. Chapter one looked at the general background of the study, problem statement, objectives of study, research questions and research hypothesis. Other issues under chapter one include significance of the study, and delimitations of the study, and organization of the study. The second chapter reviews both theoretical and empirical literature related to the study. Chapter three took a look at the study design, population, sample and sampling techniques, research instrument, data collection procedures, data analysis and ethical considerations. Chapter four deals with the analysis and discussions of the results obtained from the field. The last chapter concluded by summarizing the findings of the study, drawing conclusions based on the key findings and giving appropriate policy recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This section provides information about the related literatures that inform and guide the conducts of this study. Specifically, the chapter is divided into three sections: theoretical perspectives-mainly for description of key concepts of the study and reviewing of supporting theory underpinning the study, empirical review to guide comparisons and discussions in chapter four and five and conceptual framework-to clearly articulate the rationale behind the study based on empirical inferences and logic behind this study.

Theories Underpinning the Study

This section provides information about the various supporting theories that underpin the study. The theories would first of all be explained as to their stance and afterwards, they are linked to the context of this study. These theories were selected because other empirical studies have endorsed their application in study of this nature. The theories include Effort-Reward Imbalance Theory and Social Capital Theory.

Effort–Reward Imbalance Theory

According to (Van Vegchel, De Jonge, Bosma, & Schaufeli, 2005), the Effort- Reward Imbalance model (ERI-Model), a sociological framework, was introduced by (Siegrist, Siegrist, & Weber, 1986) to predict and explain (the onset of) cardiovascular-related outcomes. The ERI Model postulates that work role is necessary in order to meet individual self-regulatory needs. That is, work gives avenues of which one can acquire self-efficacy (e.g., successful performance), self-esteem (e.g., recognition) and self-integration (e.g.,

belonging to a significant group). Anchored on the foundation of reciprocity, the employee invests efforts and expects rewards in return. However, in case an imbalance is present between high effort and low reward, accomplishment of the self-regulatory needs cannot be realized. This imbalance may lead to a state of “active distress” conjured by strong negative emotions (Siegrist et al., 1986). Van Vegchel et al. (2005) posited that the model contains three main assumptions:

1. The extrinsic ERI hypothesis: high efforts in combination with low rewards increase the risk of poor health.
2. The intrinsic over commitment hypothesis: a high level of over commitment may increase the risk of poor health.
3. The interaction hypothesis: employees reporting an extrinsic ERI and a high level of over commitment have an even higher risk of poor health.

The major doctrine of the model is that unequal balance between high efforts exerted into a task at the workplace and the rewards for such efforts would cause sustained strain reactions (Siegrist, 2012). According to Siegrist (2012) positive emotions conjured by apt social rewards upgrades well-being, health and survival. Efforts represent job demands and/or obligations that are imposed on the employee and occupational rewards distributed by the employer (and by society at large) include money, esteem, and job security or career opportunities (Siegrist, 2012; Van Vegchel et al., 2005).

Siegrist (2012) suggested that imbalance between high effort and low reward is sustained under the following qualifications:

1. Work contracts are poorly defined or employees have little choice of alternative workplaces (e.g. due to low level of skill, lack of mobility, precarious labor market).
2. Employees may accept this imbalance for strategic reasons (this strategy is mainly chosen to improve future work prospects by anticipatory investments)
3. The experience of 'high cost / low gain' at work is frequent in people who exhibit a specific cognitive and motivational pattern of coping with demands characterized by excessive work-related commitment ('over commitment'). Overcommitted people suffer from inappropriate perceptions of demands and of their own coping resources more often than their less involved colleagues, because continual distortion hinders them from accurately assessing cost-gain relations.

The model not only talks of situation-specific (extrinsic) work characteristics such as effort and reward, but also the over commitment (intrinsic) component. Over commitment has to do with thorough work-related coping style (Derycke, Vlerick, Van de Ven, Rots, & Clays, 2013). According to Van Vegchel et al. (2005) the imbalance between effort and reward can be intensified by over commitment (a personality characteristic). He continued that overcommitted employees underrate arduous situations and overrate their own capabilities thus overemphasizing their effort. Employees who are overcommitted hence overrating their efforts coupled with disappointing rewards, stands the chance of developing negative emotions that would in turn lead to adverse effect on their well-being (Siegrist et al., 1986). Employees

with high level of over commitment usually respond with more strain reaction to ERI (Tsutsumi, & Kawakami, 2004).

Additionally, (Siegrist, J., 2008) asserted that there are two sources of over commitment namely informal pressure imposed on employees by their work environment and truly intrinsic motivation of employees. Intrinsic motivation refers to the degree at which an employee gets happy about a work activity and engaging in it for the sake of that activity (Derycke *et al.*, 2013). Intrinsic motivated employees are innovative and have high learning motivation (Zhou, & Shalley, 2003). Learning motivation was defined by (Taris, & Feij, 2004) as the extent to which an employee is motivated to learn new behavior and skills and their edge to solve situations at the workplace and adapting to the work environment. Being motivated to learn new things (i.e. training) at the workplace influence employee perception of their job demands and their perception about their work-related rewards (Taris, & Feij, 2004).

The effort-reward imbalance theory is one of the most influential models to consider (Fahlén, 2008) as it has been extended to other field of research (Siegrist, 2012) and takes into consideration personal variables such as employees' resources (Derycke *et al.*, 2013). Intermittent reward frustration decreases commitment and motivation of employees which brings about high intentions to quit or leave (Godin & Kittel, 2004). Employees will not submissively stay in a high effort-low reward circumstances but would reduce their effort instead (Van Vegchel *et al.*, 2005). The theory is anchored on gaining a balance between the perceived effort of employees and the reward they perceive to receive thus, experiences and perceptions of employee

(Derycke *et al.*, 2013). In light of this, the model can be applied to training and employee retention.

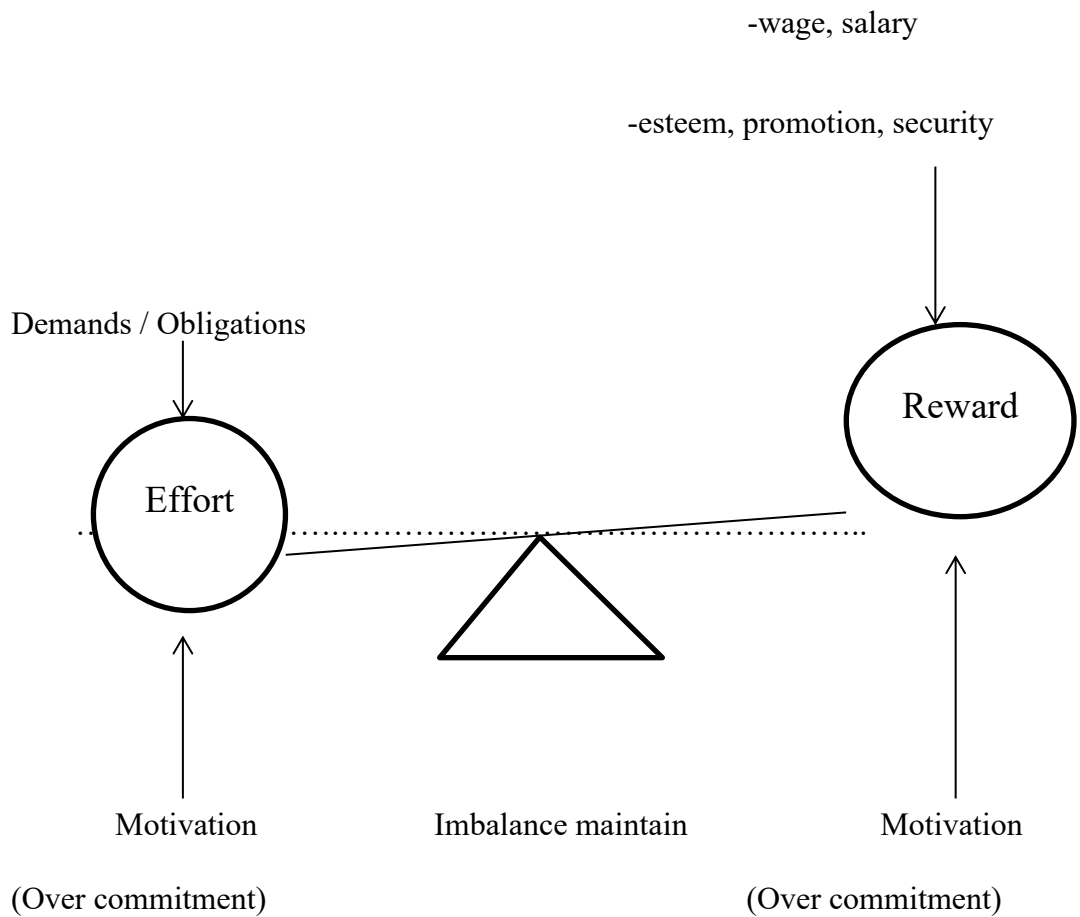


Figure 1: Schematic representation of the ERI-model

Source: Siegrist, (2012)

Social Capital Theory

The notion of social capital has been over the past years (Woolcock, 1998). However, the concept was commonly acknowledged when (Bourdieu, 1985) and (Putnam, 2009) made it easier and simpler to understand. Research on social capital mainly looks at the importance of social capital but Putnam looked at the value of the concept to the whole community. Bourdieu and Coleman focused on the importance of social capital to the individual. They saw that the concept exists among individuals and as a result can be studied at

the individual stage. Social capital helps in productivity because the concept resides in the relations among the nodes. Thus, the concept is based on the preposition that “my connections can help me”. Social capital has to do with creating a rapport intentionally in order to get social, psychological, emotional and economical merits (Lin, 2017).

