

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Examining Effective Human Resource Management Practices on Employee Retention: Tamale Technical University as a Case Study

Haruna Salima

Junior Assistant Registrar, Department of Institutional Collaboration,
Tamale Technical University, Ghana

Marvin Senanu Akyea

Assistant Registrar, Department of Academic Affairs Directorate,
Tamale Technical University, Ghana

Najimu Abubakari

Assistant Registrar, Department of Quality Assurance Directorate,
Tamale Technical University, Ghana

Abstract:

Human resource practices play a significant role in supporting the achievement of the corporate objective of educational institutions including the Tamale Technical University, however, the Technical University continue to experience some difficulties following the challenges associated with employee retention in the Technical University. Retention of talented employees has become an even greater challenge confronting human resource practitioners since talented candidates in the job market are at liberty of choice to move. Given the above issue, this study was carried to examine the effectiveness of Human Resource Management (HRM) practices on employees' retention at Tamale Technical University. Using both the purposive and stratified sampling technique, a sample of 100 respondents was selected from the various units of the Technical University for data collection. The study sought to establish human resource management practice correlates with the retention of employees in the Tamale Technical University. The results which are represented by a value $r = 0.02$ lie in the range of $r = -1$ to $r = +1$, therefore indicate a weak positive relationship between HRM practices and employee retention in the Tamale Technical University's bid to achieve its corporate goal and objective. The study disclosed that HRM practices such as effective communication with the employee on welfare issues, employee participation in the policies that guide working lives, praise and appreciation of good work was done as well as annual awards for hard-working employees can encourage employees to stay, but not sufficient enough to guarantee a total employee retention in the Tamale Technical University. The Technical University should continue to provide training and development for the entire staff. Recognition and rewards should be awarded to deserving officers in other to motivate and retain them. For the effectiveness of HRM practices, interpersonal relations should always be established among employees. Performance appraisal systems should be used as a tool for measuring performance against standards and for selecting employees for training and development.

Keywords: Human resource, management, employee, appraisal, performance

1. Introduction

1.1. Background of the Study

The efficient and effective functioning of organizations requires competent employees in all aspects of the various functional units of their respective organizations. Never before has the human resource component been so crucial to organizational success (Butteriss, 1988). If the challenges of the future are to be met, tomorrow's human resource departments must be much more sophisticated than their predecessors (Byars and Rue, 1991).

Human resource management is a sequence of integrated decisions about the employment relationship that influences the effectiveness of employees and organizations (Milkovich & Boudreau, 1994). The human resource management practices that have proven to be imperative include; recruitment, training, and development as well as compensation at the workplace. Even though the plant, equipment, and financial assets are resources that are of great essence to the survival of organizations, the people, thus the human resources, are particularly very important. As Milkovich and Boudreau (2009) stress, human resources provide the creative spark in any organization thereby putting the organization on a progressive path.

It is therefore explicit that, at all times organizational success is dependent on a high-quality workforce, hence firms are increasingly becoming aware of the need to attract the best workers to their companies' (Greening and Turban,

2000). Recruitment is one of the most significant human resource management practices because since it constitutes the first step in an organizations' quest to get the best employees into their workforce. However, recruitment can sometimes be a difficult task for organizations since it involves heavy investment which could be costly and a complicated process that has a strong impact on organizational effectiveness (Scarpello and Ledvinka, 1988).

Organizations that have made the well-being of their employees an important aspect of their corporate culture have been and continue to be very successful. This reputation can be achieved through innovative and HRM practices that benefit both employees and their respective organizations (Joo and Mclean, 2006). Effective human resource practices result in employees having greater loyalty and are more dedicated to their tasks and consequently work harder which will also have a positive impact on the performance of the organization.

Through effective human resources practices, high-quality employees with intelligence, motivation, experience, vision, creativity, commitment, analytic abilities, and computer training can be achieved (Greening & Turban, 2010). With the above-identified skills, the administrative staff of the Tamale Technical University can work effectively. To stay ahead of their competitors, employers must find innovative ways of acquiring the best talent to work for their organizations to convince management in adopting more prudent human resource management practices.

1.2. Problem Statement

Human resource is a crucial aspect of organizations the world over and undoubtedly the most important resource. The strategic placement of human resource management practices can provide ground-breaking solutions that can ensure that organizations achieve competitive advantage. However, as a result of globalization, economic growth, and shortage of skilled labor, many organizations including educational institutions are finding it difficult to retain valued employees (Yamamoto 2011). Turnover which is even occurring against a background of varied HRM practices to improve employee retention is creating certain difficulties in implementing HRM practices.

Employee retention is one of the challenges facing many organizations both public and private (Chew, 2004; Iravo and Namusonge, 2012). Retention of talented employees has become an even greater challenge confronting human resource practitioners because talented candidates in the job market are at liberty of choice to move (Harris, 2007). Efficient HRM practices are capable of helping organizations to retain their employees. Among the several HRM practices which could bring out some positive employee responses, are compensation, career management, work-life balance, and employee engagement which have been found to enhance employee retention. In support of this, Robinson and Barron, (2007) established the fact that job satisfaction on retention seems to be the bane of most of Ghana's educational institutions. Furthermore, previous studies on HRM practices have been unreliable and researchers are unable to arrive at the most effective HRM practices that could improve organizational performance (Chew and Chan, 2008). Additionally, there were some methodological challenges with some of the previous research. Given this, the relationship between HR practices and employee retention in organizations in Africa in general and particularly in Ghanaian organizations calls for an empirical study to help fill the gap and to improve HRM practices. It is in light of the above, that the researcher found it necessary to scientifically investigate the effectiveness of human resource management practices on the overall performance of the employees of Tamale Technical University.

1.3. Significance of the Study

This study is aimed at providing practical and feasible solutions to challenging issues within the various units of Tamale Technical University. The authorities of the Technical University may find the results of the study worthy of implementation since it will provide comprehensive HRM practices aimed at motivating employees in the various department of the Technical University. However, this study was carried out in the education sector. The sample for the study was restricted to the employees at Tamale Technical University, especially at the human resource unit of the Technical University. The study will also draw the attention of the authorities of the Technical University on the underlying challenges which adversely affect the activities of the human resources management unit and other motivational packages that can go a long way to improve the performance of the Technical University.

The study will also be useful to research students and research organizations since the research report will provide an important source of literature that would be relevant for further studies relative to HRM practices in not only schools but also in other sectors of the Ghanaian economy. It is immensely useful as a source of reference to researchers, academics, students, policymakers, marketing professionals, and other stakeholders interested in how quality service delivery is impacting on education delivery in tertiary institutions of the country.

1.4. Scope of the Study

It would have been ideal for a study of this nature to cover different sectors of the Ghanaian economy. However, this study is carried out in the educational sector and specifically Tamale Technical University. The sample of the population was restricted to the Tamale Technical University staff.

Also, although there are numerous HRM practices, this study could not cover the exhaustive list of HRM functions due to constraints such as time. However, not all HRM functions can be initiated as practices (e.g., human resource planning). The research thus focused on compensation, career management, and employee engagement. The chosen HRM practices are a mix of both fundamental and contemporary HRM practices which are vital for the effective performance of educational institutions.

1.5. Limitations of the Study

The study encountered several constraints and challenges. The lack of time and unwillingness of some of the employees to respond to the questionnaire was a major challenge. Some of the respondents felt uneasy revealing vital information concerning their places of work. Unfortunately, some questionnaires were not returned and this also was a constraint for this study. Lack of adequate finance also limited the researcher in widening the scope of the study.

Besides, the measurement instruments used only assessed the perceptions of employees rather than direct measures regarding human resource practices, job satisfaction, organizational commitment, and intent to quit. Further, a sample of the targeted population was curved for the study, which represented the total population. There could be some other significant determinants that equally could have to examine effective human resource management practices on employee retention, which were not covered in the current study.

1.6. Organization Paper

This study is organized into five chapters. Chapter one deals with the introduction of the research which comprises the background to the study, problem statement, study objectives, research questions, significance and scope of the study as well as limitations and the organization of the study. Chapter two contains the literature review on human resource management practices on employee retention. Chapter three covers the methods and processes to be employed for data collection of the study. Chapter four presents the findings and discussions. The final chapter, thus chapter five presents the summary of the findings, the conclusions drawn from the study, and finally the appropriate recommendations and suggestions for further research.

2. Literature Review

2.1. Introduction

This chapter reviews relevant literature in this research. It also deals with the meaning of the concept of HRM and how the practices lead to the retention of employees in educational institutions. Specifically, this chapter is structured on the following thematic areas; overview of human resources management, the importance of human resource management practices, compensation as an HRM practice and its contribution to the retention of employees, the effects of career management on employee retention, and the relationship between effective HRM practice and the retention of the employees.

2.2. Overview of Human Resources Management

Human resources management in Ghana is rapidly becoming an important facet in several organizations and should ideally be operated within the tenets of the Ghanaian legal framework since laws and regulations are the most significant feature that contributes to effective human resources management practices. This remedy has brought to the fore an essential issue that is sometimes overlooked or at best reluctantly implemented by Ghanaian human resource managers, that is to say, the need for a humane approach to managing employees in educational institutions which, among other things, relates to the acknowledgment of employee privileges and wellbeing (Abdulai, 2000).

Eddy (2008) emphasizes in the absence of providing the meanings by the human intelligence, educational organizations can only be regarded as heaps of stones and metal and blobs of ink on pieces of paper (as cited in Abdulai, 2000, pg. 450).

As a result, it is central that organizations build the kind of environment that is sufficiently favorable for the employees to enable them to give off their best. Regrettably, though Ghanaian organizations, both public and private, do not give the needed concentration to facilitate HRM practices in organizations (Abdulai, 2000). The substance of recruitment practices to effective HRM has been emphasized in most literature about the subject matter of this study. To effectively direct this study, this chapter discusses already existing literature and previously published works that are considered appropriate for this study.

Motivation and retention turnover theories are discussed in addition to the specific HRM practices. Other independent variables specifically compensation, career management, and employee engagement are considered in this chapter.

2.3. The Importance of Human Resource Management Practices

According to Bratton and Gold (2009), HRM forms the foundation for a strategic approach aimed at managing labor and employment relations which emphasizes that leveraging employees' capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs, and practices. Thus, HRM aims at carrying out sets of programs, functions, and activities designed to maximize employee wellbeing and organization objectives.

All organizations exist for specific purposes and can be expressed as open systems that are vital. Usually, managers are responsible for shaping organizations to perform well and meet the needs of society. Stinchcombe (2000) describes an organization as a set of stable social relations deliberately created, with the explicit intention of continuously accomplishing some specific goals or purpose. There are many types of organizations and whether it is profit-making or non-profit making, they need competent human resources and effective HRM practices to be able to achieve their objectives.

Bratton and Gold (2009) assert that leveraging employees' full potential and gaining the commitment of all employees, which is considered necessary for competitive advantage, requires changes in three aspects of managerial

control; namely, organizational design, culture, and HRM policies and practices. Available literature demonstrates that the fundamental HRM practices include human resource planning, recruitment, and selection, job analysis; compensation and reward, performance appraisal, training and development, career management, employee relations, and welfare (Armstrong, 2006).

Others have also argued that some of the HRM functions include ensuring that there is a good fit between the individual employees' values and the organization's values in the recruitment and selection process (Van Vianen, 2010) and providing employees with sufficiently challenging and interesting work (Kraut and Korman, 2009). Much of the emphasis of good employment practices have however been placed on strategies to retain staff (Hutchings et al., 2011). Also, satisfaction and commitment have been linked to retention. The emphasis here has been on flexible employment, communication, family-friendly work policies, telecommuting, well-being programs, employment conditions, and social and community practice (Beauregard and Henry, 2009). All these efforts are aimed at improving HRM practices and workplace relations and, consequently, organizational performance through the shaping of employees' attitudes and behaviors (Whitener, 2011).

