KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS

AN INVESTIGATION INTO THE ATTRACTION AND RETENTION OF STAFF AT KUMASI POLYTECHNIC

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DECLARATION

I, William Amofa hereby declare that this submission is my own work and that, to the best of my knowledge, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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ABSTRACT

Employee retention is one of the challenges facing many educational institutions, especially polytechnics in Ghana today. For many institutions, strategic staffing has become a concern because the ability to hold on to highly talented core employees can be crucial to future survival. This study examined how attractive Kumasi Polytechnic is in terms of attracting qualified and experienced staff into the institution and the strategies that may influence their stay. The research adopts descriptive approach and utilizes interview guide and questionnaire as the tools for collecting the necessary primary data. The data was synthesized and analyzed using SPSS. The Information gathered from Kumasi Polytechnic's Personnel Section showed that over the decade 2001 – 2011, the Polytechnic attracted 836 of both junior and senior staff members and lost 230 of them to other sectors of the economy. A simple descriptive survey was carried out using the combination of the census and sample survey research designs on a population comprising serving senior members and staff as well as interviewing some of the staff who had resigned from the service of the Polytechnic since 2005. From the study, it was found, among others, that, opportunities for promotion after acquiring higher qualification and prospects for accelerated promotion were major factors affecting retention of staff at the Polytechnic. The study revealed factors such as better condition of service, opportunity for further studies, job security and quest to find a job as major attraction factors of staff to K-POLY. Therefore it can be summed up that improvement in the opportunities for career development and in compensation package, as well as the prospects for promotion and the institution of welfare schemes for staff are likely to enhance the attraction and retention of senior members and staff at the Polytechnic.

DEDICATION

I dedicate this work to my parents Mr and Mrs Amofa of blessed memory and to my dear wife, Gifty Amofa who supported me throughout my education.

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I am very grateful to all those who supported me to go through this course. I am also indebted to the management and staff of Kumasi Polytechnic who gave me this great opportunity to pursue this course. I thank all the staff of Kumasi Polytechnic who took time off their busy schedule to respond to my interviews and answered my questionnaire without which this work could not have been successful. I would like to thank my supervisor, Mrs Felicity Asiedu-Appiah for her supervision and support. I would also thank my family, friends and loved ones who helped in diverse ways to enable me come out with this work. Finally, I will give my greatest gratitude to my God who protected and guided me throughout this programme.

TABLE OF CONTENT

LIST OF FIGURES

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

It is a fact that employing the right calibre of people into an organisation can ensure smooth and effective running of the organisation. However, the most important thing is the ability to retain those employed for successful implementation of the policies of that organisation. This study, therefore, is to find out how attractive Kumasi Polytechnic is, in terms of employment, and how effective it retains those employed. The Ghanaian labour force has become vibrant and a lot of well-paid agencies such as banks, insurance and oil companies are springing up regularly, making it easy for skilled and experienced employees to move freely from one organisation to another. The retention of talents has become a major challenge to human resource practitioners because, according to Harris (2007), talented job candidates in the global skills have the luxury of choice. This is actually affecting Polytechnics in Ghana since they have to compete with not only the banks and the insurance companies but the universities, both public and private, for the skilled and experienced workers on the labour market. These institutions are perceived by people as highly attractive and enticing in terms of remuneration and other incentive packages. The situation, though healthy, has increased competition for talent in

Ghana with many organisations going to great length to retain their best employees. Competition has actually put skilled employees who are already in short supply under severe pressure as they are being attracted by more than one organisation at a time with various kinds of incentives.

The changing labour market has brought about an unprecedented labour turnover.

According to Cappelli (2000), strategic poaching of competitor organisation's key employees has become an acceptable practice among employers nowadays.

With the ever-increasing globalisation and process and increasing number of regional trading blocs emerging, doors are opening for skilled labour to seek employment in different parts of the world. Many people are having opportunities to live in different cultures and relocate to where their skills are most needed. Furthermore, many skilled workers in different parts of the world and in developed countries in particular, now have to take many factors into consideration before they accept a job offer. It has been proven empirically that most people will like to work for an organisation with good social and environmental policies (Dierkes and Zimmerman, 1994; Murphy, 1995).