According to (OECD, 2001) Social capital is defined as “networks together with shared norms, values and understandings that facilitate co-operation within or among groups.” The OECD (2001) views network in the definition as real-world links among individuals. Social capital has ample extent between limits that covers the “norms and networks facilitating collective actions for mutual benefits” (Woolcock, 1998). And this makes the concept vulnerable to manifold elucidations and operations which scale many theoretical rubrics (Portes, 1998). According to (Coleman, 1988), social capital has two stand points. The first point of view has to do with preposition that social relations can bring about economic and non-economic merits to the individual. The other point of view also has to do with social capital being present in the relations and not the individuals themselves.

According to (Bourdieu, 1985), Social capital is concept dependent and appropriates multiple mutual relationship kinds which comprise obligations (within a group), trust, intergenerational closure, norms and sanctions. These sanctions have fundamental presupposition that the rapport among individuals do last long and are also subjective. Coleman (1988) commented that the rapport itself fashion the complex web of interactions and communications. A typical example of social capital is a group willingly discussing the aspect of an organization which brings mutual merits to all.

There are five aspects of social capital namely networks-lateral associations that vary in density and size, which occur among both individuals and groups; reciprocity-expectation that in short or long term kindness and services will be returned; trust-willingness to take initiatives (or risk) in a social context based on assumption that others will respond as expected; social norms-the unwritten shared values that direct behavior and interaction; and personal and collective efficacy-the active and willing engagement of citizens within participative community (Onyx & Bullen, 2000). These aspects of social capital depict itself in diverse admixture and can create the relation among members of a group, organization, community or network.

Social capital theory has been criticized on several grounds. Putnam was of the view that social engagement is eroding however critics believe that social engagement is rather evolving. Putnam (2009) believed that social engagement is withering because individuals are spending more time at work, doing things like watching T V alone than the time spent in socializing or joining community groups. But (Brum, 2007) believed that more groups are being formed even on social media who share the same beliefs irrespective of the distance and time spent at the office. So then if individuals are spending more time at the office or are commuting to work does not mean social engagement is being eroded as postulated by Putnam (2009). Another critique of the social capital theory is that it cannot be explained well, it is vague and it is difficult to measure.

The social capital theory in spite of the criticisms can used to explain the relationship between training and employee retention. The aim of training is to improve employees so as to increase productivity however productivity

cannot increase when labour turnover is high (Sunder, Kumar, Goreczny, & Maurer, 2017). Commitment on the part of employees is very vital in employee retention (Soto-Acosta, Popa, & Palacios-Marqués, 2017). The relationship that exists between management and employees plays a role in the level of commitment of employee (Van Wart, 2014). Thus when there exist strong ties between management and employees and between employees, the intention to leave the organization becomes low. The potential merit of social capital is to create social bonds as these networks engender trust that causes people to work together (OECD, 2001).

However, (Lee, Hsu, & Lien, 2006) addressed two theories that explain turnover behaviour, and the first one, which is discussed above, is Social Capital Theory that highlights the important roles of knowledge, skills, and abilities that are brought to organisations by employees. As a consequence, these factors have various economic values and consequences that would directly affect an organisation. Employees with knowledge, skills, and abilities are required to be managed in a manner that may stimulate their retention.

The Concept of Training

Training is a basic concept in human resource management. It is concerned with improving certain skills to a desired level by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Again, (Werner, & DeSimone, 2009) were of the view that “training typically involves providing employees knowledge and skills needed to do a particular task or job, though attitude change may also be attempted.” According to (Bloisi, 2007), training is a procedure that enhances attitude,

knowledge or skill behavior via learning experience to attain higher output from series of activities.

Training is a learning activity geared towards acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole, 2002) and (Jones, George, & Hill, 2000) said training is teaching the organization's employees in order to increase knowledge and skill to perform efficaciously. According to (Goldstein, I. L., & Ford, K. J., 2002) training is the systematic acquisition of skills, rules, concepts or attitudes that leads to enhanced performance in an organization.

Importance of Training

Employee development is important to the short and long run success of every organisation (Padmasiri, Sandamali, Mahalekamge, & Mendis, 2018). Training is of great concern to organisations that desire to remain competitive (Brum, 2007). The importance of employee training has increased (Bai, Yuan, & Pan, 2017). Training has helped individuals, organisations and nations as a whole in diverse means. There are diverse benefits that an organisation enjoys or receives when it undertakes training programs. Training plays an important role in the effectiveness of organisations and the experiences of employees in an organisation. Training has implications for productivity, health and safety at work and personal development. The potential returns from training are hefty (Cascio, 1993).

According to (Noe, John & Hollenbeck, 2004) training empowers employees to acquire job-related knowledge, skills and behavior. Training enables employees to develop skills, knowledge and attitudes essential to do a given task (Leopold, Harris, & Watson, 1999). Through training employees

are able to identify and strengthen relevant skills they need to perform their task efficiently. People are the key to any successful business. According to (Cole, 2002) training increases employees' confidence, recognition, enhanced responsibility with a possibility of increased pay which leads to motivation of the employee, it also lowers cost of production because trained staff able to make better economic use of materials and equipment thereby reducing waste if not eliminating it.

Training activities have a positive impact on the performance of individuals and organisations. Training activities can also be beneficial regarding other outcomes at both the individual and organisational level (Hill, & Lent, 2006). Training-related changes result in improved job performance and other positive changes, such as acquisition of new skills (Satterfield & Hughes, 2007) that serve as antecedents of job performance (Kraiger, 2002) and Kraiger conducted a meta-analysis and ascertained that in comparison with no-training or prep-training states, training had an overall positive effect on job related behaviours or performance. Thus training enhances the performance of employees of an organization.

Training provides employees of an organisation with technical skills, human skills and conceptual skills (Sims, 1998). However, (Davis & Yi, 2004) conducted two experiments using behavior-modeling training and ascertained that training affects changes in worker skills through a change in trainees' knowledge structures or mental models. Specifically, mentally rehearsing tasks allowed trainees to increase declarative knowledge and task performance. Training typically enhances skills though attitude change may also be

attempted (Werner, & DeSimone, 2009). To modify attitude, knowledge and skills of employees, training is vital (Bloisi, 2007).

The Concept of Employee Retention

Employee turnover is high in the US, Europe, Africa and South East Asia (Horowitz, Heng & Quazi, 2003) and this turnover is unnecessary expenditure an organisation needless. High turnover rates directly affect the safety of employees of the organisation as well as the organisation (Lambert & Hogan, 2008). Higher costs are incurred to replace genius employees through recruitment and training which in turn causes productivity to fall (Sunder *et al.*, 2017). Since employee turnover costs organizations heavy sums of money in terms of recruitment and training as well as the image of the organisation, management of various firms are now recognizing the need to retain professional and key employee (Hassan, Razi, Qamar, Jaffir & Suhail, 2013).

The term “employee retention” was first used in the 1970’s and early 1980’s in the business world (Chen, 2014). Again, (Chaminade & Catasús, 2007) defined retention as a voluntary action by an organization to create an environment which engages employees for a long period of time. According to (Bogdanowicz & Bailey, 2002), retention is the sum total of every activity aimed at enhancing organisational commitment of employees, giving them an overall ambitious and countless of opportunities to grow and outperform their colleagues. In this study retention means the act of implementing human resource practices and tactical strategies to keep skillful employees in an organization till retirement or for a long period of time.

Factors That Affect Employee Retention

In today's global economy where competitive advantage is keen, employee retention has become an important issue to most organizations. Market leader organisations are employing tactical strategies to retain efficacious employees. The main purpose of retention is to avoid the loss of competent employees from the organization (Samuel & Chipunza, 2013). The vital factor for retention of all kinds of employees especially health workers is job satisfaction. Job satisfaction is the strongest predictor of intent to stay (Ellenbecker, 2004).

Participatory style of management is another factor that helps to retain employees especially those in the health sector (Tremblay, Bryan, Pérez, Ardern & Katzmarzyk, 2006). An individual's recognition of his/her value in the organization is necessary (Ugaddan & Park, 2017) and it takes quality leadership to actualize this goal (Van Wart, 2014). Most experts feel valued in an organisation by participating in management decisions that affect them. Employees feel valued when traditional barriers are destroyed to create shared leadership models and participative style management. Most researchers regard participatory style of management as a means to retain employees especially those in the health sector (Rolfe, 2005).

Horowitz *et al.* (2003) asserted that providing avenues for growth of employees is another determinant for employee retention. This is in line with psychological contract whereby development is seen as the responsibility of the individual employee (Beck, 2000). Employees are required as a result to design their task in relation to their strength, preferences and lifestyle (Rolfe, 2005). According to (Rolfe, 2005), an employee's exit from an organization

has to do with their career but they would stay if there are opportunities for continued learning.