Despite the various HRM functions that can be initiated as practices, this study would concentrate on four practices namely, compensation, career management, work-life balance, and employee engagement. These practices are among the common ones which cut across the three major viewpoint or theories of HRM practices. Also, it is believed that these practices have the potential of motivating employees as well as offering them some level of security, autonomy, recognition and improved self-worth leading to affective commitment (Döckel et al., 2006). Although compensation and career management have been extensively researched, they remain among some of the important pillars of HRM practices. This is because every employee will want to receive some compensation for the work done. Compensation is also perceived as appreciation or reward for positive behavior or exerted energy. Similarly, career management is very significant to employees because invariably employees look forward to moving up in their career. Hence an organization's ability to meet the career advancement aspiration of employees will be of utmost importance to them.

Indeed, these two variables serve as security, status/esteem, and self-actualization needs as per the Maslow hierarchy of needs theory. Borrowing from Adam's equity theory, employees can perceive the two variables as fair and equitable and a source of increased satisfaction. Also, they represent both motivator/satisfiers and hygiene factors/dissatisfies in the Herzberg two-factor theory. The two variables increase employees' sense of self-worth, leading to affective commitment. This makes compensation and career management very important HRM practices as well as a motivational tool for both employees and organizations. The study would seek to establish whether compensation and career management indeed foster employee retention in Tamale Technical University.

Similarly, work-life balance and employee engagement are equally important emerging issues in HRM. Both issues affect employers and employees. Although there has been some research on these issues in Europe, Ghana faces a dearth of research in these areas. Also, they have rarely been researched as HRM practices. This study will therefore investigate how these contemporary practices can affect the retention of employees in Tamale Technical University.

2.4. Compensation as an HRM Practice and its Contribution to the Retention of Employees

Several studies have addressed the impact of employee compensation and rewards on turnover and retention (Cho et al., 2006). Employee compensation includes all forms of pay and rewards received by employees for the performance of their jobs (Snell and Bohlander, 2007). Direct compensation includes employee wages and salaries, incentive-payments, bonuses, and commissions. While indirect compensation comprises the many fringe benefits provided by employers and non-financial compensation including health care, life insurance, subsidized lunch, leave policy, overtime, pension plan, and transportation policies.

According to Willis (2010), direct compensation serves as the most critical issue when it comes to attracting and retaining talents. Parker and Wright (2010) also assert that there is an underlying assumption that money can influence behavior hence a fair remuneration is understood to be the cornerstone of the contractual and implied agreement between employees and employers. As a result, some companies may even provide remuneration packages that are well above the market rate to attract and retain critical talents (Parker and Wright, 2010). Most managers believe that money is the prime retention factor and many employees cite better pay or higher compensation as the reason for leaving one employer for another (Mathis and Jackson, 2009). Khan (2010) argues that comprehensive compensation and rewards augmented by an effectual system of disbursement can play an effective role in attracting the best candidates, shaping employee behavior and performance outcome, and facilitating retention of talents.

Indirect compensation such as benefits could also affect employee attraction and retention. The absence of adequate benefits is thus one of the main factors contributing to employee intention to leave (Rusbult and Farrell, 2009). Casper and Buffardi (2010) assert that an organization can compensate for moderate salaries in a form of non-cash compensation, by offering a large number of benefits. In support of this, Browne (2009) proved that potential employees, irrespective of their sex and culture, we're willing to accept lower salaries if benefits of importance to them were also offered. Employee benefits packages increase worker commitment to the organization and reduce the tendency to think about other job opportunities (Mitchell, Holtom, Lee, Sablynski and Erez, 2011). Cho et al. (2006) in a study of the relationship between HRM practices and organizational performance found out that companies providing incentive plans to employees are more likely to experience lower turnover rates among non-managerial employees. Also, a firm would further reduce its labor turnover rate if it applies reward systems in the form of incentive plans to more employees across the organization (Moncarz, Zhao, and Kay 2009).

Several studies have established that highly competitive wage systems promote employee commitment and thus result in the attraction and retention of a superior workforce (Becker and Huselid, 2009). Mathis and Jackson (2009) also

argued that a balanced, fair, and competitive compensation and reward system affects the retention of employees. This makes compensation and rewards planning a vital dimension of effective HRM policies.

Organizations must consider rewards as essential and increase their commitment to the use of it as an effective tool in retaining talents. In a study conducted by Chew and Chan (2008) remuneration or compensation positively predicted organizational commitment and intention to stay. The results of this study can be generalized in Australia and Europe because it involved nine large organizations from both the private and public sectors and had about 475 respondents. However, the results could be different in Africa. Hong et al. (2012) equally found that compensation is significant to employee retention.

Even though compensation and benefit ensure the retention of the employee, the compensation payment form might not be adequate to draw or retain as many employees as possible. In providing support for the above assertion, Milman and Ricci (2009) found that the predictors considered to be useful in the retention of employees rest in the intrinsic motivation and conditions of work instead of monetary rewards. Similarly, Walsh and Taylor (2010) revealed that even though compensation is very essential, it is the absence of opportunity for professional growth and development that affects retention and turnover of management-level employees.

Situating this analysis in the administrative environment of Tamale Technical University, one can conclude with a high level of certainty that though most of the employees appreciate monetary motivation, improved condition of service is more recommended and can arouse the employees to persistently increase their performance and stay with the institution.

2.5. Effects of Career Management on Employee Retention

Since time immemorial, upgrading the skills of employees forms a fundamental part of organizational competitiveness; well-informed and highly skilled employees are properly positioned to improve on the productivity of their respective organizations, augment the quality of services, effect positive changes in processes and deliver quality service to its clients (Khan, 2010). Taking the organogram of the Tamale Technical University into consideration, management is likely to use career management programs to assist their employees to properly plan their careers since it is understood that, usually, employees act in response to positive changes in their career development and progression prospects.

By providing opportunities for training and career development which serve as a foundation for career management, many educational institutions including the Tamale Technical University may be seen to be supporting their employees to become more knowledgeable thereby putting them on the part of achieving their personal career goals. To properly situate career management in the discussion, Hall (2008) defined career management as ongoing processes of preparing, implementing, and monitoring career plans undertaken by individuals alone or in concert with the organization's career systems.

Career management comprises activities that facilitate individual development to enable them to carry out career plans, nonetheless, the focus is on taking actions that increase the chances that the organization's anticipated HR needs are met. According to Doyle (2009) an effective organizational career planning system is capable of encouraging employees to take more responsibility for their personal development, including the development of individual employee skills viewed as important to the effective functioning of organizations. It must however be distinguished that the economic proceeds of training employees are more likely to be borne by organizations if employees are motivated to stay longer and contribute to the possibility of the organization accomplishing its goals and other objectives for which the organization was established.

Career management is characterized by numerous immediate and longer-term advantages such as attaining higher salaries, improving employee marketability, positioning oneself for future job opportunities, and ensuring job satisfaction. Khan (2010) notes that training and development bring about concrete outcomes such as improved productivity, quality services, and resource optimization as well as subtle (intangible) outcomes such as improved self-esteem, high morale, and fulfillment of employees' occupational desire following the possibility of employees attaining new skills based on the knowledge acquired by the employees. For this reason, it has been recommended that organizations need to practice an all-inclusive strategy to formulate career-related objectives for employees, make useful plans, execute and monitor the efficiency and usefulness of these plans to achieve employee's career objectives (Hall, 2008; Greenhaus, 2008). Shaw et al. (2009) declare that organizations with considerable training prospects are more likely to experience lower turnover rates. Delery and Doty (2009) have also shown that training activities are interconnected with productivity and retention. Lee and Bruvold (2010) have recognized the fact that wide-ranging training and employee upgrading activities are directly linked to productivity lessen staff plans to quit and to guarantee organizational efficiency in terms of the total output of the organization. As Thomsen et al. (2008) put it, there is a positive correlation between varied career opportunities and applicant desirability to and retention in organizations.

In the same way, Moncarz, et al. (2009) stated that in organizations that provide the required training needed to assume greater responsibilities, employee turnover tends to be usually lower. In agreement with Moncarz, et al. (2009), Lam et al. (2009) also found that training is directly related to employees' plan of staying with their respective organizations. The findings of Moncarz, et al. (2009) and Lam et al. (2009) contradicts with that of Chew and Chan (2008) since they established that employees may rather not raise their commitments to their organizations in certain situations when they are provided with training aimed at assisting them to develop their talents at the various workplaces. This, therefore, indicates that training and career development is not significantly related to the intention to stay at a particular workplace.

2.5.1. Effects of Work-Life Balance on Employee Retention

Work-Life Balance (WLB) is rapidly been considered an important work-related issue since a growing number of scholarly articles have been promoting its importance. The demands of work and family are not all the time well-matched, resulting in conflict between the two domains which are likely to cause the possible negative effects in the work environment, including turnover (Mesmer-Magnus and Viswesvaran, 2010). According to Deery (2008) conflict between these important proportions of individual employee, activity can result in both job disappointment and family domestic chores inconsistency and for this reason, the likelihood of employees leaving their respective organizations, therefore, becomes inevitable.

As a consequence of the Work-Life Balance (WLB) phenomenon, individual employees who have to formally work at their respective workplaces and at the same time play key tasks at their respective homes may find themselves in a conflict situations or face challenges with both tasks. Undoubtedly and inevitably so, the employees of the administration section of Tamale Technical University also suffer from the harmful effects of the Work-Life Balance (WLB) phenomenon since all the employees, especially female employees are expected to perform various domestic chores and at the same time compel to carry out official responsibilities at their respective workplaces.

The phenomenon of WLB acknowledges the fact that employees have important family and extra domestic responsibilities and commitments that contend with their professional roles. The advantages of WLB grouped under this concept therefore makes it possible for the employees to strike a more meaningful and less stressful balance between obligations at the workplace and commitment and duties at home. Withers (2011), emphasize that WLB programs extend to varied programs, and include such practices as maternity leave to enable affected employees to administer dependent care leave, childcare subsidies, eldercare interventions, counseling, referral, and flexible working hours.

Several organizations put into practice certain specific programs to facilitate the issue of employees balancing their lives both at work and at home and these include flexible official responsibilities, family-friendly work policies, welfare programs, employment conditions, social and community practice (Beauregard and Henry, 2009).

Thus, WLB practices include flexible work hours which allow workers to vary their start and finish times once a definite number of hours of work is done within the week. This is done in compressed, thus situation in which employees work a full week's worth of hours in four days and take the fifth off, working from home (telework), sharing a full-time job between two employees (job sharing), family leave programs (including parental leave, adoption leave, compassionate leave), on-site childcare, and financial and/or informational assistance with childcare and eldercare services.

The above-motoned programs can make an organization more attractive and boost retention especially to employees who have strong family ties and will look for an organization that supports their life outside the workplace (Honeycutt and Rosen, 2009). In agreement with Honeycutt and Rosen (2009), Casper and Buffardi (2010) have argued that work-life benefits are generally attractive since employees who do not even need certain advantages are likely to refer organizations with the stated interventions to be supportive to employees. Further supporting the work-life benefit analogy, Honeycutt and Rosen (2009) again added that all types of employees, not just female and employee's parents have preferences for organizations that present supple work arrangements and career courses. Purposely, information about work-life advantages promote the opinion that organizations are said to be supportive of employees' requirements (Casper and Buffardi, 2010).

Hutchings et al. (2011) identified a need for employers to give much attention to work-life balancing issues. For instance, Tamale Technical University with an autonomous and functioning HR unit and HR managers ought to have a strategic role, directed towards having more progressive HR practices around attraction and retention. Hence, the issues regarding WLB practices ought to be effectively handled.