Quality of leadership determines the extent to which employees would be committed to an organization. Thus quality of leadership influences employee engagement. Showing quality leadership attitudes can ameliorate employees' motivation and reduce turnover (Ugaddan, & Park, 2017). Employees' perception of the quality of leadership affects their intention to leave (Meng & Wu, 2015). The leader-member exchange (LMX) theory and the social exchange theory postulate that employees' intention to leave an organization is low when they perceive high quality of leadership (Bahl & Dadhich, 2011).

However, (Anthony, Perrewe & Kacmar, 1999) posited certain ways to retain qualified skilled personnel in an organization. To retain employees an organization must offer to its employees' free time, flexible work schedule which includes part time, telecommuting, job sharing, or compressed workweek. They asserted that there are certain employees that value their time just they value their money. Also, sign on bonuses can be another incentive to retain recruits. Sign on bonuses has a way of causing managers to win over their employees which reduce turnover rate in the organization in the long run. Again, availability of development and career advancement opportunities is another way to lure and retain employees in an organization. Most employees want to reach the peak of their career and as such would be much interested to stay with organizations that would help them achieve such a goal. Researchers have posited that employees remain with an organization that ameliorates their self-esteem (Omoikhudu, 2017).

Importance of Employee Retention

Retention of talent employees helps in achieving organizational goals (Mobrman, 2007). Retaining competent employees has a positive impact in the advancement of an organization by involving employees in decision-making process, providing avenues to develop their skills and ensuring work-life balance (Carmeli, 2005). An organization is able to build good image if their turnover rate is low. This in turn gives the organization the competitive strength to outwit its rivals (Carmeli, 2005). Retaining skilled employees helps an organization to survive in the competitive business environment (Omoikhudu, 2017).

Productivity tends to increase if an organization has the ability to retain its competent employees (Eddy, D'Abate, Tannenbaum, Givens-Skeaton & Robinson, 2006). Furthermore, (Masibigiri & Nienaber, 2011) posit that retention of competent employees is very important because it saves the organization the cost of recruiting new employees. Any successful organization that desires to reduce the loss of the business income is to improve the retention rate of its employees (Omoikhudu, 2017). And this helps organisation to be in a competitive advantage in the industry (Asrar-ul-Haq & Kuchinke, 2016).

Model of Intermediate Linkages in the Employee Withdrawal Process

A researcher (Mobley, 1977) came out with a model that concerns job satisfaction and intentions to leave an organization. He came out with easier to understand withdrawal approaches and gave detailed chronological steps employees go through to reach the final stage of whether to quit or be with the organization. He was of the view that turnover attitudes are as a result of job

dissatisfaction which is linked by withdrawal cognitions (for instance, thoughts to quit, expected utility of withdrawal) and job search attitudes (for instance, job search, evaluate alternatives). Mobley proposed that job dissatisfaction brings about other types of withdrawal attitudes that are less radical than quitting, for instance, absenteeism and slow performance and actual intention to leave is the last stage to actually quit. The strength of the model lies in the description of the psychological process between job dissatisfaction and satisfaction to actual turnover.

In addition, he asserted that dissatisfaction provokes thought of quitting and with this an individual would evaluate the expected utility of search and the price of leaving. It is at this point that the individual looks at the chances of getting a favourable alternative to his or her present job and the price for searching (travelling, lost work time) alongside perceived losses that come with leaving a present job (loss of better health benefits, loss of seniority). According to (Holtom, Mitchell, Lee, & Eberly, 2008) an individual reconsiders his or her decision to leave an organization and change in job satisfaction when the chances in getting a new job are minimal and or the price to pay is heavy. However, the individual would decide to leave the organization if the chance of succeeding in getting a new job is favourable and the price to be paid is low. Employees can easily change, when there is availability of diverse job offers and better payment offers. The Mobley's model is important to organizations because it gives detailed information about the process an individual goes through before finally deciding to leave. Mobley's model is shown below in figure 2.

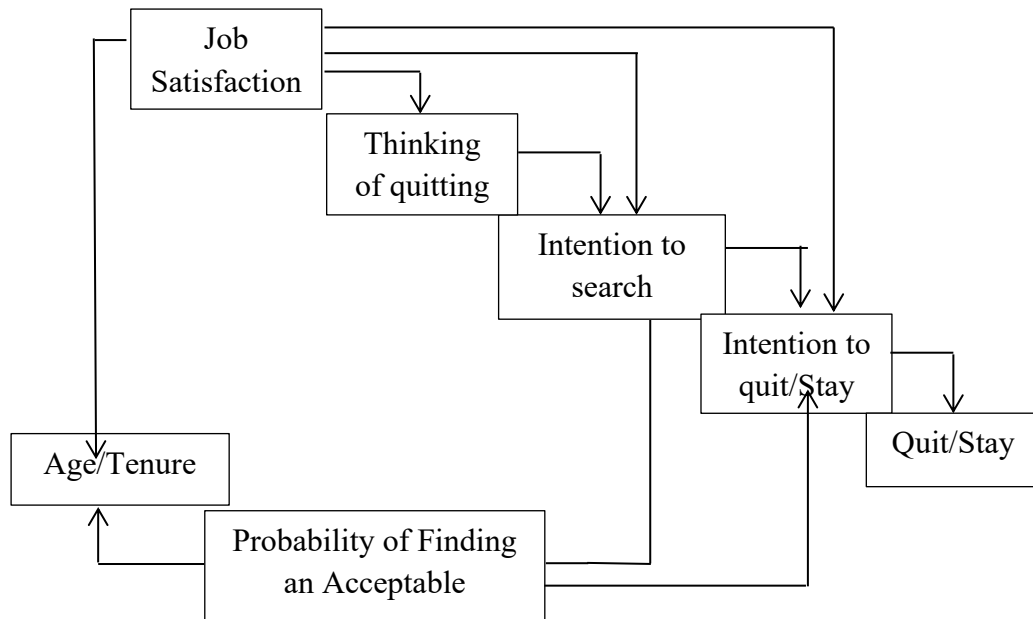


Figure 2: Model of intermediate linkages in the employee withdrawal process.

Source: Mobley (1977)

Empirical Review

Training and Employee Retention

Investment on employee training is considered an important factor in employee retention (Hsu, Tang & Jan, 2003). Organization has the incentive to make investment in form of training and development only on those workers, from whom organization expect return and give output on its investment. They suggest that firms and individual made investment on human capital in the form of training. However, (Beardwell & Claydon, 2007) mentioned that all employees want to be valuable and remain competitive in the labor market at all times. This can only be achieved through employee training and development. Employees will always want to develop career enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his

efficiency in discharging his or her duties. Training and development are activities that are used to maintain and promote the competencies and talents of employees in relation to the developments inside and outside the organization.

According to Noe *et al.* (2004) employees have perception to acquire new knowledge & skills which they apply on the job and also share with other employees. Research studies found that organization often delay employee training program to determine that workers personal value good matches with organization culture or otherwise, therefore to peter out the employee turnover intention. A well-planned training programme should result in reduction in waste and spoilage, improvement in methods of work, reduction of learning time, and reduction in supervisory burden, improvement in quality of products, improvement of production rate, improvement of morale and reduction in grievances, improvement in efficiency and productivity. (Armstrong, 2009) observed that like any other business process, training can be very wasteful It if is not carefully planned and supervised.

Without a logical systematic approach, some training may be given which is not necessary, and vice versa, or the extent of the training may be too small or too great. In today's competitive environment feedback is essential for organisations to give and receive from employees and the more knowledge the employee learn the more he or she will perform and meet the global challenges of the market place. This will therefore minimize the intention to leave. According to (Armstrong, 2009) training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee

which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy.

Ugaddan and Park (2017) noted that established, larger, manufacturing and unionized firms have tended to provide training to employee as did multi established firms with flexible production approach or high performance. It was noted that those organizations which spend more physical resources were usually more probably to retain their talent. Thus, training is sign of organization commitment to employees. Training also reflects organization strategy that is based on value adding rather than cost lowering. Leading firms of the industry recognize that comprehensive range of training, skill and career development is the key factor of attraction and retention the form of flexible, sophisticated and technological employees that firms' strategy to succeed in the computerized economy.

Organizations with greater productivity are likely to increase employee's wages beyond their expectation, thus help in employee retention. Training help to lower turnover rate and is considered as important factor in employee retention. Training is a process that attempts to provide an employee with information, skills and an understanding of the organization and its goals (Bloisi, 2007). In addition, training is designed to help a person continue to make positive contributions in the form of good performance. Before training occurs an employee proceeds through an orientation to learn what the organization stands for and the type of work he or she is supposed to perform. Orientation introduces new employees to the new tasks, managers and work groups.

Omoikhudu (2017) conducted a research on the impact of training and development on employee retention in the retail sector. The study was an examination of the role of coaching in a leading retailer (Mark & Spencer) in Dublin in the republic of Ireland. The researcher adopted a cross sectional research design with quantitative method in the collection of data. The quantitative method includes the use of a structured questionnaire. The researcher adopted both probability and non-probability sampling techniques in the selection of samples. The purposive sampling was used for the non-probability sampling and simple random sampling was used for the probability sampling. Statistical Package for Social Sciences (SPSS) was used in analyzing the data for easy comprehension of the results attained. A sample size of one hundred and fifty (150) was used.

It was discovered that coaching has a positive relationship with employee retention. And also there was a statistically significant positive correlation between coaching employee retention. Again, training and development had a positive relationship with employee retention. Furthermore, there was a statistically significant correlation between training and development and employee retention, even though there was a relationship, the strength of the relationship was moderate. The study further disclosed that there was a strong association between males who received coaching to employee retention but that of females showed a moderate association to employee retention.

Another study was conducted by Nkosi (2015) on the effects of training on employee commitment, retention and performance. The study was carried out in a local municipality located in Mpumalanga province in South

Africa. The research adopted the descriptive approach with quantitative method in collection of data. The quantitative approach includes the use of the structured questionnaires. The researcher adopted the convenience sampling technique in selecting the respondents. The sample size was 130 respondents which represented the three managerial levels embedded in the local municipality namely top level management, middle level management and the lower level management.

The data of the study was analyzed using the descriptive statistics and the correlational technique. Thus, Social Science Statistical Package (SPSS) version 22.0 tool was employed in the data analysis. It was discovered in the study that training has a statistically significant positive correlation with employee retention. Among the three dependent variables (perceived commitment, retention and performance), training having a positive effect on performance was the highest, training having a positive effect on retention happened to be the second highest and the least was training having a positive effect on organizational commitment.

Again, Ldama & Bazza (2015) conducted a study on the effect of training and development on employees' retention among selected commercial banks. The study was carried out in Adamawa State in Nigeria in the year 2015. Exploratory research design was used in the study. The researcher adopted the non- probability sampling technique in selecting four local government areas (Yola North, Yola South, Mubi, North & Numan). Purposive sampling was used for the non-probability sampling. The systematic random sampling technique was used to select the five commercial banks (Diamond bank, First bank, Keystone bank, Union bank and Unity bank) with

a total a population of 403. The sample size was 201. Questionnaires were administered to the 201 respondents employing convenient sampling technique. Data was analyzed using the Social Sciences Statistical tool (SPSS). It was discovered that training has a positive effect on employee retention.

Ahmad conducted a study in the year 2014 on the impact of training on employee retention. The researcher adopted the non-probability sampling technique. A descriptive approach with quantitative method in the data collection was employed. The quantitative approach includes the use of structured questionnaires. Convenience sampling technique was used to collect the data from respondents which comprise public and private employees in Schlumberger, National investment board, National rural support program and the Pakistan broadcasting corporation. The sample size was 100. Data was analyzed using the descriptive statistics, correlation and regression analysis and excel analysis tool pack. It was found that training has a positive correlation with employee retention.

A study was conducted by Terera & Ngirande (2014) to assess the impact of training on employee job satisfaction and retention among administrative staff members of a selected tertiary institution. The study was carried out in the Eastern Cape Province in South Africa. The research adopted a descriptive and cross sectional study with quantitative approach in data collection. The quantitative method includes the use of a structured questionnaire. The researcher adopted probability sampling techniques in selection of samples. Simple random sampling was used for the probability sampling. Statistical Package for Social Sciences (SPSS) version 20.0 was

used in analyzing the data for easy comprehension of the results attained. Data collection took a period of one month. The sample size was one hundred and twenty (120), out of a total population of one hundred and ninety (190).

It was discovered in the study that training alone cannot predict employee retention. It was discovered that respondents were unwilling to stay with the organization irrespective of the education and training opportunities given to them. One hundred and two (102) respondents were willing to leave the organization which indicated that training had not a positive impact on employee retention. Again, seventy-five percent (75%) of the respondents were willing to quit their organization because they were equipped with the necessary skills that make them marketable. However, employees who were satisfied with their job had a low intention to leave the organization. Furthermore, the respondents in the organization were female dominated.

Conceptual Framework

Training is an essential component in employee retention. The acquisition of knowledge and skills related to one's job creates confidence at the workplace. This helps in minimizing stress levels. Training results in effective time management and the reduction of learning time. It also helps to minimize supervisory burden. It improves the quality in performance and motivation. ,

This creates fewer conflicts at the workplace. Human capital theory and the March and Simon (1958) ease-of-movement framework suggest that training improve the knowledge, skills, and abilities of the employees flowing into and within the organization would result in increased retention (Benson, Vandenberg, Vandenberghe & Stinglhamber, 2004).

Management support is essential in employee retention. When the employees feel that the management values their ideas and incorporates some of the suggestions made, they feel part of the organization.

The opportunities for career advancement are a motivating factor for many employees. By giving employees the opportunities to climb the promotion ladder or to further training, employees feel valued and there are increased job involvements, which decrease absenteeism and turnover. The theory on needs theory notes that employees of an organization need self-actualization where personal fulfillment to growth and development are realized. This is the desire for a person to become what is capable of becoming and maximize his potentials. The theory relates the study variables in the way that if the lecturers are rewarded they are in position to satisfy their needs from the bottom level to the highest level leading to high job retention in St. Mary's hospital.

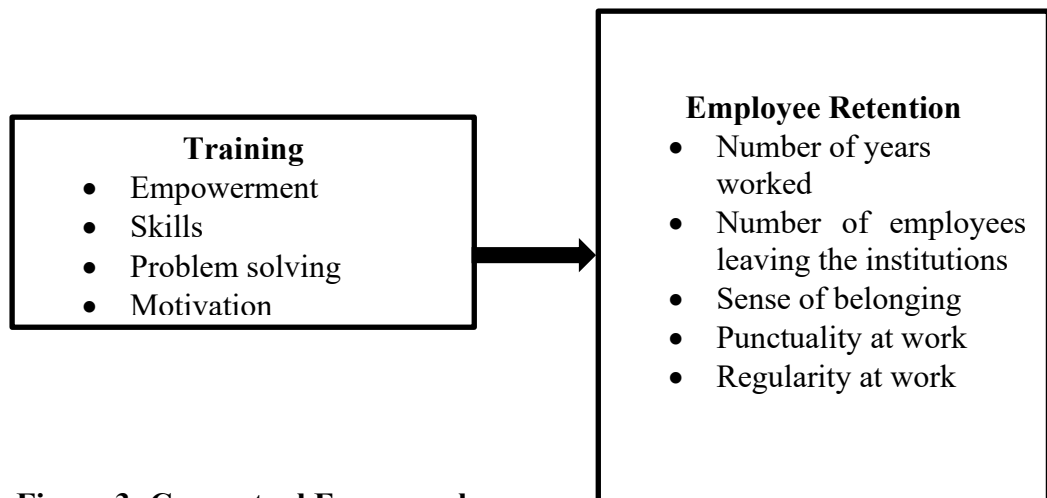


Figure 3: Conceptual Framework

Source: Bediako (2018)

Chapter Summary

This chapter has presented the relevant literature concerning the central themes of this study. The study reviewed literature in line with related theories, conceptual review, and empirical review as well as proposed conceptual framework. These provided the grounds for detailed discussion backed by empirically proven literature to be carried out in Chapter Four.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter deals with the methodological approach to the primary data collection, analysis and presentation of the study. Leedy and Omrod (as cited in (Williams, 2007) explained that research methodology is the general approach the researcher takes in carrying out the research project. The Chapter specifically covers key thematic areas such as the research design, population, sample and sampling techniques, research approach, research area, instrument, data collection procedure, validity and reliability and data analysis.

Research Approach

A research approach generally comprises three (3) major approaches: quantitative, qualitative and mixed approached (O'Reilly & Parker, 2013). The choice of a research approach is primarily dependent on the research objectives of the study (Creswell & Clark, 2017). As such, the study adopted the quantitative approach since it was geared towards examining the relationship between training and employee retention. Quantitative research approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population.

Quantitative methods are also frequently characterized as assuming that there is a single "truth" that exists, independent of human perception (Lincoln & Guba, 1985). It was also found that the findings from quantitative

research can be predictive, explanatory, and confirming (Williams, 2007). Also, (Creswell, 2014) noted that quantitative research is the process of collecting, analyzing, interpreting, and writing the results of a study.

A quantitative approach relies heavily on examining relationships through statistical analysis (Lichtman, 2010). It also allows the incorporation of practices and norms of the natural scientific model to provide objective outcomes. To this end, the quantitative approach would be chosen to obtain information on relationship between training and employee retention among workers at the St. Mary's Hospital.

Research Design

Research design has been described to encompass the blueprint that guides the conduct of research study characterized with a maximum control over variables that may interfere with the validity of the research findings. It has also been explained to represent a set of guidelines and instructions to be followed in addressing the research problem (Leedy & Ormrod, 2010). Also, Zikmund, Babin, Carr, & Griffin (2009) offered that research design is a blue print which specifies the exact data procedure or strategy that the researcher will go through to achieve the objectives of the study.

The study adopted the explanatory research design due to its research objectives. Specifically, the purpose of the study was to examine the relationship between training and employee retention at the St. Mary's hospital at Drobo, hence the adoption of the explanatory research design was appropriate. According to Zikmund *et al.* (2009) explanatory design research is conducted in order to identify the extent and nature of cause-and-effect relationships. Causal research can be conducted in order to assess impacts of

specific changes on existing norms, various processes etc. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences (Maxwell, 2012).