As Dibble (2009) noted, flexible working hours have proved positive for many public sector educational institutions, hence the need for the HR United Tamale Technical University to adopt a flexible working hours system. Also, Ashby and Pell's (2011) findings cited the similar reasons as Dibble (2009), which revealed that most workers wanted a job with flexible hours that permits them to handle other personal issues, even though a considerable number indicating their preference for working from home. A study by Maxwell (2009) besides points out that using WLB serves as a good guiding principle that calls for the introduction of flexible working hours and measures, provision of better training, breaks from work, and better work support, these altogether contribute to addressing WLB issues so that the possibility of retaining the required employees would be enhanced.

2.5.2. Effects of Employee Engagement on Employee Retention

Employees yearn to remain with organizations in which their efforts are valued and appreciated. The difficulty in today's human resource management is not just maintaining competent and endowed employees, but attracting them, take into custody their minds and hearts at each stage of their work lives (Kaye and Jordan-Evans, 2009).

This situation is akin to the administration unit of Tamale Technical University because, Employee Engagement (EE) has an enormous impact on organizational outcomes. The Technical University is determined to make employee engagement a major factor of desirable organizational outcomes such as retention and productivity. Since this will result in a higher percent reduction in employee turnover plans, Technical University is adopting the best modern practices by focusing on bettering employee engagement, to produce a more well-organized and industrious labor force. Analogous to the administration unit of Tamale Technical University, the Corporate Leadership Council, (2004) put forward the argument that, not only does engagement has the prospects of considerably influencing employee faithfulness, but it is also a means of enticing them to put in their best.

The notion of EE is somewhat new to HRM in modern educational institutions though it has been in other advanced jurisdictions nearly two decades ago (Ellis and Sorensen, 2009). Melcrum (2010) revealed that employee

engagement is a solution to the maintenance of a talented workforce and therefore considered as an area in which the guide has to be taken by HR practitioners for improved productivity in educational institutions. Macey and Schneider (2008) emphasized that even though there are several classifications of the concept, they all agree that employee engagement is enviable, and thus contribute to organizational purposefulness since it has both psychological and behavioral features in that it entails vigor, keenness, and paying attention to both employers and employees. Hence, it is seen as an area where meticulous efforts are required (Cartwright and Holmes, 2010).

Kahn (2010) is widely recognized with the first application of engagement theory to the workplace. Macey and Schneider, (2008) assert that the issue is not embracing employee engagement since the factors that create engagement may vary from those that produce more conventional employee results. An engaged employee is a person who is fully involved in and passionate about his or her work (Falcone, 2010). It is therefore quite obvious that in the organ gram of Tamale Technical University the concept of engaged employees is actively practiced since an enthusiastic working environment is created to enable the different categories of staff work with colleagues with ease to improve performance within their respective job descriptions for the success of the Technical University as an organization.

Schaufeli and Bakker (2010) stress that; engagement is the constructive, satisfying, and work-related condition that combines employee intelligence characterized by energy, devotion, and interest. EE is the degree to which employees are entrusted to take to which their results are seen to be impressive to their respective organizations (Corporate Leadership Council, 2010). Since engagement is the eagerness to devote oneself and expand one's unrestricted effort to help the employer accomplish organization goals, it goes further than simple satisfaction with the employment arrangement or basic trustworthiness to the employer. The administration unit of Tamale Technical University, therefore, expects that an engaged employee is aware of the institution's mission statement and vision, and works with colleagues to improve performance within their job categories for the achievement of the organizational goals and objectives.

Engagement generates a good judgment in a competitive work situation and also augments employees' faith and expectation which subsequently determine whether a particular employee stays or not. Employee engagement has been publicized as a concept capable of producing a positive relationship with work output and employee retention (Bhatnagar, 2007). In their view, Schaufeli and Bakker (2010) hypothesized that engaged employees are expected to have a greater affiliation to their respective organizations since this will result in the lower susceptibility of employees to quit. Truss, et al. (2006) also substantiates this when they found that, on the whole, engaged employees may not quit their employment. Baumruk and Gorman (2009) argue that engaged employees constantly display three broad-spectrum namely say, stay, and strive. Say implies that the employee supports the organization by speaking to colleague workers, including potential employees and other clients. Stay means that employees have a strong wish to be members of the organization regardless of other prospects to work in different workplaces. Strive also signifies that the employee makes use of extra time, endeavors, and idea to play a role in the achievement of the organizational objectives.

Kahn (2010) elucidates that employee engagement is a multidimensional concept seen to be dissimilar with other role theories such as job involvement, commitment to organizations, or intrinsic motivation. Even though EE is constructed based on some earlier concepts including satisfaction, employee commitment, and organizational citizenship behavior, it includes the concepts identified above, indicating how broader it is in scope (Markos and Sridevi, 2010). The explicit difference is that employee engagement is a two-way relation between the employee and the employer, whereas the previous perspective tends to consider the issues from only the employees' perspective. Fernandez (2010) also differentiates between job satisfaction and engagement and puts forward the argument that employee (satisfaction) contentment is not the same as employee commitment and since managers are unable to rely on employee satisfaction to facilitate retention of the most performing employees.

As a multifaceted theory, engagement is dependent on several factors ranging from workplace way of life, organizational announcement, and managerial technique to conviction and admiration, guidance, and company standing/character (Corporate Leadership Council, 2010). Attracting employees in particular by providing them the opportunities such as involvement, liberty, and faith is the most all-inclusive way of raising standards of employee consciousness leading to the effective performance of the employees (Martel, 2009).

The human race is experiencing a significant alteration in several perspectives of life; hence HRM unit of the Tamale Technical University to be in line with the modern global standard of work to make engaging employees may be a means to many advantages. Joo and Mclean (2008) point out that, engaged employees are the foundation for organizational human resources for continued competitive advantage and a strategic organizational asset.

2.6. The Relationship between Effective HRM Practice and Employee Retention

Organizations' ability to retain their employees, particularly those with high performing capabilities are regarded as very imperative for organizations (Yamamoto 2011). For the majority of the organizations, the cost of recruitment and selection is far above their capabilities, and as a result of this, there are several possible hold-ups in recruitment processes and this has brought about productivity loss and potential loss of business opportunity (Walker, 2010).

Chaminade (2007) indicated that the ability to retain employee is seen to be a voluntary initiative by an organization to produce an atmosphere which engages employees for the long term. Certainly, the key reason for retaining employees is to avoid knowledgeable and efficient employees from departing their respective organizations as this could have a negative effect on organizational efficiency and output (Samuel and Chipunza, 2009). The retention of well-motivated staff is very important to the accomplishment of organizational objectives. According to Moncarz et al. (2009), the focal point of academic researchers has not only been to establish reasons employees for turnover but also to ascertain the causal factors which certainly makes employees stay and also advantages connected with the possibility of employee retention standards. As a result, the difficulty for the majority of organizations these days is how to create useful employee

retention approaches that will facilitate the retention of a strategy of the employees regarded as vital to the realization of organizational goals (Chiboiwa, Samuel, and Chipunza, 2010).

Even though employees' retention has several advantages, certain organizations are unable to ensure the retention of their core staff in the day-to-day running of their organizations.

It is an undeniable fact that various costs are linked to employee exit regarding time, financial, and other human resources. Fitz-enz (2009), for instance, revealed that when direct and indirect costs are combined, the overall turnover cost of an employee who decides to leave is related to a whole year's remuneration and other fringe benefits, or up to two years pay. Moreover, the usual organization losses are in the region of \$1 million with every 10 managerial and professional employees leaving organizations (Fitz-enz, 2009). Mitchell et al. (2011), further proposed that, whereas total costs related to the turnover ranges from 90 to 200 percent of annual salary, the direct costs for substituting the existing employees can reach as high as 50 to 60 percent of an employee's annual remuneration. This means that substituting a departing employee from organizations comes at a high cost.

In the same way, Hale (2009), held the notion that recruitment costs are capable of reaching 50 to 60 percent of an employee's first year's salary and up to 100 percent for a management position. Cascio (2010), confirm that the costs connected to employing, choosing, and training new employees repeatedly go beyond 100% of the annual salary for the pose being filled.

One more convincing reason why organization must ensure the retention of their employees is that it is considered negative financial effects when any of the employees leave the organization, particularly taking into consideration the efficiency that such employees wield. More often than not, employees parting company with their respective organizations leave with precious information and facts that are likely to be kept at the disposal of the new organizations they intend to join.

Samuel and Chipunza (2009) in agreeing with the imminent economic impact of labor turnover argued that, when employees with high expertise depart an organization, creative and high mental ability to position the organizations strategically in competing with other competitors is nowhere to be found. Under no circumstances that the general workload stays the same, the immediate workload on the enduring employees will increase and this will certainly hurt the motivation of the existing employees. Eventually, the expertise organizations have spent so much for their employees to acquire will be lost as soon as they depart (Yamamoto, 2011). All these costs make employee retention an important issue for organizations to consider.

At the moment, there is vicious and intense rivalry and struggle to secure competent and knowledgeable human resources by many organizations out there. The issue of job change has become a permanent feature in the job market thereby further strengthening the contest for protecting and preserving skilled, gifted employees who will become the potential asset for their respective organizations (Yamamoto, 2011). As managers of organizations strategize to reduce the possible challenges linked with employee turnover, progressive organizations with foresight are obliged to strive to produce conducive working ambiance by initiating various HRM practices to ensure the precious employees are retained in organizations.

2.7. Theoretical Framework

Human resource management practices if made to be more elaborate to reflect modern principles in organizations in educational institutions such as Tamale Technical University, there is the propensity to create a labor force whose inputs may be of great value and distinctive to improve the institutions' efforts the accomplishment of its objectives. As a theoretical justification to support the above assertion, Yeung and Brenman's (2009) proposition of the integrative framework as a structure for the facilitation of human resource management practices can serve a good purpose in the context. Yeung and Brenman identified the major component of human resource management practices in the integrative framework to include building an orderly structure to achieve employee competence and to make the satisfaction of employees better. They further indicated that the achievement of a self-motivated working environment in an institution's human resources, for instance, the Tamale Technical University, there is the need to redeploy the main concern and resources of the human resource function in the Technical University. This implies that the institution should always be ahead in terms of the initiation of innovations to reflect modern trends of HRM practices. The focus of the human resource is on the entire human resource systems, taking into consideration principles available in every human resource practice in the organization

Psareek and Rao (2009) emphasized that, good HRM practices need a well-structured role and properly chosen HRM practices. These HRM practices constitute the basis for performance appraisal, feedback and counseling, career planning, training and development, employment security, employee participation, and performance-based compensation. Accordingly, appropriate implementation of the HRM practices can facilitate the achievement of Technical University stated aims and objectives.

Selden et al (2010) argued that HRM framework can become successful if the objectives and goals for which they were implemented are met. These HRM frameworks include; skills development, performance improvement, attitude change, and knowledge acquisitions. It also ensures the institution's efficiency as a right course towards the realization of the organizational strategy and prepared goals. These goals as they indicated can be accomplished when the HRM practices are properly used in the institutions.

As a framework constituting adequate grounds for the effective functioning of HRM practices on organizational performance, Morrison (2009) highlight that HRM practices can put across the message that the organization's value their employees as the most strategic asset. Such an assessment is inclined to reinforce employees' opinions about the level of organizational support. This line of argument correlates with Shore and Martins (2009) view which revealed that HRM

practices such as formal training systems, employee safety measures, performance-based reparation, and results-oriented performance appraisal is likely to determine an organization's willingness to make sure that the wellbeing of employees is enhanced.

In using the systems approach, Ulrich (2009) substantiates the fact that inputs such as the type of resources and the process of applying and changing the resources into quality productivity can play an active role in the achievement of the organizational goals. Again, Wernerfelt, (2008) described that all institutions need three major decisive factors aimed at ensuring overall institutional efficiency. These major decisive factors are flexibility and control, people and organization, as well as means and ends. Concerning people and organizations, Wernerfelt stresses that an organization ought to clearly define its span of control to facilitate employee participation from employees in the administration of the Technical University. In Wernerfelt's description, means represent the structure, systems, products, resources, economic factors, social factors, and strategy that are utilized to accomplish the preferred results.