Target Population

A population is a group of individuals, objects or items from which samples are taken for measurement. It is the entire group or elements that have at least one thing in common (Kombo & Tromp, 2006). The target population of the study comprises all employees in St. Mary's Hospital at Drobo. These included medical officers, the health secretary, laboratory technicians, pharmacists, and nurses who make the total number of 250 people.

Sample and Sampling Technique

According to (Malhotra & Birks, 2007) sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the group or population. A sample size of 200 was used for this research, because of time constraint and financial difficulty. However, (Nwana, 1992) stated that if target population for study fall within the range of 200-400, 80% must be used. Therefore, 80% of 250 (that is $0.8 \times 250 = 200$) employees was 200. This sample size was used due to time limitation and financial constraint. The selection of respondents was done through the use of simple random sampling method. This method was chosen because it gave each worker of the St. Mary's hospital equal and independent chance of being selected for the study.

Also, it is probability sampling technique recommended mostly for quantitative studies (Saunders, Lewis & Thornhill, 2009). Probability sampling is normally a requirement in explanatory research because the goal is often to generalize the results to the population from which the sample is selected (Zikmund *et al.*, 2009).

Data Collection Instrument

Causal studies are very structured by nature (Maxwell, 2012) thereby demanding structured means of primary data collection. The research instrument that was used for data collection was questionnaires since the study was quantitative and also required a primary data collection instrument. Questionnaire is a formalized set of questions for obtaining information from respondents (Malhotra & Birks, 2007). However, (Young & Javalgi, 2007) provided that surveys using questionnaires are perhaps the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007).

In spite of the numerous benefits in the usage of questionnaires; low response rates, clarity issues, possible literacy issues are some of the drawbacks associated with it. The contents of the questionnaire were prompted by the research objectives and research questions of the study and it was personally developed after a thorough review of related literatures. The attitude of the respondents was measured on a Likert Scale rated as follows: 1- strongly agree; 2- Agree; 3- Neither agree nor disagree; 4-Disagree; 5- Strongly disagree. The pilot test was carried out at Drobo Polyclinic in 2018.

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability is concerned with consistency of the instrument (Bless, C., & Higson-Smith, C., 2000) and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. The level of the reliability of an instrument is measured by Cronbach's Alpha value. According to (Pallant, 2005) a minimum threshold of 0.70 Cronbach's alpha value should be obtained. A Cronbach's Alpha of 0.790 was obtained for the internal consistency of the instrument. Table 1 summarises the reliability result of the individual constructs in the instrument. It was found that all the constructs had Cronbach's Alpha greater than the minimum threshold of 0.7.

Table 1: Reliability Results

Constructs	Cronbach's Alpha	No. of Items
Training perception	0.893	9
Training Needs	0.654	9
Intentions to leave	0.745	5
Training Benefits	0.796	7
Overall	0.790	30

Source: Field Survey, Bediako (2018)

Internal consistency of the instrument was computed and it was discovered that the overall scale had Cronbach's Alpha value of 0.790 (with 38 items) which means the instrument was statistically reliable because it exceeded the minimum cut-off point of 0.7. Again, a Cronbach's Alpha of 0.893 was obtained for the training perception construct of the study (with 9 items). This value was greater than the minimum threshold laid down by Cronbach (as cited in Pallant, 2005) hence the construct is deemed reliable. Similarly, a Cronbach's Alpha Value of 0.796 was obtained for the training

benefits construct (with 7 items) which means the construct was statistically reliable since its Alpha value exceeded the minimum threshold of 0.7 proposed by Cronbach (as cited in Pallant, 2005).

Regarding the intention to leave construct, it was discovered that a Cronbach's Alpha of 0.745 (5 item) was recorded for the internal consistency of the construct and therefore it was concluded that the construct is highly reliable since Alpha value obtained was more than the 0.7 cut off point proposed by Pallant (2005). Saunders *et al.* (2009) explained that internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire.

The validity of an instrument, on the other hand, refers to how well an instrument measure the particular concept it is supposed to measure (Saunders *et al.*, 2009). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant related literature that served as evidence and supported the construct of the questionnaire. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

Data Collection Procedures

The primary data collection was done through the drop-and-pick method, where after permission for the primary data collection have been approved by authorities of the hospital, a schedule was made with each of the target department of the Hospital for such purpose. The researcher was

assisted by 3 research assistants in that respect. The purpose of the study was explained to all participants and these participants were encouraged to willingly provide the needed information so as to make the study a success. The design of the instrument was such that the privacy, unanimity and confidentiality of the information provided were guaranteed. Two hundred (200) questionnaires were finally distributed. The primary data collection exercise took one month. The questionnaires were distributed to the participants within one week and were collected in the last week of the same month. The contact numbers of the participants were collected to which subsequent calls were made to remind them of the need for them to completely fill the questionnaires. Ninety nine (199) out of 200 of the participants fully completed their questionnaire and therefore, a return rate of 99.5% was recorded.

Data Processing and Analysis

According to (Adèr, 2008) data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group. At the end of the entire data collection exercise, credible checks were conducted to edit and ensure error-free data. The data were then processed using Statistical Package for Social Sciences software (SPSS version 22). The data was analysed using descriptive statistics such as frequencies and percentages. Also, inferential statistical tools such as Pearson product-moment correlation (used to measure the relationship between the constructs) and standard linear regression (used to assess the effect of the independent constructs on the dependent construct) were also used to analysis

the data in lieu of the specific research objectives. The findings were presented on Tables.

Ethical Considerations

Researchers may encounter moral dilemmas due to using methods that are seen to have violation against human rights or possibly causing harm (Malhotra, (2015). Malhotra, (2015) pointed that when conducting research, especially qualitative research, ethical issues related to the respondents and the general public are of primary concern. Thus since human beings are entitled to human rights and need to be protected from harm and exploitation, the research and ethics rules were meticulously followed by the researcher in order not to injure harm on the respondents. An introductory letter was collected from the School of Graduate Studies, University of Cape Coast and was subsequently sent to the St. Mary's Hospital. The letter introduced the researcher as a Master's student of University of Cape Coast who was on academic assignment to conduct a research to assess the effect of training on employee retention. Through the rapport established, permission was subsequently guaranteed and dates for data collection were fixed between the researcher and the authorities of the St. Mary's Hospital.

Moreover, the main purpose for the conduct of the research was explained to the respondents after their consent have been sought. The respondents where then made aware that responses to the questions were not compulsory and that they may withdraw from the study at any time. However, they were encouraged to fully participate in the survey. Similarly, the questionnaire was designed in such a way that, the privacy and the unanimity of the participants were hundred per cent guaranteed. Also the information

provided by the respondents was treated confidential. Thus confidentiality, self-determination and subject anonymity were strictly preserved at every level of the study. Similarly, the data collected were by no means manipulated by the researcher in order to achieve any predetermined expectations in the study. Thus, the data were handled professionally throughout the study.

Chapter Summary

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

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter deals with the analyses and discussion of findings obtained from respondents in the study. It begins with an analysis of the demographics of respondents and then follows with the analysis of responses to the research questions. Descriptive statistics such as frequencies and percentages, mean and standard deviation were used to analyse the data. Similarly, Pearson product moment correlation and regression analysis were used to perform inferential analyses and to draw conclusions on the research objectives.

Demographic Information of Respondents

The first section of the questionnaire sought to obtain demographic information about the respondents. This was to enable the researcher to make comparison among the respondents. Information obtained included gender, age, educational qualification, marital status, work area and work experience of respondents. The distribution of respondents' respective demographic information is capture in Table 2.

Table 2: Demographics

variable	Option	Frequency	Percentage (%)	
Gender	Male	105	52.8	
	Female	94	47.2	
Age	18-29 years	78	39.2	
	30-39 years	60	30.2	
	40-49 years	31	15.6	
	50-59 years	30	15.1	
Educational qualification	Certificate	48	24.1	
	Diploma	74	37.2	
	Undergraduate	47	23.6	
	Postgraduate	27	13.6	
	Others	3	1.5	
Marital status	Married	106	53.3	
	Single	67	33.7	
	Divorced	10	5.0	
	Widowed	15	7.5	
Work area	Maternity	33	16.6	
	Casualties/Emergency unit	28	14.1	
	Medical and Surgical	52	26.1	
	Administration	30	15.1	
	Finance	11	5.5	
	Records	30	15.1	
	Pharmacy	15	7.5	
Working experience	Less than 1 year	36	18.1	
	1-5 years	71	35.7	
	6-10 years	33	16.6	
	11-15 years	30	15.1	
	16-20 years	11	5.5	
	20 years and above	18	9.0	

Source: Field Survey, Bediako (2018)

The findings presented on Table 2 shows that out of the 250 respondents that were surveyed, 105, representing 52.8% were males while the remaining 94 (47.2%) were females. In this context, there was no basis to conclude that those with the highest frequency are more important compared to their counterparts with low frequency. It is only an indication of a male-dominated structure at the St. Mary's Hospital. That is a reflection of low number of women in the total workforce. Also, the study sought to know the

marital status of the respondents. It was found that out 106 respondents (53.3%) were married, 67 respondents (33.7%) were single, 10 respondents which represented 5.0% were divorced whilst the remaining 15 respondents (7.5%) were widowed. This reveals that majority of the respondents were married. However, there was relatively fair representation of other marital statuses in the study.

With regards to the age distribution of the respondents, it was found that 78 of the respondents which represent 39.2% were within the age bracket 18-29 years, 60 respondents (30.2%) were within 30-39 years' age bracket, 31 respondents (15.6%) were within the age range of 40-49 years and the remaining 30 respondents (15.1%) were within the age range of 50-59 years. It can be inferred from these findings that St. Mary Hospital has relatively youthful workforce. This is a good indication for human resource managerial point of view because people in the youthful ages are considered energetic and more productive. Thus, majority of the respondents 169 (84.9%) between ages 18-49 years are classified as being within the economically active workforce. This finding is supported by (Macey & Schneider, 2008) that rigorous situations necessitate contemporary organizations to retain employees with aura for everyday work.

Regarding the educational qualification of the respondents, it was discovered that 74 respondents (37.2%) held diploma, 48 respondents (24.1%) held certificate, 47 of the respondents which represents (23.6%) held first degree, 27 respondents (13.6%) held a second degree and the remaining 3 (1.5%) respondents held other qualification. Thus, majority of the respondents 125 (62.8%) had some form of higher formal education. This shows that

employees of the St. Mary's Hospital are literate, thus majority of the respondents 125 (62.8%) had at least a first degree certificate in their respective fields. This would probably amount to creative and innovative ideas being easily generated. This also gives the hospital a good brand image.

In terms of the various units that the respondents were affiliated, it was found that 52 respondents (26.1%) were in the Medical and Surgical Unit, 33 respondents (16.6%) were in the Maternity Department, 30 respondents (15.1%) were in the Administration Unit, 30 respondents (15.1%) were in the Records Unit, 28 respondents (14.1%) were assigned to the Casualties and Emergency Unit, 15 respondents (7.5%) were in the Pharmacy Unit whilst the remaining 11 respondents (5.5%) were in the Finance Department. This reveals there was a relatively fair representation of the other work area in the study. This reflects the holistic approach to healthcare service delivery.

Finally, regarding the working experience of the respondents, it was found that 71 respondents (35.7%) had between 1-5 years working experience, 36 respondents (18.1%) had less than 1 year working experience, 33 respondents which represented 16.6% had between 6-10 years working experience, 30 respondents (15.1%) had between 11-15 years working experience, 18 respondents (9.0%) had 20 years and above working experience and the remaining 11 respondents (5.5%) had between 16-20 years working experience. This shows that majority of the respondents (107) which represents 53.8 % had relatively lesser working experience (less than 1 year – 5 years). With this relatively longer working experience at St. Mary's Hospital, these respondents could genuinely provide reliable information about how training at their workplace affects the retention of employees.

Identifying the Training Needs of Employee at St. Mary's Hospital

The study further sought to assess the perception of respondents about the training needs assessment at Saint Mary Hospital. The findings were presented on Table 3.

Table 3: Training Needs of Employees

Variable	Mean	Std. Deviation
Leadership development	3.83	0.95
Interpersonal skills	3.75	1.03
Communication skills	3.42	1.17
Managing change	1.40	1.58
Teamwork	3.83	1.10
Management skills training	3.90	0.76
Problem solving	3.12	1.18
Retaining employees	1.41	1.82
Customer service	3.60	1.13
Mean of means	3.14	

Source: Field survey, Bediako (2018)

The study also sought to identify the training need of employees at the St. Mary's Hospital. Table 3 represents the training needs of employees at the hospital. Respondents at the hospital were asked of the training needs that they required and majority of the respondents agreed (M=3.83) that leadership development training is needed. Also, respondents agreed (M=3.75) that they needed interpersonal skills. Again, concerning communication skills, most of the respondents agreed (M=3.42) that they require communication skills training. Furthermore, most respondents disagreed (M=1.40) that they need change management training.

In the same vein, the findings revealed that, majority (M=3.83) of the respondents asserted they needed teamwork training. Furthermore, it was

discovered that majority (M=1.90) of the respondents agreed that they needed management skills training. With regards to the problem solving training, respondents (M=3.12) agreed that they require such training. Moreover, most (M=3.41) of the respondents postulated that they do not need retaining employee training. Lastly, majority (M=3.60) of the respondents asserted that they require the customer service training. In conclusion, the mean of means value (M=3.14) implies that respondents required training of variables under training needs.

In this study the findings showed that there were strong positive assertions from majority of the respondents identifying that they needed the following training skills: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training. The pace at which development is occurring recently is almost as the speed of light. Every organization's dream is to be the leader in the industry in which they find themselves and as a result they are employing tactical strategies necessary for the actualization of such goal. Development of skills happens to be one of those vital strategies required by an organization to remain competitive. It is therefore relevant for both organizations and individual stakeholders to possess skills that are relevant to performing an efficient task (Goldstein & Ford, 2002).

Being evident that the respondents require the above training skills, management of the St. Mary's Hospital therefore ought to focus their attention on the relevant training needs skills identified by the respondents. And also as management of the hospital employ this strategy to provide and improve the

skills of employees, the retention rate would improve which would give the hospital a competitive edge over its rivals. Other studies have discovered that meeting the skills need of employees is vital in every organization (Yazinski 2009). And organisations should identify and provide the regular skill training to meet their employees' skill needs to remain competitive which is a result of employees' retention (Yazinski, 2009).

On the other hand, with regards to change management training, it was discovered that majority of the respondents affirmed that they required the change management training. Thus, managing change skills training and retaining employees' skill training are the only training skills identified by the respondents that they are not relevant to them. The cost associated with training programs is high (Segal, Marsh & Heyes, 2016) and having majority of respondents opposing such training need suggests that such training program is not efficacious. Training becomes a negative tool to organizational growth if certain actions and decisions are not taken (Terera & Ngirande, 2014).

The Turnover Intentions of Employees

The study sought to examine the turnover intentions of employees at St. Mary's Hospital. The findings were presented in the table below.

Table 4: The Turnover Intentions of Employees

Variable	Mean	Std. Deviation
I will soon leave the hospital	4.60	0.75
I am considering finding a new job	4.85	0.36
I am considering applying for a job at another hospital in Ghana	4.25	0.96
I would prefer working in a bigger city rather than Drobo	3.95	1.23
I will accept any type of job assignment elsewhere apart from working for this hospital	4.20	0.98
Mean of means	4.37	

Source: Field survey, Bediako (2018)

Scale: 1.0-2.9=disagreed, 3.1-4.9 agreed

Regarding employee intentions to leave the hospital soon, it was realized that majority of the respondents disagreed (M=4.60) with leaving the hospital soon. Again, majority of the respondents disagreed (M=4.85) with the statement: I am considering finding a new job. With the statement; I am considering applying for a job at another hospital in Ghana, majority of the respondents disagreed (M=4.25) with that statement.

In addition, majority of the respondents disagreed (M=3.95) that they would prefer working in a bigger city rather than Drobo. Finally, majority of the respondents disagreed (M=4.20) with the statement; I will accept any type of job assignment elsewhere apart from working for this hospital. The mean of means indicates that employees have no intention of leaving the hospital.

It is clear from the table 4 above that the response rates (expressed in percentages) for all the variables under turnover/intention to leave factors was above 4.37 which went for disagreed. This indicates that respondents were

disagreed with all the statements under turnover factors in retaining employees at St. Mary's Hospital. The results suggest that depending on the action management takes concerning variables under this factor, the hospital could benefit from giving attention to the statements in this section since workers have not taken a stand on those factors. According to (Brough, & Frame, 2004), turnover is very difficult to predict and questions remain unanswered as to why actually the employees left.

Employees' Perceptions of the Benefits of Training at St. Mary's Hospital

The study sought to examine employees' perception of the benefits of training at St. Mary's Hospital. The findings were presented on the Table 5.

Table 5: Benefits of Training

Variable	Mean	Std. Deviation
It increases the confidence and commitment of staff	3.73	0.92
It improves skills of employees	3.71	1.00
It helps in the acquisition of new knowledge	4.59	0.89
It changes attitudes and behaviors of employees	3.59	0.82
It improves the availability, quality and skills of staff	3.55	0.91
It leads to promotion and increase in pay	1.20	1.28
It enhances performance of employees	3.35	0.60
It increases job satisfaction	3.34	0.55
It increases employees' capacity to adopt new technologies	3.29	0.47

Source: Field survey, Bediako (2018)

Scale: 1.0-2.9=disagreed, 3.1-4.9 agreed

Regarding the benefits that workers derive from training programme, specially, regarding improvement in employee confidence and commitment

through training, majority of the respondents agreed (M=3.73) that training actually increase their confidence and commitment. Also, in terms of training improving the skills of employees, majority of the respondents agreed (M=3.71) that training improves their skills.

Again, regarding how training helps in the acquisition of new knowledge, it was discovered that majority of the respondents agreed (M=4.59) that training helps them to acquire new knowledge. Further, the table concerning training changing the attitude and behaviours of employees showed that, majority of the respondents agreed (M=3.59) that training changes attitudes and behaviors of employees.