In a similar line of argument, Klinger (2009) declares that supervising the structural unit of institutions, employees need to be assisted to measure the means of identifying their needs and aspirations by making available to them an enabling work environment where they can make good use of their abilities. Klinger observed that any organization that provides such facilities tend to make employee's commitment possible in the direction of the accomplishment of institutional aspirations. Contrary to the above assertion, in the event institutions are unable to make demanding and important tasks available, employees' levels of loyalty tend to be negatively affected thereby affecting institutions in their attempt to achieve higher personnel output. Klinger concluded that employees' thoughts and actions constitute a sign of their insight and expectations.

As Perry (2009) observes, principles and standards, such as long-term plan, arrangement, method, technique, employees, proficiency, and common idea are determinants for evaluating institutional output. Perry further stressed the fact that institutional effectiveness depends on initial planning and designing a structure that is connected mission and vision. The technique of management forms the foundation of initiating and implementing organizational goals. Personnel must then be engaged based on the institutional needs and systemic arrangement requirements. Institutions are obliged to use the ability and dexterity of employees to augment the efforts of institutions as well as a strategy that is planned to achieve long-term goals. All these must then be discussed between staff and management to build shared visions of the respective institutions of employees' (Perry, 2009).

2.8 Conceptual Framework on Employee Retention

The conceptual framework of employee retention is built around four pillars as indicated in Figure 1. The retention of Tamale Technical University employees was explored through variables such as job fit, culture fit, career fit, and motivation and engagement. While there are many elements that affect the turnover rates, in conjunction with the ones mentioned earlier, the framework also focuses on the following: institutional and personal vision of employees, career expectations and personal growth, engagement, motivation, recognition, career development, and personal job learning. It is important to note that some other factors and variances contribute to employee retention. However, they were not explored in this particular study. Figure 1 represents the list of factors that were analyzed in the interview process conducted with the Tamale Technical University employees and is further explored through the relevant literature.

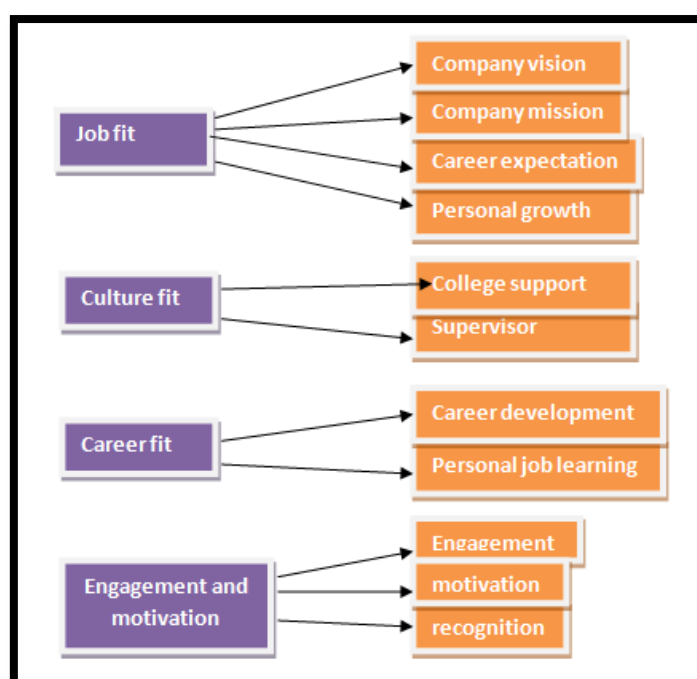


Figure 1: Conceptual Framework on Employee Retention

Source: Researcher's Construct, 2018

2.8.1. Further Illustration of the Components of the Conceptual Framework

2.8.1.1. Job fit

Job fit represents a situation where there is the concurrence of behavior between the norms and values of the organization, thus Tamale Technical University and those of the employee as a person (Steijn, 2012). Job fit, as analyzed in the context of the Tamale Technical University, relates to questions about the institution and personal vision of their employees, their career expectations, and their growth options.

2.8.1.2. Culture Fit

In this context or framework, corporate culture is defined as the total sum of the values, customs, traditions, and meanings that make a company unique. To ensure employee retention, the variables that determine the corporate culture of the Tamale Technical University ought to be imbibed by the employees.

2.8.1.3. Career Fit

Career development is a lifelong process of becoming aware of, exploring, and experiencing factors that influence various aspects of a person's career life. This determines the knowledge, skills, and attitudes that evolve through this path of discovery enable planning and decision making not only about work exploration and related employment and vocational choices but also about personal management and life/work skills. (CICA, 2012).

2.8.1.4. Engagement and Motivation

Studies found that highly engaged employees outperform their less engaged counterparts in institutions including the Tamale Technical University. Although the report cautions that there are several variables that affect performance outcomes, they found that there is a clear relationship between increased engagement and improved retention of talent and better financial performance in an institution where employee retention best practices are adhered to.

3. Research Methodology and Organizational Profile

3.1. Introduction

This chapter presents the methodology employed to get the required data for this study. It focused on the population, sampling, research instrument; administration of questionnaire, and interview.

3.2. Research Design

The case study was adapted for this study. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context when the boundaries between phenomenon and the context are not evident, and in which multiple sources of evidence are used (Yin 2003). It also investigates issues concerning special individuals, organization, processes, programs, institutions, and even events. Because of the above principles, the case study was selected for this research since the study fulfills the above-identified principles.

3.3. The population of the Study

According to Mason et al. (2007), the population of a study is the collection of all possible individuals, objects, or measurements of interest. The target population of the study was public institutions in Ghana. However, the study used Tamale Technical University as a case study. According to the Human Resource Unit of Tamale Technical University, there were two categories of staff in the Technical University. They were teaching and non-teaching staff. The target population for the study was all the personnel of the two categories.

The table below shows the total numbers of subjects during the data collection stage

Category of Respondents	Number of Respondents	Percentage
Teaching staff	194	39%
Non-teaching staff	306	61%
Total	500	100%

*Table 1: Category of Population
Source: Researcher's Construct in 2018*

3.4. Sample Size Determination

A sample can refer to a set of people or objects chosen from a larger population to represent that population to a greater extent (Mason et al, 1997). According to Rose (1975) and Abrnovic (1977), a 10%-50% sample size is suitable to reflect the true representation of a study population. Based on this postulation, the study used 20% to derive its sample size from the target population of 500 staff of the Technical University. Hence, a sample size of 100 (20% of 500=100) respondents was used for the study. Out of these strata, 100 respondents were selected and the sample size per each stratum was determined by the proportional allocation process. This was performed using $n_i = n (N_i/N)$, (Bernett, 1991) as follows:

3.5. Sample Size Allocation for the Respondents

Given that;

N= Target population

N_i = Strata ($i=1$ & 2)

n= Sample size for each stratum

Proportional Allocation (n_i) $\Rightarrow n_i = n \frac{N_i}{N}$; ($i=1, 2, 3, 4$)

For N_1 = Academic Staff (194), $n_1 = n \frac{N_1}{N} = 100 \left[\frac{194}{500} \right] = 39$

For N_2 = Administrative staff (306), $n_2 = n \frac{N_2}{N} = 100 \left[\frac{306}{500} \right] = 61$

$n = 39 + 61 = 100$ elements

The researcher selected the 100 samples of respondents from the staff population of 500 using a systematic random sampling technique. This was performed using a sampling fraction of $(500/100=5)$ 5 to select the 100 respondents. The sample interval of 5 was used to count the staff of the Technical University in non-replacement order and the 5th element of every staff counted was selected and included as a respondent for the study. The counting started from the first element of the list of staff which was obtained from the Human Resource Unit of the Technical University. The first element was determined through a lottery method from the staff list. This was done by drawing the list of all staff of the Technical University.

3.5.1. Sampling Technique

To determine the sampling allocation to both teaching and non-teaching staff, a stratified random sampling technique was applied to select the respondents. The researcher did this by first grouping the population into two (2) strata, academic and non-academic staff. This application of the stratified sampling technique is justified by the fact that it helps in the proportionate determination of the sample size.

3.6. Validity and Reliability of Data

Reliability applies to individual measures on each of the questionnaires. When respondents respond to the questionnaires, their scores on the two occasions should be very similar. This made the administration of the questionnaires can then be described as reliable. In ensuring more reliability, and inventory measuring self-administered questionnaires were given to the same result.

Validity refers to the credibility or believability of the research. This measures the genuineness of the findings of the study. There are two aspects of validity: internal validity deals with the instruments or procedures used in the research measured what they were supposed to measure, the responses were cross-checked with the data presented analyzed. External validity deals with whether the results can be generalized beyond the immediate study. To have external validity, the claim that motivation performs the same function was measured, but the findings prove otherwise and cannot be generalized in all situations.

3.7. Profile of Tamale Technical University as the Study Area

Tamale Technical University in the Northern Regional capital of Tamale near the Educational Ridge of the Sagnarigu District. The Ghana statistical service census for 2010 revealed the population of Tamale as 371, 351 inhabitants with a total estimated land size of 646, 90180 sq/km (Tamale Metropolitan Assembly, 2014). Tamale serves as the hub for all administrative and commercial activities in the Northern Region and doubles as the political, economic, and financial capital of the Northern Region.

Tamale Technical University was founded in the 1950s, which was then a Trade School. It was later converted into a Technical Institute in 1963, and in 1984 was upgraded to the status of a Non-Tertiary Technical University with the responsibility to offer Advanced/Craft, Technical, and Diploma Programmes. In 1993, the Technical University was upgraded to the level of a Tertiary Institution alongside five others in the country, namely Accra, Cape Coast, Kumasi, Ho, and Takoradi. As a result of the Educational Reform Programme and the enactment of the PNDC law 321 in 1992, which authorized the Technical University to offer a Higher National Diploma (HND) programs. It was the duty of the Tamale Technical University to train high-quality skilled career-focused and professionals' middle-level manpower through the provision of HND programs in several disciplines.

The Technical University was again upgraded to the status of Tamale Technical Universities per the Tamale Technical University act of 2018 act 922 alongside with Accra, Cape Coast, Kumasi, Ho, Takoradi, and Sunyani Technical Universities. This transformation has brought the new name as the Tamale Technical University with the slogan 'Bangsim Mini Nuuni Tuma'. Tamale Technical University now offers courses and programs leading to officially recognized higher Educational Degree such as a Bachelor Degree in several areas of study. Officially, accredited and recognized by the National Accreditation Board, Ghana (NAB)

Since 1992, the Institution has experienced many changes bothering on infrastructure and most especially programs on offer. The main aim of these changes has been to ensure that the Technical University turns out products with the best values for employees in the world of work. The Technical University has a unique character among the entire Technical Universities in the country. It is the only Tamale Technical University which runs Technical Institute alongside a Technical University. It has upheld the Technical Institute with the hope that products of the crafts and Technical Programme will be trained to finally move up to the HND and Degree level (Tamale Technical University Data file, 2018).

4. Presentation of Data and Analysis of Results

4.1. Introduction

The chapter presents and analyses the data and examine the findings in light of the objectives of the study.

4.2. Demographic Data

Age Distribution of Respondents		
Response	Frequency	Percentage (%)
20 – 30 years	14	14
31 – 40 years	48	48
41 – 50 years	32	32
50 and above	6	6
Total	100	100
Sex Distribution of Respondents		
Gender	Frequency	Percentage (%)
Male	80	80
Female	20	20
Total	100	100
Educational Qualification of Respondents		
Level	Frequency	Percentage (%)
HND	18	18
Degree	40	40
Masters	32	32
PhD	4	4
Others	6	6
Total	100	100
Duration of Service in the Technical University		
Period	Frequency	Percentage (%)
1 – 5 years	14	14
6 – 10 years	48	48
11 – 15 years	32	32
16- 29 years	6	6
Total	100	100
Position of Respondents		
Position	Frequency	Percentage (%)
Senior members	40	40
Senior staff	50	50
Junior staff	10	10
Total	100	100

Table 2: Socio-Demographic Characteristics

Source: Author's Field Survey, 2018

The table above shows the various socio-demographic characteristics. In the first place, the age distribution of the respondents reveals the majority, thus 48% of the respondents being 31–40 years. Those in the minority were 50 and above. The sex distribution of respondents shows 80% of them being males. In terms of educational background, the majority (40%) had a degree which the least had Ph.D. (4%). With regards to the duration of the employees in the Technical University, most (54%) of them had served from 6-10 years. the positions of the respondents. shows 50%being senior staff.

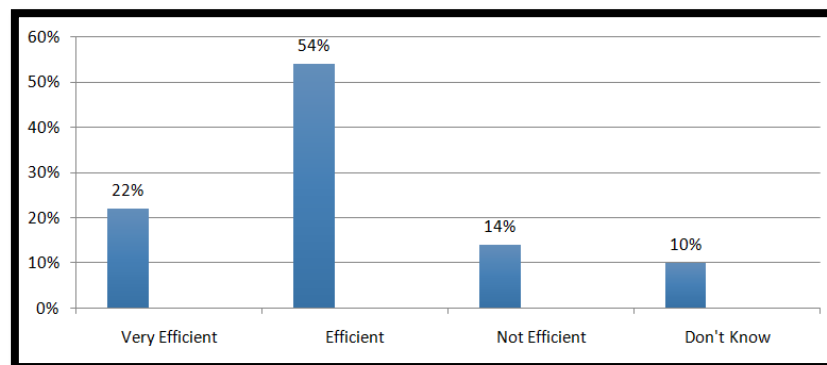
4.3. Analysis of Human Resource Practices

The study in this section focused on the vibrancy of the Human Resource Management Unit of Tamale Technical University; the importance of Human Resource Management practices, the strategic approach of HR aimed at managing labor and employee relations; HR strategies aimed at maximizing employee's potential and their commitments; reward systems for employees with positive behavior or exerted energy and other comprehensive HRM practices that support management to grow.

Response	Frequency	Percentage (%)
Yes	96	96
No	0	-
Don't know	4	4
Total	100	100

*Table 3: Human Resource Management Practices are Necessary for All Organisations
Source: Author's Field Survey, 2018*

For an organization to succeed there is a need for the organization to explore human resource management practices. Table 5 indicates the opinion of respondents on whether human resource management practices are necessary for all organizations. The majority responded (96%) Yes indicating that organizations are to include human resource management practices in their activities.



*Figure 2: The Vibrancy of Human Resource Management Unit of Tamale Technical University
Source: Author's Field Survey, 2018*

One of the vital key departments in an organization is the human resource management department. The failure of the employees in the department to carry out the assigned duties creates a loophole in the organization. 22% of the respondents responded that the human resource management unit of Tamale Technical University is very efficient; the majority of the respondents 54% indicate that the human resource management unit is efficient while 14% are of the view that the human resource management unit of Tamale Technical University is not efficient and 10% responded they do not know.

4.4. Importance of Human Resource Management Practices

This section deals with the importance of human resource management practices. To achieve these objective various variables as indicated in the ensuing paragraphs are discussed.

Responses	Frequency	Percentage (%)
Strongly agree	44	44
Agree	50	50
Neutral	6	6
Disagree	0	-
Strongly disagree	0	-
Total	100	100

*Table 4: HRM Creates Strategic Approach Aimed at Managing Labour and Employee Relations
Source: Author's Field Survey, 2018*

The table above contains the opinion of the respondents as to whether HRM practices create a strategic approach aimed at managing labor and employee relations. Out of the total respondents, 44% strongly agreed HRM practices create a strategic approach aimed at managing labor and employee relations. 50% of the respondents agreed while 6% were neutral to the fact that HRM practices create a strategic approach aimed at managing labor and employee relations.

This particular directly relates to Bratton and Gold (2009) assertion which demonstrate that HRM outlines the foundation for a strategic approach aimed at managing labor and employment relations which emphasizes that leveraging employees' capabilities is critical to achieving competitive advantage

Responses	Frequency	Percentage (%)
Strongly agree	40	40
Agree	48	48
Neutral	8	8
Disagree	4	4
Strongly disagree	-	-
Total	100	100

Table 5: HRM Maximizes Employees' Full Potential and Gaining the Commitment of All Employees
Source: Author's Field Survey, 2018

The majority of the respondents 48% agreed that HRM practices maximize employees' full potential and gaining the commitment of all employees. 40% strongly agreed while 8% did not support any of the options as to whether HRM practices maximize employees' full potential and gaining the commitment of all employees.

A relationship is therefore established between what has been found and that of Bratton and Gold (2009) which points to the fact that HRM enables employees to fully realize their potential as well as gaining the commitment of all employees, which is necessary for competitive advantage in the job market. This also implies that HRM motivates employees by providing them with some level of job security, autonomy, and recognition.

Responses	Frequency	Percentage (%)
Strongly agree	36	36
Agree	30	30
Neutral	18	18
Disagree	10	10
Strongly disagree	6	6
Total	100	100

Table 6: HRM Reward Employees for Positive Behaviour or Exerted Energy
Source: Author's Field Survey, 2018

As the study reveals, 36% of the respondents strongly agree that human resource management practices reward employees for positive behavior or exerted energy. 30% of the respondents agree while 18% were neutral which means they are not in support of any of the opinions. 10% also disagreed that human resource management practices reward employees for positive behavior or exerted energy and 6% strongly disagreed.

4.5. Human Resource Management Practices in Tamale Technical University

The issue of the various human resource management practices was also assessed to ascertain the actual HRM practices in Tamale Technical University. Variables such as training and development as well as recruitment and selection and other variables were identified as independent variables as far as the achievement of this objective is a concern.

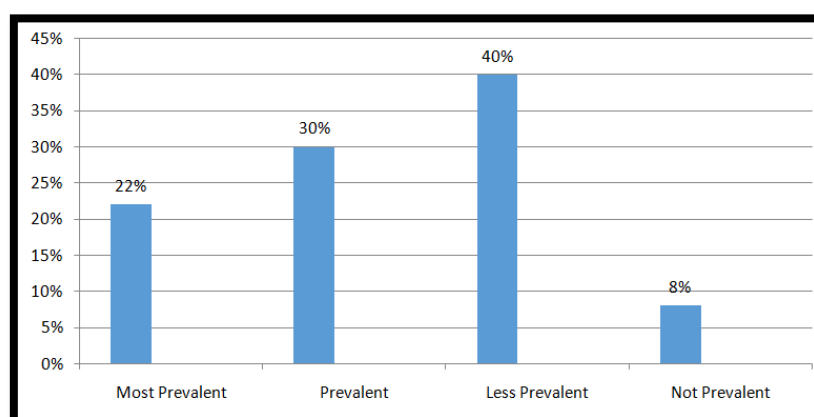


Figure 3: Training and Development
Source: Author's Field Survey, 2018

The above figure shows the ranking of the training and development as an HRM practice in terms of prevalence in Tamale Technical University by the respondents. As the results indicate, Training and development is a very important key element of the practices of human resource management practice because it exposes the workers to a new technological way of doing things in the organization. Out of the respondents sampled for data collection, 22% responded that training and development are most prevalent, 30% responded it is prevalent. The majority of the respondents that is (40%) said the training and development as an HRM practice in Tamale Technical University is less prevalent and also 8% responded it is not prevalent.

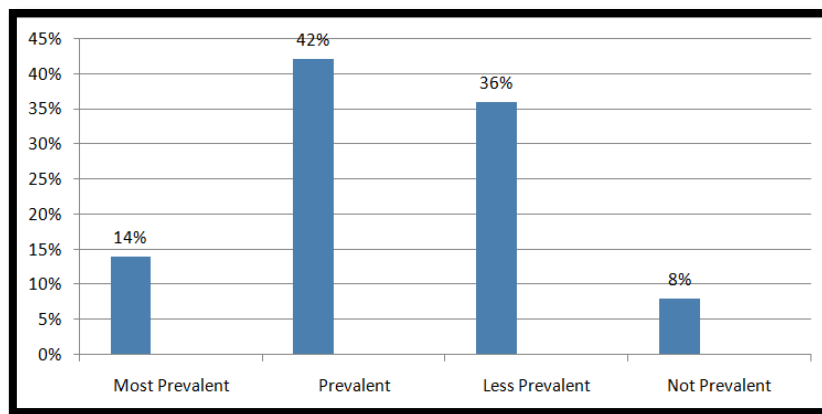


Figure 4: Recruitment and Selection
Source: Author’s Field Survey, 2018

Out of the 50 respondents, 14% responded that recruitment and selection are most prevalent, the majority that is 42% said recruitment and selection are prevalent, 36% responded it is less prevalent and also 8% said the recruitment and selection as an HRM practice in Tamale Technical University are not prevalent.

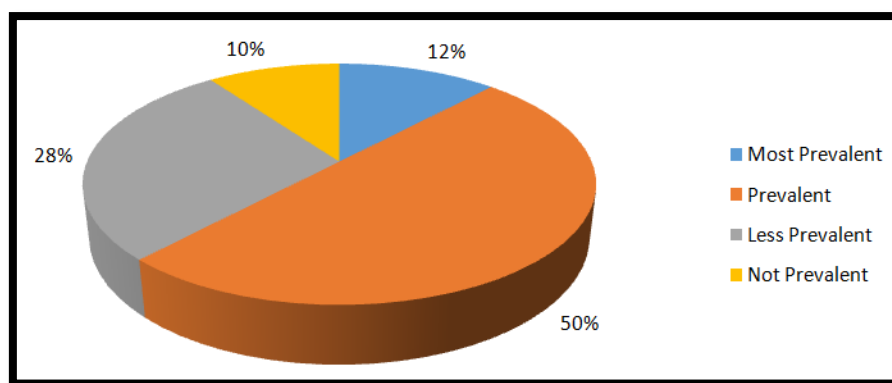


Figure 5: Human Relationship
Source: Author’s Field Survey, 2018

Human relationship in Tamale Technical University is very important to both the staff and students. When the staff relates well with each other, it will have a great positive impact on the students because there will be an effective delivery of service. 12% responded human relationship is most prevalent. The majority of the respondents that are 50% said that human relationship is prevalent, 28% responded less prevalent and also 10% said human relationship is not prevalent.

Variable	Frequency	Percentage (%)
Most Prevalent	14	14
Prevalent	48	48
Less prevalent	30	30
Not prevalent	8	8
Total	100	100

Table 7: Communication of Employee and Input
Source: Author’s Field Survey, 2018

Communication among workers in an organization is very vital because good and effective communication among employees can propel the reputation of the organization. Per the ranking of the respondents, 14% responded that communication of employees and input is most prevalent. 48% responded prevalently and 30% said it is less prevalent. 8% also said communication and employee input in the institution is not prevalent.

Variable	Frequency	Percentage (%)
Most Prevalent	18	18
Prevalent	22	22
Less prevalent	26	26
Not prevalent	34	34
Total	100	100

*Table 8: Recognition and Rewards
Source: Author's Field Survey, 2018*

Table 10 represents the ranking by the respondents concerning the recognition and rewards as an HRM practice in terms of prevalent in Tamale Technical University. The majority of the respondents that is 34% responded that recognition and rewards are not prevalent in Tamale Technical University. Most subordinates prefer to be recognized whenever the set objective is achieved and be given incentives as an award of the achievement.