With regards to training improving the availability, quality and skills of staff, the study revealed that majority of the respondents agreed (M=3.55) that training improves the availability, quality and skills of staff. Furthermore, in terms of training leading to promotion and increase in pay, most respondents disagreed (M=1.20) that training leads to promotion and increase in pay.

Moreover, in terms of training enhancing performance of employees table 5 showed that majority of the respondents agreed (M=3.35) that training enhances performance of employees. Again, majority of the respondents agreed (M=3.34) that training increases job satisfaction. Also, with regards to the increase in employees' capacity to adopt new technologies the table showed that majority of the respondents agreed (M=3.29) that training increases in employees' capacity to adopt new technologies.

From the findings, it can be inferred that most of the respondents perceived that training actually produce many benefits to employees.

Acquisition of new knowledge empowers abiding competitive benefit in a gingery and ever revamping competitive business environment. Cultivating apposite knowledge helps in attaining critical knowledge that champion survival and competitiveness (Holsapple, Jones & Leonard, 2011). Efficacious acquisition of knowledge should be a precedence of organizations (Lin & Lu, 2011). However, (Handy, 2008) opined that analogizing of new knowledge is important for survival in any work environment hence knowledge being the costliest asset of any organisation. It is therefore necessary for management of the St. Mary's hospital to provide training for the employees to give them skills they need to perform at their various jobs, increase their confidence, recognition, sense of security at the workplace which reduces labour turnover.

The findings also proved respondents perceive that training do benefit employees of an organization and this is shown in regards to the change in behaviour and attitudes of employees training of which respondents agreed that training changes the behavior and attitudes of employees. This result is line with some previous empirical studies when it was jointly held that employee's attitudes are affected positively through training and subsequently causes employee commitment (Elnaga & Imran, 2013).

Again, the findings showed that the respondents agreed that training increases human capital base of their organization. This result is in line with the findings of researchers who collectively held that training increases the availability of human capital in an organisation, which in turn results in increased productivity and sustainable competitive advantage (Goldstein & Ford, 2002). The discovery regarding the impact of training on job satisfaction is also supported by some previous studies (Sung & Choi, 2014). Job

satisfaction is one of the ways of retaining professional workers especially health workers (Rolfe, 2005).

In similar fashion, it was discovered that the respondents agreed that training improves their performance. Furthermore, the study revealed that majority of the respondents held the view that training improves their skills which essentially makes it easy for them to execute their tasks efficiently. It was also discovered that the majority of the respondents agreed that training improves their level of confidence as well as commitment at St. Mary Hospital. It was additionally found that the respondents agreed that training equips them to adopt new and modern technology to facilitate their job performance. This is a step in the right direction for the firm. Similarly, it was found that training leads to increment in employee compensation and job promotion. These findings are supported by some previous empirical studies supported (Armstrong 2009; Davis & Yi 2004; Noe & Hollenbeck, 2004).

Effect of Training on Retention of Employees

The study sought to assess the effect of training on retention of employees in the St. Mary's Hospital. Multiple regression analysis was conducted to that effect. First, the construct, turnover intentions of employees was transformed to form a composite unit. This aided a holistic approach to analyzing the data. The findings are presented on table 6 and 7. The Model Summary (Table 6) provides information about the nature of relationship between the predictors and the dependent variable. The ANOVA (Table 7) provides information that helps in validating the claims in the Model Summary whilst the Coefficient table (Table 8) provides information about the

contributions of the individual predictors to causing the supposed variance in the dependent variable.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics					
				R Change	R Square Change	F Change	df1	df2	Sig. Change
1	.182 ^a	.033	-.002	.033	.930	7	191	.485	

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Use of experts in training employees every year, sponsorship of employees for further studies every year, regular in-service training for employees, further studies and training, identification of training needs of employees, making known to all employees about training strategy and plans, conducting training for each employee every year

Source: Field survey, Bediako (2018)

The findings showed that there was positive weak correlation between the predictors (Use of experts in training employees every year, sponsorship of employees for further studies every year, regular in-service training for employees, further studies and training, identification of training needs of employees, making known to all employees about training strategy and plans, conducting training for each employee every year) and employee retention ($r=0.182$). Thus, higher level of training was associated with higher levels of employee retention and a lower level of training was associated with lower level of employee retention of St. Mary's Hospital. The positive relationship between training and employee retention supports some empirical studies (Ahmad, 2013). Regarding the predictive capacity of the model, it was discovered that the predictor accounted for 3.3% positive variance in employee retention ($r\text{-square}=0.033$). This positive variance in employee retention was statistically insignificant ($p=0.485$: $p>0.05$). On the other hand,

it can be inferred from the model that 96.7% variance in employee retention is accounted for by factors not captured in this model.

This shows that retention of employee at the St. Mary's Hospital is largely based on other factors than training despite the fact that training is still vital in today's competitive business environment. R-square is the most common effect size measure in path models (Garson, 2016). Garson (2016) and (Höck & Ringle, 2006) opined that the cut offs for describing R-square are as follows: Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak). Based on these criteria, it can be concluded that training accounted a weak positive variance in employee retention at the St. Mary's Hospital.

Table 7: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	113.314	7	16.188	.930	.485 ^b
Residual	3326.022	191	17.414		
Total	3439.337	198			

Source: Field survey, Bediako (2018)

The findings in Table 7 showed that the predictive model was not statistically significant ($p=0.485$: $p>0.05$) which signifies that the 3.3% positive change in employee retention at St. Mary's Hospital was probably not attributable to the changes in the predictors (independent variables) but chance. This also means the model cannot be relied on to make informed managerial decision concerning how training can be used to impact on employee retention at St. Mary's Hospital.

Table 8: Coefficients

Model	Standardized Coefficients Beta	t	Sig.
(Constant)		9.820	.000
Identification of training needs of employees	.115	1.309	.192
Conducting training for each employee every year	.048	.497	.620
Regular in-service training for employees	.104	1.182	.239
Further studies and training	-.006	-.067	.946
Sponsorship of employees for further studies every year	-.008	-.102	.919
Making known to all employees about training strategy and plans	.031	.346	.730
Use of experts in training employees every year	-.116	-	.227
		1.212	

Source: Field survey, Bediako (2018)

It became necessary to assess the contributions of the individual predictors to the positive variance in employee retention. The findings were presented in Table 8. It was discovered that none of the predictors made statistically significant positive contribution to predicting the change in employee retention at St. Mary's Hospital. However, some of the predictors made some positive insignificant contributions: Identification of training needs of employees (Beta=0.115; p=0.192: p>0.05); conducting training for each employee every year (Beta=0.048; p=0.620: p>0.05); regular in-service training for employees (Beta=0.104; p=0.620: p>0.05); making known to all employees about training strategy and plans (Beta=0.031; p=0.730: p>0.05). It must be

recognized that these predictors did not make statistically significant contributions to predicting the positive change in employee retention. Thus management should not focus much on these training indicators in its quest to retaining employees. Management can however adapt more tactical strategies to improve these predictors to contribute significantly to the retention of employees.

On the hand, it was found that some of the predictors made some negative contributions to predicting the positive variance in the retention of employees although their contributions were negative. The variables included the following: Further studies and training (Beta=-0.006; p=0.946: p>0.05); Sponsorship of employees for further studies every year (Beta=-0.008; p=0.919: p>0.05); Use of experts in training employees every year (Beta=-0.116; p=0.227: p>0.05).The presence of these variables in the model rather caused a fall in employee retention. Management can therefore remove them from the training system at St. Mary's Hospital.

Chapter Summary

Generally, majority of the respondents asserted that they needed certain training skills. It was discovered that leadership skills training, interpersonal skills training was needed as well, communication skills training, teamwork skills, problem solving skills training and customer service skills training is required were needed by the employees of the hospital.

The study revealed that the response rates for all the variables under turnover/intention to leave factors was above 50% which went for disagreed. This indicates that respondents were disagreed with all the statements under turnover factors in retaining employees at St. Mary's hospital.

The findings generally showed that the respondents perceive that training actually benefits them. It was discovered that respondents perceive that training increases the confidence and commitment of staff, improving the skills of employees, helps in the acquisition of new knowledge, changes the attitude and behaviours of employees, improves the availability, quality and skills of staff, and increase in employees capacity to adopt new technologies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study was conducted to assess the effect of training on employees' retention at Saint Mary's Hospital. The study employed the explanatory research design and questionnaire was used to gather data from 200 respondents. SPSS was used to analyse the data collected

Summary of Findings

This section provides information with regards to the findings in line with the specific research objectives. The findings were chronologically represented.

Identifying the Training Needs of Employee at St. Mary's Hospital

The study sought to identify the training needs of employees at the St. Mary's Hospital. Generally, majority of the respondents asserted that they needed certain training skills. On the individual level, it was discovered that leadership skills training was actually needed by the respondents, that interpersonal skills training was needed as well, communication skills training is also required, that the teamwork skills training is needed, that problem solving skills training and customer service skills training is required. However, managing change training need and the retaining employees training need was actually not needed by the employees of the hospital.

The Turnover Intentions of Employees

The study revealed that the response rates (expressed in percentages) for all the variables under turnover/intention to leave factors was above 50% which went for disagreed. This indicates that respondents were disagreed with all the statements under turnover factors in retaining employees at St. Mary's Hospital. The results suggest that depending on the action management takes concerning variables under this factor, the hospital could benefit from giving attention to the statements in this section since workers have not taken a stand on those factors.