Variable	Frequency	Percentage (%)
Most Prevalent	12	12
Prevalent	42	42
Less prevalent	30	30
Not prevalent	16	16
Total	100	100

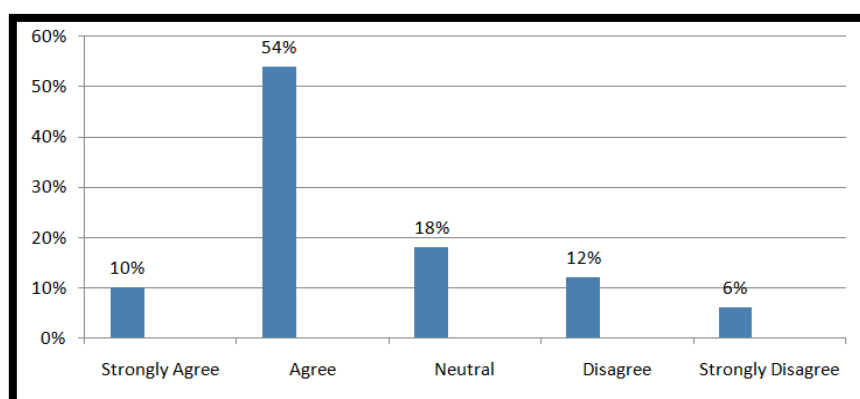
*Table 9: Evaluation and Supervision
Source: Author's Field Survey, 2018*

Evaluation and supervision help to measure the performances of employees in an important institution like Tamale Technical University. Out of the respondents, 12% said evaluation and supervision are most prevalent, 42% which is the majority responded it is prevalent. 30% said it is less prevalent and also 16% responded not prevalent. The HRM practices identified in this section varied from those identified by Whitener (2011) and Döckel et al., (2006) in the literature review. Whereas Whitener and Döckel et al compensation, motivation, and others such as evaluation and supervision reward as some of the useful HRM practices, this particular study rather found training and development as well as recruitment very pertinent HRM practices in Tamale Technical University.

Variables	Frequency	Percentage (%)
Strongly agree	30	30
Agree	38	38
Neutral	8	8
Disagree	14	14
Strongly disagree	10	10
Total	100	100

*Table 10: Good Orientation of Newly Hired Employees
Source: Author's Field Survey, 2018*

The table above represents the opinion of respondents pertaining the recruitment and selection as part of the human resource management practices. Out of the 50 respondents 30% strongly agreed that HRM of Tamale Technical University has a good orientation of newly hired employees, 38% agreed and 8% of the respondents were neutral whilst 14% disagreed and 10% strongly disagreed. This is usually aimed at achieving the accuracy of employees' specifications to improve their performance.



*Figure 6: Good Recruitment Advertisement as an Effective HRM Practice
Source: Author's Field Survey, 2018*

Good recruitment advertisement is very important to both management and subordinates because a misleading advertisement can tarnish the image of the Technical University. Because of this, a question to this effect was asked, and 10% of the respondents strongly disagree, 54% agree to the good recruitment and advertisement under the recruitment and selection. 18% of the respondents were neutral and 12% disagree with the good recruitment advertisement and 6% strongly agree.

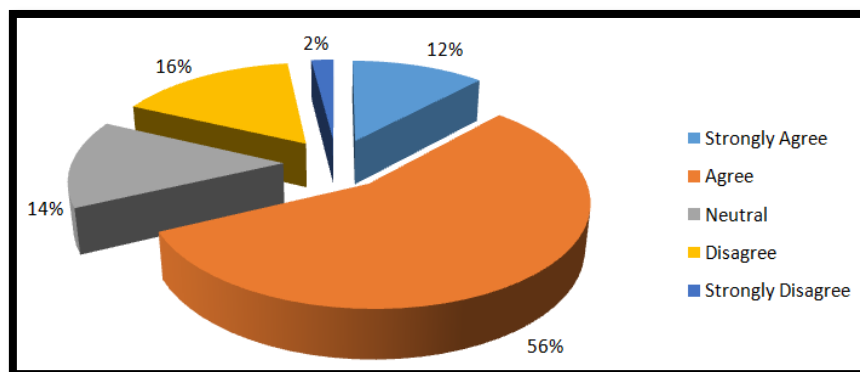


Figure 7: Clarity of Job Description
Source: Author's Field Survey, 2018

The figure above represents the views of respondents on the clarity of job description as part of the recruitment and selection. The results however reveal that 12% strongly disagree which means there is no clarity of job description under recruitment and selection. 56% of the respondents agree that there is clarity of job description. 14% of the respondents were neutral, 16% disagree and 2% strongly disagreed.

In addition to the above, the study revealed that the effective implementation of the HRM practices has resulted in employees receiving training on the job, provided the opportunity to be promoted, the opportunity to plan and use employees' skills, opportunity to learn new priorities and new task and opportunities to learn new skills in a team

Responses	Frequency	Percentage (%)
Strongly Agree	18	18
Agree	50	50
Neutral	16	16
Disagree	14	14
Strongly disagree	2	2
Total	100	100

Table 11: Quality of Interpersonal Relations
Source: Author's Field Survey, 2018

As observed in the above figure, most of the employees (68%) agreed to the fact that quality of interpersonal relations is always required as part of the effective HRM practices. It was however found out that, the remaining employees expressed their disagreement on this issue in question. This may be due to the different work arrangements in their respective units in the Technical University.

Responses	Frequency	Percentage (%)
Strongly Agree	12	12
Agree	38	38
Neutral	16	16
Disagree	20	20
Strongly disagree	10	10
Total	100	100

Table 12: Management Encouraging Employee Counseling Programme
Source: Author's Field Survey, 2018

Useful HRM practices have led to management encouraging employee counseling program into the existing units in the Technical University. Given this, it was revealed that half (50%) of the employees agreed that, management has been encouraging employee counseling service programmes as part of an effort to ensure effective career growth and development agenda.

This has created opportunities for the upgrading of employees' skills. This undoubtedly confirmed Khan's, (2010) assertion that career management leading to employee retention. Khan was confident that, career management lays a foundation for organizational competitiveness; well-informed and highly skilled employees are properly positioned to improve on the productivity of their respective organizations.

With the strict adherence of management of the Human Resource Unit to these very important HRM practices, management is able to identify employee's problems and helping to solve them appropriately.

Responses	Frequency	Percentage
Strongly Agree	20	20
Agree	34	34
Neutral	16	16
Disagree	18	18
Strongly disagree	12	12
Total	100	100

Table 13: Treating Employees as Dignified Human Beings While at Work
Source: Author's Field Survey, 2018

With regards to whether management is treating employees as dignified human beings while at work, there was an agreement to the fact that, management paid much attention to this particular issue as major of the employees, 54% answered in the affirmative. On the contrary, 30% of the respondents, especially those residing in low grades disagree with the fact that management is treating employees as dignified human beings in the Technical University.

4.6. Relationship between HRM Practice and Employee Retention

The under-listed discussions present the independent variables that would go a long way to achieve the objectives of this particular research question.

HRM Practice and That Ensures The Retention of Employees	Nature and Description of Correlation				
Effective communication with the employee on welfare issues	Pearson Correlation	1	.945**	.956**	
	Sig. (2-tailed)		.000	.000	.
	N	100	100	100	0
Opportunity to participate in the Policies that Guides on Working Lives of Employees	Pearson Correlation	.945**	1	.936**	
	Sig. (2-tailed)	.000		.000	.
	N	100	100	100	0
Praise and Appreciation of Good Work done can lead to Employee Retention	Pearson Correlation	.956**	.936**	1	. ^a
	Sig. (2-tailed)	.000	.000		.
	N	100	100	100	0
Annual awards for hard-working employees can encourage employees to stay	Pearson Correlation			.	
	Sig. (2-tailed)	.	.	.	
	N	0	0	0	0

Table 14: Human Resource Management Practice and that Correlates with the Retention of Employees
**. Correlation Is Significant at the 0.02 Level (2-Tailed)

Responses in Table 15 sought to establish human resource management practice correlates with the retention of employees in the Tamale Technical University. The results which are represented by a valuer = 0.02 lie in the range of $r = -1$ to $r = +1$ in the above computation, therefore, indicates a weak positive relationship between HRM practices and employee retention in the Tamale Technical University's bid to achieve its corporate goal and objective.

Given the correlation value $r = 0.02$ it can be deduced that HRM practices such as effective communication with the employee on welfare issues, employee participation in the policies that guide working lives, praise and appreciation of good work was done as well as annual awards for hard-working employees can encourage employees to stay are sufficient enough to guarantee a total employee retention in the Tamale Technical University.

The weak positive relationship between HRM practices and employee retention in the Technical University is in line with Ali and Ahmad's (2009) proposition which contend that employee satisfaction which stems out of incentives involves the forecast of the staff strategies ahead of their respective service in the organization. This serves as the basis for organizational effectiveness in determining the institutional targets using the existing staff.

The issue of respect and support from supervisors and managers is regarded as a voluntary individual initiative expected to be exhibited by the employees and in every fact of the organizations in that an atmosphere of friendliness and relationships which is capable of engaging employees for quite a reasonable period. A relationship can therefore be established between the findings relating to respect and support from supervisors and managers and Chaminade's (2007) assertion which indicates that the aptitude towards respect and support from supervisors and managers is a voluntary initiative.

This definitely will avoid a situation where knowledgeable and efficient employees from leaving and deserting their respective organizations as this could have a negative effect on organizational efficiency and output, also in consonance with Samuel and Chipunza, (2009) affirmation. With all these discussions, the ultimate objective is to create an opportunity for employees to contribute to effective decision making aimed at making The HRM practices better and functioning in line with best practices.

Responses	Frequency	Percentage (%)
Strongly Agree	12	12
Agree	40	40
Neutral	14	14
Disagree	26	26
Strongly disagree	8	8
Total	100	100

Table 15: Acknowledgement of Employees' Successes by Immediate Supervisors Encourages Employees to stay

Source: Author's Field Survey, 2018

When the opinions of the respondents were sought on whether the employees' successes are acknowledged by employees' respective immediate supervisors, the study revealed that 52% of the respondents agreeing to the above assertion. The results again show that 14% of the respondents were somehow neutral, indicating that this category was not sure concerning acknowledgment of employees' successes by their respective immediate supervisors. The last category of the respondents representing 34% of the respondents rejected this above issue by disagreeing.

It can therefore be observed that the possible acknowledgment of employees' success by immediate supervisors serves as the basis for the evaluation and performance management process to provide meaningful feedback in the entire administration of HRM practices in the organization. This thus suggests that generally most of the respondents affirmed the effectiveness of acknowledgment of employees' success by their respective immediate supervisors.

Responses	Frequency	Percentage (%)
Strongly Agree	20	20
Agree	44	44
Neutral	12	12
Disagree	16	16
Strongly disagree	8	8
Total	100	100

Table 16: Having a Clear Understanding of the Promotion Requirements

Positively Encourages Staff to Stay

Source: Author's Field Survey, 2018

The study revealed that, if employees are aware of the promotion requirements in their respective units in the organization, they are encouraged to stay. 64% of the respondents acknowledged the fact that a clear understanding of the promotion requirements for the different jobs they are engaged in is a reason to support retention. The respondents further affirmed that the HRM practices of Tamale Technical University seemed to be in line with the various career aspirations of the employees. This also confirms the fact that employees are not prepared and ready to work for an organization whose HRM practices are not in line with their respective career objectives.

If the HRM practices are not in line with the respective career objectives of the employees find it difficult to work with their organization since this create different policies that do not favor the career objectives and aspirations. The variation in employees' career objection and aspiration and that of an organization's HRM practices and policies is a contributory factor for employee turnover in the various units in the institution.

Furthermore, it is obvious that the findings in the above Table relate to discussions of Moncarz et al. (2009). According to Moncarz et al. (2009), the differences in employee career aspirations and organizational HRM practices and policies establish the reasons for employee turnover. This explains the causal factors which certainly make employees stay and also advantages connected with the possibility of employee retention standards.

Coming from the same line of argument as that of Moncarz et al. (2009), Chiboiwa, et al. (2010) revealed that, the differences create difficulty for the majority of organizations to create useful opportunities for employee retention to facilitate the implementation of retention strategy of the employers.

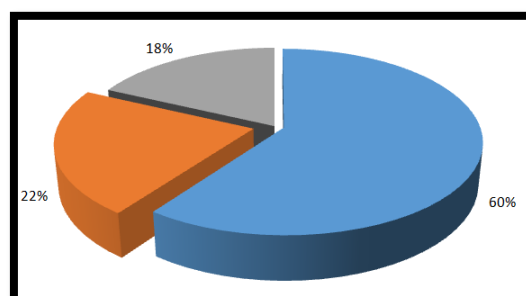


Figure 8: The Possibility of Formulating Strategies Aimed at Improving on the HRM Practices at the Technical University

Source: Author's Field Survey, 2018

With regards to the possibility of formulating strategies aimed at improving on the HRM practices at the Technical University, it was revealed that out of the total respondents 60% said there is a possibility of formulating strategies aimed at improving on the HRM practices in the Technical University while 22% responded that there is no possibility of formulating strategies aimed at improving on the HRM practices, and also, 18% said they do not know.

Ways of Improving on HRM Practices and Policies	Frequency	Percentage (%)
The appropriate needs of training should be identified	26	26
There should be adequate facilities to supervise and monitor the training of staff	35	35
Selection of staff for training should be based on employee performance appraisal	19	19
Attention to employee career growth and development aspirations	20	20
Total	100	100

Table 17: Ways of Improving on Training and Development on Organizational Performance

Source: Author's Field Survey, 2018

The responses in the above figure illustrate the various ways of improving on HRM practices and policies on the performance of Tamale Technical University as an institution. As it can be seen in the above Table, quite a reasonable number of the respondents representing 26% mentioned the implementation of appropriate needs training as a very good move since it will go a long way to make HRM practices better and effective to make the Technical University attractive to prospective employees.

Also, 35% of the respondents considered the fact that there should be adequate facilities to supervise and monitor the training of staff to effectively manage the competencies of the employees aimed at improving on HRM practices leading to organizational performance. In selecting staff for training, 19% of the respondents said the selection should be based on employee performance appraisal to improve upon the performance of Tamale based on best practices. This implies that the selection of employees for training should be based on competence and performance and not nepotism and other forms of favoritism in the Technical University. Eventually, 10% of the respondents revealed that attention to employee career growth and development aspirations should be made regular to strengthen the workforce of the various units/departments so that, the general output of the Technical University will be improved.

An argument was also made to the effect that, the above-identified strategies aimed at making HRM practices are the more convincing reason why organizations would be able to ensure the retention of their employees. But it seems to be more disturbing, if after all these practices that require heavy financial investment when any of the upgraded employees leaves the organization, particularly taking into consideration the efficiency that such employees wield due to training received as part career growth and development.

In total agreement with the findings in the above Table, Samuel and Chipunza (2009) argued that, when employees with high expertise leave an organization, the creative and high mental ability which could help position the organizations strategically in competing with other competitors would completely be missing, thereby depriving the organization of its original comparative advantage in the open market.

5. Summary, Conclusion, and Recommendations

5.1. Introduction

This chapter presents the findings of the study and draws a conclusion based on the findings discovered by the study. Recommendations for the improvement of HRM practices in the Technical University in particular and Ghana at large have also been included in this chapter.

5.2. Summary of the Findings

The study revealed that the male respondents were found to be the majority of the respondents in the sample selected for this study. It was also revealed that, majority of the respondents aged between the 31-40 years indicating that employees at Tamale Technical University constitute a youthful workforce. Most of the employees had first and second degrees as their highest educational qualification, though there were few Ph.D. (Doctor of Philosophy) graduates. Technical University also has a high number of senior officers.

5.2.1. The Importance of Human Resource Management Practices in Tamale Technical University

The study found that human resource management practices are necessary for all organizations. The human resource management department of the Tamale Technical University was very efficient. It was observed also that, HRM practices create a strategic approach aimed at managing labor and employee relations. The study again disclosed that HRM prescribes the type of reward for employees 'positive behavior. It was further discovered that training and development were ranked as an effective HRM practice in Tamale Technical University.

5.2.2. HRM Practice Contributing to the Retention of Employees in Tamale Technical University

It was also discovered that HRM practices have led to the establishment of human relationships among the employees of the Technical University likely to convince employees to stay. According to the study, effective communication among workers in the Technical University was very vital for the growth of the Technical University. The study further indicated that recognition and rewards were also ranked high as an HRM practice.

The study again revealed that evaluation and supervision of employees have helped to measure the performances of employees in the Technical University. As the study indicated; recruitment and selection constituted a very vital part of the HRM practice in the Technical University. The study further showed that; good recruitment advertisement is very important to both management and subordinates since it showcases the image of the Technical University. And, clarity of job description is an important part of the recruitment and selection process.

5.2.3. The Effectiveness of Career Management on Employee Retention in Tamale Technical University

The study emphasized the fact that management was treating employees as dignified human beings at the workplace. Quarterly meetings to discuss career development of employees as the study reveals are open to all employees to discuss work progress since it creates an opportunity for employees to participate in the formulation of policies.

The study again disclosed that good interpersonal relations were required at all times as part of the effective HRM practices. And that practical HRM practices have led to management's approval of employee counseling program into the various units of the Technical University.

5.2.4. The Relationship between Effective HRM Practice and the Retention of the Employees in Tamale Technical University

The study eventually established a weak positive correlation between HRM practices and employee retention. These HRM practices include effective communication with employee, employee participation in welfare policies, praise and appreciation of good work was done as well as annual awards for hard-working employees can encourage employees to stay are sufficient enough to guarantee total employee retention in the Tamale Technical University

5.3. Conclusion

The study which investigated the human resource management practices at Tamale Technical University revealed insufficient HRM practices aim at retaining employees in the Technical University. The HRM practices therefore effective communication with the employee on welfare issues, employee participation in the policies that guide working lives, praise and appreciation of good work was done as well as annual awards for hard-working employees can encourage employees to stay are sufficient enough to guarantee a total employee retention in the Tamale Technical University. This has indeed created certain challenges for employees to further participate in the vital decisions that could go a long way to ensure the effectiveness of the HRM practice in the Technical University.

In the current world of work, issues concerning HRM practices have been identified as a strategic tool for competitive positioning educational institutions. It is therefore not surprising that Tamale Technical University is taking strategic decisions to develop its human resource base to make it competitive. The management of Tamale Technical University therefore needs to realize that the mission and vision are directed towards effective HRM practices to make human capital desirable.

5.4. Recommendations of the Study

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

Since HRM practices have led to the establishment of human relationships among the employees, more logistics should be made available at the HR unit to motivate the HR personnel to perform better to foster human relations. There should be language skills training among the HR personnel to ensure effective communication among employees at the workplace.

The management of the Technical University should ensure continuous training of the HR personnel in maintaining the efficiency of the HR Unit have attained over the years. Management should also plan and to formulate good tactics aimed at making the HR Unit department strategic in its approach towards providing a more friendly HRM practice for the entire employees. Management through the HR Unit should also ensure that, performance appraisal of employees is a measuring standard for selecting employees for training to enable the personnel to be more accurate and precise in prescribing the right type of reward for employees.

Management again through the HR unit should ensure that training and development which was ranked as an effective HRM practice is regularly organized aimed at improving the skills of the entire employees of the Technical University.

Recognition and rewards which were also ranked high as an HRM practice should be acknowledged to deserving employees to motivate them more to put in their best. Evaluation and supervision of employees which has helped to measure the performances of employees should be given a top priority in the unit to make sure that employees are kept on track.

Since recruitment and selection constitute a very vital part of the HRM practice in the Technical University, the head of the HR unit should be allowed to perform this duty without any interference from top management. To ensure good recruitment, an advertisement which was found to be very important should always be done in advance to enable the HR unit to diverse applications from the public.

Criteria for clarity of job description should always be planned to meet the training and career development needs of staff of the Technical University. Interpersonal relations should always be established among employees since it is required at all times to improve the effectiveness of HRM practices.

Employee counseling programmes should also be given attention to provide a good opportunity for employee career growth and development in the Technical University. It is recommended that employees are treated as dignified human beings while at the workplace to make them feel self-important which in effect further enhances their productivity. Management of the Technical University should ensure that quarterly meetings are attended by all employees in their respective departments to discuss peculiar issues in their respective organizations.

Praise and appreciation of good work done should often be to deserving employees as an attempt to motivate them to put in their best. This may erase the notion of those who thought the employees of the HRM unit do not express their recognition for commitment employees who have their loyalty by providing annual awards for hard-working employees. The respect and support shown by the management of the Technical University over the years should be maintained at all costs to improve the general performance of the employees. The acknowledgment of employees' successes by their immediate supervisors should be made known to improve on employee performance to maintain such staff and reduce attrition.

Eventually, strategies such as the identification of appropriate training needs, provision of adequate facilities to supervise and monitor the training of staff, selection of staff for training should be based on performance appraisal results and attention to employee career growth and development aspirations were identified as very useful towards making HRM practices better.

6. References

- i. Abdulai, A. (2000). Human Resource Management in Ghana: Prescriptions and Issues Raised by the Fourth Republican Constitution. *The International Journal of Public Sector Management*, 13 (5), 447-466.
- ii. Abranovic, W.A. (1997). *Statistical thinking and Data analysis for manager*. Reading, MA: Addison-Wesley.
- iii. Armstrong, M. (2006). *A Handbook of Human Resource Management Practice* (10th ed.), London: Kogan Page Limited.
- iv. Ashby, F. C., and Pell, A. R. (2011). *Embracing Excellence*. Paramus, NJ: Prentice Hall.
- v. Baumruk R. and Gorman B. (2009). *Why Managers Are Crucial To Increasing Engagement*. Melcrum Publishing.
- vi. Beauregard, T. A., and Henry, L. C. (2009). *Making the Link between Work-Life Balance Practices and Organisational Performance*. *Human Resource Management Review*, 19(1), 9-22.
- vii. Becker, B. E., and Huselid, M. A. (2009). *High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications*. *Personnel and Human Resource Management*, 16, 53-101.
- viii. Bhatnagar, J. (2007). *Talent Management Strategy Of Employee Engagement in Indian ITES Employees: key to retention*. *Employee Relations*, 29(6), 640-663.
- ix. Bratton, J., and Gold, J. (2009). *Human resource management: theory and practice*. (3rded.), Hampshire: Palgrave Macmillan.
- x. Browne, B. A. (2009). *Gender and Preferences For Job Attributes: A Cross Cultural Comparisons*. *Sex Roles*, 37, 61-71.
- xi. Bryar, B. E. (2006). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *Academy of Management Journal*, 39, 779-801.
- xii. Butteries, J. (2009). Effects of Human Resource Systems on Manufacturing Performance And Turnover. *Academy of Management Journal*, 37(3), 670-687.
- xiii. Cartwright, S., and Holmes, N. (2010). *The Meaning of Work: The Challenge of Regaining Employee Engagement and Reducing Cynicism*. *Human Resource Management Review*, 16(2), 199-208.
- xiv. Cascio, W. F. (2010). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (7th ed.). Burr Ridge, IL: Irwin/McGraw-Hill.
- xv. Casper, W. J., and Buffardi, L. C. (2010). Work-Life Benefits And Job Pursuit Intentions: The Role of Anticipated Organisational Support. *Journal of Vocational Behaviour*, 65, 391-410.
- xvi. Chew, J., and Chan, C. A. C. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 29(6), 503-522.
- xvii. Chiminade, K.M. (2007). Stress and departure from the public accounting profession: a study of gender differences. *Accounting Horizons*, 7, 29-38.
- xviii. Chiboiwa, M. W., Samuel, M .O., and Chipunza, C. (2010). An Examination Of Employee Retention Strategy In A Private Organization in Zimbabwe. *African Journal of Business Management*, 4(10), 2103-2109.
- xix. Cho, S., Woods, R., Jang, S., and Erdem, M. (2006). Measuring The Impact of Human Resource Management Practices on Hospitality Firms' Performances. *International Journal of Hospitality Management*, 25(2), 262-277.
- xx. Corporate Leadership Council (2010). *Driving Employee Performance and Retention through Engagement: A Quantitative Analysis Of The Effectiveness Of Employee Engagement Strategies*. Corporate Executive Board, Washington, DC.
- xxi. Deery, M. (2008). Talent Management, Work-Life Balance and Retention Strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.
- xxii. Delery, J., and Doty. D. H. (2009). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configurational Performance Predictors. *Academy of Management Journal*, 39, 802-835.