Employees' Perceptions of the Benefits of Training at St. Mary's Hospital

The study sought to examine the perception of employees on the benefits of training. The findings generally showed that the respondents perceive that training actually benefits them. On the individual level, it was discovered that respondents perceive that training increases the confidence and commitment of staff, that training improving the skills of employees, that training helps in the acquisition of new knowledge, that training changes the attitude and behaviours of employees, that training improves the availability, quality and skills of staff, that training leads to promotion and increase in pay, that training enhancing performance of employees, that training increases job satisfaction, that training increase in employees capacity to adopt new technologies.

Effect of Training on Retention of Employees in the Hospital

The study sought to assess the effect of training on retention of employees at the St. Mary's Hospital. Multiple regression analysis was

conducted to that effect. A close observation of the findings shows that there was a statistically positive correlation between the predictors (employees are trained by experts every year, employees further studies are sponsored every year, regular in-service training are provided for employees, employees are allowed to go for further studies and training, training needs of employees are identified, training strategy and plans are known to all employees, training is conducted for each employee every year) and the dependent variable employee retention. With respect to the predictive capacity of the model, it was discovered that the predictors accounted for 3.3% positive variance in employee retention. Again, it was discovered that training needs of employees are identified, training is conducted for each employee every year, regular in-service training are provided for employees and training strategy and plans are known to all employees were statistically positive but made insignificant contributions to employee retention. However, employees are allowed to go for further studies and training, employees' further studies are sponsored every year, employees are trained by experts every year made a statistically negative contribution to employee retention.

Conclusion

The findings of the study showed that there were strong positive assertions from majority of the respondents identifying that they needed the following training skills: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training. It is evidentially clear that the respondents perceive that the training system at the St. Mary's Hospital positively affect the retention of employees.

Again, the study revealed that employees at St. Mary's hospital have no intention of leaving the hospital. The results suggested that depending on the action management takes concerning variables under this factor, the hospital could benefit from giving attention to the statements in this section since workers have not taken a stand on those factors.

Additionally, the respondents asserted they require certain training skills at the St. Mary's Hospital. However, it is now evidentially clear that training benefits is a significant predictor of employee retention at St. Mary's Hospital. Similarly, it can be concluded that training and training benefits jointly predict positive variance in employee retention at St. Mary's Hospital.

Recommendations

Based on the findings and the conclusions drawn from this study, a number of measures could be adopted to ensure that, best training systems are followed in order to gain higher retention rate at the St. Mary's Hospital. The following recommendations are made to the management of the St. Mary's Hospital. Employees of the St. Mary's Hospital identified certain training skills need that should be employed at the hospital which include: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training; the study therefore recommends that management provide the training needs identified to improve employee retention. Through that productivity would be high as labour turnover would be low, increase loyalty of employees, cause employee experience, cost saving, increase morale, maintaining institutional knowledge, have satisfied customers.

In terms of intention to leave factors, first of all, it is recommended that the hospitals continue employing people who are well trained and who perceive their jobs as a calling. This will ensure a fit between the person and the job, which is the first requirement for the retention of personnel. Organisations should not only employ to fill a job but also consider a fit between the person and the organisations' culture.

Again, employees perceived that these training packages (employees are trained by experts every year, employees further studies are sponsored every year, regular in-service training are provided for employees, employees are allowed to go for further studies and training, training needs of employees are identified, training strategy and plans are known to all employees, training is conducted for each employee every year) is beneficial however, those predictors being positive made insignificant contribution to employee retention. The study recommends that personal need analysis should be conducted to identify what motivate the staff so as to have positive influence on the retention of employee.

The study recommends that periodic research be conducted to find among the predictors those still positive and improve them to make significant contribution to the retention of employee. Management should again through it research department conduct a periodic research into the training needs of the staff of the St. Mary's Hospital. This would help management of the hospital to be always abreast with issues for employee retention. Through that specific program such as employee recognition program to improve retention, building confident team, having opulence advancement opportunities could be

introduced to suit the training needs of staff at any point in time. Once those needs are met, retention among staff will be increased.

Moreover, there was a positive correlation between training and employee retention. The following: employees are trained by experts every year, employees further studies are sponsored every year, regular in-service training are provided for employees, employees are allowed to go for further studies and training, training needs of employees are identified, training strategy and plans are known to all employees, training is conducted for each employee every year were positive but made insignificant contribution to the retention of employee. The study therefore recommends that management invest in employees' professional development, establish clear-cut expectations and policies, offer a benefit package that is truly beneficial, create a culture of open communication, establish systematic training programs and make it a priority to help employees feel valued so as to enjoy a long run competitive advantage over business rivals.

There was a positive relation between training and employee retention. However, from the regression analysis carried out on the predictors of training to retain employees' data, it was found that the r square showed a 3.3% positive variance in employee retention at the St. Mary's hospital. This signals that training actually contributes very little to retaining employees at the St. Mary's hospital. The study again recommends that the management of the hospital conduct another research to identify other motivating factors and barriers which relate to retention of employees' activities in an emerging economy such as Ghana. Also, the study suggests that management of the hospital identify the training intention behind the training they provide for

their employees, since training intention is a key factor in every organized training program.

Suggestion for Further Studies

The present study was conducted to assess the effect of training on employees' retention at Saint Mary's Hospital. Therefore, further studies should be conducted to find out factors that influence employee retention in different organization.

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APPENDIX
QUESTIONNAIRE
THE EFFECT OF TRAINING ON EMPLOYEE RETENTION AT THE
ST. MARY'S HOSPITAL
QUESTIONNAIRE

Dear Respondent,

This research questionnaire is aimed at gathering data for a study on *the effect of training on employee retention at the St. Mary's Hospital*. This study is purely for academic purposes and respondents are assured of uttermost confidentiality of information provided.

Thank you.

Section A: Demographic Data

1. Sex of respondent (a) Male [] (b) Female []
2. Age of respondents (a) 18 -29 years [] (b) 30-39 years [] (c) 40-49 years [] (d) 50-59 years []
3. Educational level (a) Certificate [] (b) Diploma [] (c) Undergraduate (d) Postgraduate [] (d) Others (specify).....
4. Marital status (a) Married [] (b) Single [] (c) Divorced [] (d) Widow []
5. In which functional area do you work? (a) Maternity [] (b) Casualties/Emergency unit [] (c) Medical and Surgical [] (d) Administration [] (e) Finance [] (f) Records [] (g) Pharmacy []

6. How long have you been working at the hospital? (a) Less than 1 year [] (b) 1-5 years [] (c) 6-10 years [] (d) 11-15 years [] (e) 16-20 years [] (f) 20 years and above []

Section B: The training needs of employees at St. Mary’s Hospital

The following represent the training needs of employees at St. Mary’s Hospital. Please tick (√) where applicable

The training needs of employees	SD	D	N	A	SA
7. Leadership development					
8. Interpersonal skills					
9. Communication skills					
10. Managing change					
11. Teamwork					
12. Management skills training					
13. Problem solving					
14. Retaining employees					
15. Customer service					

Section C: The turnover intentions of employees

The statements represent the turnover intentions of employees. On a 5-point Likert scale, indicate your level of agreement.

SD = Strongly Disagree (1), D = Disagree (2), N=Neutral (3), A= Agree (4), SA =Strongly Agree (5)

The turnover intentions of employees	SD	D	N	A	SA
16. I will soon leave the hospital					
17. I am considering finding a new job					
18. I am considering applying for a job at another hospital in Ghana					
19. I would prefer working in a bigger city rather than Drobo					
20. I will accept any type of job assignment elsewhere apart from working for this hospital					

21. Do you intend to leave this hospital if you get better opportunity? (a)

Yes [] (b) No []

If yes provide reason(s) why you intend to leave

- a.
- b.
- c.

Section D: Employees’ Perception of the benefits of training

The statements represent employees’ perception of the benefits of training. On a 5-point Likert scale, indicate your level of agreement.

SD = Strongly Disagree (1), D = Disagree (2), N=neutral (3) A= Agree (4), SA =Strongly Agree (5)

Benefits of training as perceived by employees	SA	A	N	D	SD
22. It increases the confidence and commitment of staff					
23. It improves skills of employees					
24. It helps in the acquisition of new knowledge					
25. It changes attitudes and behavior of employees					
26. It improves the availability, quality and skills of staff					
27. It leads to an increase in pay and promotion					
28. It enhances performance of employees					
29. It increases job satisfaction					
30. It increases employees’ capacity to adopt new technologies					

Section E: Effect of Training of employees at St. Mary’s hospital

SD = Strongly Disagree (1), D = Disagree (2), N=neutral (3) A= Agree (4), SA =Strongly Agree (5)

Training of employees	SA	A	N	D	SD
31. This hospital always identifies the training needs of employees					
32. This hospital conducts training for each employee every year					
33. This hospital provides regular in-service training for employees					
34. This hospital organizes training to help employees develop the skills they need for the successful accomplishment of their duties					
35. This hospital, training needs are identified periodically					
36. This hospital, training is evaluated by participants					