- xxiii. Dibble, S. (2009). *Keeping Valuable Employees*. New York: John Wiley and Sons.
- xxiv. Döckel, A., Basson, J.S., and Coetzee, M. (2006). The Effect of Retention Factors on Organisational Commitment: An Investigation of High Technology Employees, *South African Journal of Human Resource Management*, 4(2), 20-28.
- xxv. Doyle, M. (2009). *Management Development: Human Resource Management - A Contemporary Perspective*. London: Pitman.
- xxvi. Eddy, S. B. (2008). *Work-family policies and gender inequality at work: A Sloan Work and Family Encyclopedia entry*. Retrieved January 2012 from http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1230&area=All.
- xxvii. Ellis C. M., and Sorensen A. (2009). *Assessing Employee Engagement: The Key To Improving Productivity Perspectives*. 15(1). The Segal Group, Inc.
- xxviii. Falcone, P. (2010). Preserving Restless Top Performers: Keeping Top Performers Engaged. *HR Magazine*, March. 2009.
- xxix. Fernandez, C. P. (2010). Employee Engagement. *Journal of Public Health Management and Practice*. [Online] Available: <http://find.galegroup.com>.
- xxx. Fitz-enz, J. (2009). It is costly to lose good employee. *Workforce*, 76(8), 50-51.
- xxxi. Greenhaus, J. H., Collins, K. M., Singh, R., and Parasuraman, S. (2008). Work and Family Influences on Departure from Public Accounting. *Journal of Vocational Behavior*, 50, 249-270.
- xxxii. Greening, R. W., and Turban, S. (2000). Meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium (Electronic version). *Journal of Management*, 26(3), 463-488.
- xxxiii. Hale, J. (2009). Strategic Rewards: Keeping Employee Best Talent From Walking out The Door. *Compensation and Benefit Management*, 14(3), 39-50.
- xxxiv. Hall, D. T. (2008). Dilemmas in Linking Succession Planning to Individual Executive Learning. *Human Resource Management*, 25, 235-265.
- xxxv. Harris, M. (2007). Careless hiring can be disastrous, *Sunday Business Times*, November 18, 2.
- xxxvi. Honeycutt, T. L., and Rosen, B. (2009). Family Friendly Human Resource Policies, Salary Levels and Salient Identity As Predictors of Organisational Attraction. *Journal of Vocational Behaviour*, 50, 271-290.
- xxxvii. Hong, E. N. C., Hao, Z. L., Kumar, R., Ramendran, C., and Kadiresan, V. (2012). An Effectiveness of Human Resource Management Practices On Employee Retention In Institute Of Higher Learning: A Regression Analysis. *International Journal of Business Research and Management*, 3(2), 60-79.
- xxxviii. Hutchings, K., De Cieri, H., and Shea, T. (2011). Employee Attraction and Retention in The Australian Resources Sector. *Journal of Industrial Relations* 53(1) 83-101 SAGE Publications Ltd.
- xxxix. Iravo, M., and Namusonge, T. (1993). Job Satisfaction among information center employees, *Journal of Management Information System*, 9(4), 145-174.
- xl. Joo, B. K., and Mclean, G. N. (2008). Best Employer Studies: A Conceptual Model From A Literature Review And A Case Study. *Human Resource Development Review*, 5(2), 228-257.
- xli. Kaye, B., and Jordan-Evans, S. (2009). *Love Employees Or Lose Employees*. San Francisco, CA: Berrett-Koehler Publishers.
- xlii. Khan, M. A. (2010). Effects Of Human Resource Management Practices On Organizational Performance - An Empirical Study Of Oil And Gas Industry in Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 24, 158-175.
- xliii. Klingner, D. (2009). *Developing A Strategic Human Resources Management Capability in Public Agencies: Public Personnel Management* 22 (winter): 565-578.
- xliv. Kraut, J., and Korman, P. (2009). *Evolving practices in HRM*. Jossey San Francisco: Bass Inc.
- xlv. Lam, W., Chen, Z., and Takeuchi, N. (2009). Perceived Human Resource Management Practices and Intention: The Mediating Role of Organizational Citizenship Behaviour in a Sino-Japanese Joint Venture. *International Journal of Human Resource Management*, 20(11), 2250-2270.
- xlvi. Lee, C. H., and Bruvold, N. T. (2010). Creating value for employees: investment in employee development. *International Journal of Human Resource Management*, 14, 981-1000.
- xlvii. Macey, W. H., and Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organisational Psychology*, 1, 3-30.
- xlviii. Markos, S., and Sridevi, M. S. (2010). Employee engagement: the key to improving performance international. *Journal of Business and Management*, 5(12), 89-96.
- xlix. Martel, L. (2000). Finding and keeping high performers: best practices from 25 best companies. *Employee Relations Today*, 30(1), 27-43.
- l. Mathis, R. L., and Jackson, J. H. (2009). *Human Resource Management* (11th ed.), Singapore: Thomson Asia Pte. Ltd.
- li. Maxwell, G. (2009). Checks and balances: the role of managers in work-life balance policies and practices, *Journal of Retailing and Consumer Services*, 12, 179-89.
- lii. Melcrum (2010). *Employee engagement: how to build a high-performance workforce*. An independent Melcrum Research Report - Executive Summary.
- liii. Mesmer-Magnus, J. R., and Viswesvaran, C. (2010). Convergence between measures of work-to-family and family-to-work conflict: a meta-analytic examination, *Journal of Vocational Behaviour*, 67, 215-232.
- liv. Milkovich, G. T., and Boudreau, J. M. (2009). *Compensation*, New York: Irwin/McGraw-Hill.

- lv. Milman, A., and Ricci, P. (2009). Predicting job retention of hourly employees in the lodging industry. *Journal of Hospitality and Tourism Management*, 11, 28-41.
- lvi. Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinsky, C. J., and Erez, M. (2011). Why people stay: Using job embeddedness to predict voluntary turnover (Electronic version). *Academy of Management Journal* 44(6), 1102-1121.
- lvii. Moncarz, E., Zhao, J., and Kay, C. (2009). An exploratory study of US lodging properties organisational practices on employee turnover and retention. *International Journal of Contemporary Hospitality Management*, 21(4), 437-458.
- lviii. Morrison, E. W. (2009). *Organizational Citizenship Behaviour as a Critical Link between HRM Practices and Service Quality*: Human Resource Management, 35(4), 493-512.
- lix. Parker, O., and Wright, L. (2010). Pay and employee commitment: the missing link. *Ivey Business Journal*, 65, 70-79.
- lx. Perry, J.L. (2009). *Strategic Human Resources Management in Carolyn Ban and Norman Riccucci (eds) Public Personnel Management: Current Concerns, Future Challenges*, New York, NY: Longman, pp21-34.
- lxi. Psareek, U., and Rao, T.V. (2009). *Designing and Managing Human Resource systems*:
lxi. New Delhi: Indian Institute of Management, Unpublished Consultancy Report.
- lxiii. Robinson, R., and Barron, P. (2007). Developing a framework for understanding the impact of deskilling and standardisation on the turnover and attrition of chefs. *International Journal of Hospitality Management*, 26, 913-926.
- lxiv. Rosce, J.T. (1979). *Fundamental Research Statistics for behavioural science* (2nd ed.). New York NY: Holt Rinehart & Winston.
- lxv. Rusbult, C. E., and Farrell, D. (2009). A Longitudinal test of the investment model: the impact on job satisfaction, job commitment and turnover of variations in rewards, costs, alternatives and investments. *Journal of Applied Psychology*, 68(3), 429-439, Washington.
- lxvi. Samuel, M. O., and Chipunza, C. (2009). Employee retention & turnover: using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415.
- lxvii. Scarpello, J. D., and Ledvinka, J. E. (2005). Alternative conceptualizations of the relationship between voluntary turnover and organisational performance. *Academy of Management Journal*, 84: 50-68.
- lxviii. Schaufeli, W. B., and Bakker, A. B. (2010). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organisational Behaviour*, 25, 293-315.
- lxix. Selden, S.C, Willow J, Salwa, H.A and Wright, R. (2010). *A New Approach to Assessing Performance of State Human Resource Management Systems: A Multi- Level Fuzzy Rule-Based System*, 'Review of Public Personnel Administration 20 (Summer) 58-74.
- lxx. Shaw, J. D., Delery, J. E., Jenkins, G. D., and Gupta, N. (2009). An Organization-Level Analysis of Voluntary and Involuntary Turnover. *Academy of Management Journal*, 41(5), 511-526.
- lxxi. Shore, L. M., and Martin, H. J. (2009). *Job Satisfaction and Organizational Commitment in relation to Work Performance and Turnover Intentions*: Human Relations, 42 (7), 625-638.
- lxxii. Snell, S., and Bohlander, G. (2007). *Training and development: managing human resources*. (14th ed.). Manson, Ohio: South-Western.
- lxxiii. Stinchcombe, A.L. (2000). *Economics Meets Sociology in Strategic Management (Advances in Strategic Management, Volume 17)*, Emerald Group Publishing Limited, 229-259.
- lxxiv. Thomsen, J. L., Jarbol, D., and Sondergaard, J. (2008). *Excessive Workload, Uncertain Career Opportunities, and Lack of Funding in Recruiting and Retaining Personnel: A Qualitative Interview Study*. *Family Practice*, 23, 545-549.
- lxxv. Ulrich, D. (2009). *Measuring Human Resources: An Overview of Practice and a Presentation of Results*: Human Resource Management, 36 303-320.
- lxxvi. Van Vianen, A. E. M. (2010). *Personal Organization Fit: The Match between Newcomers and Recruiters Preferences for Organisational Cultures*. *Personnel Psychology*, 53, 113-122.
- lxxvii. Walker, J. W. (2010). *Perspectives on Human Resource Planning*, 24, 6-10.
- lxxviii. Walsh, K., and Taylor, M. (2010). *Developing In-House Careers and Retaining Management Talent*. *Cornell Hotel and Restaurant Administration Quarterly*, 48(2), 163-82.
- lxxix. Wernerfelt, B. (2008). A Resource-Based View of the Firm: *Strategic Journal*, 5: 171-180.
- lxxx. Whitener, E. M. (2011). Do 'High Commitment' Human Resource Practices Affect Employee Commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27, 515-64.
- lxxxi. Willis, C. (2010). *Go for Organizational Goals*. *Working Women*, 6-7.
- lxxxii. Withers, P. (2011). *Retention Strategies that Respond to Worker Values*. *Workforce*, 80, 37-44.
- lxxxiii. Yamamoto, H. (2011). The Relationship Between Employee Benefit Management and Employee Retention. *The International Journal of Human Resource Management*. 1-15, iFirst ISSN 0958-5192 print/ISSN 1466-4399 online.
- lxxxiv. Yeung, C. D., and Brenmans, R. D. (2006). High-involvement management and workforce reduction: competitive advantage or disadvantage? *Academy of Management Journal* 49(5), 999-1015.