The issue of employee motivation in contemporary organisations has become so dynamic that managers have to appraise and re-appraise their motivational strategies from time to time. According to Czakan (2008), motivational variables used to attain retention in the past may no longer be appropriate to motivate talented employees to remain, thereby increasing the rate of turnover. High employee turnover is costly to both the individual organisations and the national economy. Research findings in the United States of America by Ramlall (2003) indicate that the total cost of employee turnover is about 150% of an employee's salary. The cost of filling job vacancies, lost productivity from vacant jobs and the cost of training new employees increase operational cost. Dess and Shaw (2001) also argue that high employee turnover incurs significant cost, both in terms of direct cost (i.e. replacement, recruitment and selection, temporary staff, management time) and indirect costs (i.e. morale, pressure on remaining employees, costs of learning, product or service quality, organisational memory and the loss of social capital). All these costs are usually a feature of involuntary turnover. Organisational managers can reduce these costs by adopting appropriate motivational strategies in order to retain competent employees, thereby reducing the labour turnover rate. Managers are therefore faced with the responsibility of addressing the problem through the design and implementation of appropriate retention strategies that are capable of reducing labour turnover to a manageable proportion.

1.1 Statement of the Problem

In every organisation, there is the need to influence the amount of effort that workers will put into their job for better performance. The problem of how best to motivate individuals to stay-on in the organisation to achieve the desired objectives of the organisation have attracted the attention of social scientists and philosophers in different parts of the world.

The work environments and the attitudes of the modern day employees have changed. Although most employees today are self-directed and willing to work hard, they want to do so on their own terms and expect development in the work environment.

Research shows that many people no longer see loyalty in terms of the numbers of years spent with the employer, but rather in terms of the contributions, advancement and the value they add to the organization during their period of employment. Since the employees are mobile in the labour market, employers are not expected to just ensure that they keep employees for life. Instead employers need to manage employee turnover to ensure as little disruption in the workplace as possible and thereafter staff retention needs to be seen as strategic human resource intervention in this regard.

Retaining top talent remains a primary concern for many organizations today. Critical analysis of workforce trends points to an impending shortage of highlyskilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport, Bancroft, and Okum, 2003).

According to Hebenstreit (2008:4) employee retention is a significant concern and expense for every organization, with the expense of recruiting and retaining a new worker costing anywhere from half to 200% of the departing employee's annual salary. Depending on the employment level, the many costs associated with employee turnover are co-worker burden, recruitment and training costs, lost productivity, loss of clients and loss of intellectual capital (Rion, 2009:8).

Hebenstreit (2008:5) emphasize that it is essential to create a variety of options and alternatives for a total employee retention programme to address areas that matter to the employees as well as focusing on certain others that may be ignored, unconsidered or underutilized.

Based on this assertion, it is imperative that Kumasi Polytechnic adopt the right approaches to acquire, motivate, and retain valuable employees. The organization for the past decade has lost 230 of its staff to other sectors, a situation that needs redress.

It is on this basis that the current study investigates the attraction and retention of staff at Kumasi Polytechnic.

1.2 Objectives of the Study

The objectives of the study were divided into general and specific.

General Objectives

The general objective of the study was to critically examine the factors that attract staff into Kumasi Polytechnic and why they eventually leave or stay in the institution.

Specific Objectives

The specific objectives of the study were to:

i. Determine the organisational factors that attract a large number of employees to Kumasi Polytechnic.

ii. Identify and examine factors that affect staff retention at Kumasi Polytechnic.

iii. Investigate into why staff members who attain higher qualifications decide to part company with the Kumasi Polytechnic.

iv. Make appropriate recommendations on how core employees of Kumasi Polytechnic can be retained.

1.3 Research Questions

The research questions were as follows:

(a) What are the factors that attract staff to Kumasi Polytechnic?

(b) What are some of the factors that influence staff to leave Kumasi Polytechnic?

(c) Why do staff members who attain higher qualifications want to leave Kumasi Polytechnic?

(d) What retention strategy can Kumasi Polytechnic adopt to stop experienced staff from leaving?

1.4 Significance of the Study

No empirical studies have been conducted in the past to provide authorities at Kumasi Polytechnic with a sustainable remedy to the problem of retention of staff and the cost of employing new ones to replace those quitting the institution. This study will help identify and establish key motivational variables that will mostly influence staff to remain at Kumasi Polytechnic.

Some costs are associated with employee turnover which are often ignored by authorities or managers. Because some of these costs are not expressed directly (for example, lost productivity, organisational memory, employee morale), managers do not often consider them as detrimental to the growth of the organisation. Sherman, Alper and Wolfson (2006) assert that these costs are difficult to quantify and may be more damaging to an organisation than the direct costs. This study will reveal some of these cost in order for managers in general and authorities at Kumasi Polytechnic in particular to appreciate the essence of motivating and retaining talented and experienced employees in an on-going basis.

The outcome of the study will significantly advance the field of knowledge and add to the existing academic literature on attraction and retention of labour, particularly in the context of Polytechnics in Ghana. Again, the findings will be useful in the formulation of effective retention policies and in reviewing existing ones. It is hoped that the results of the study will inspire other researchers to investigate further areas that are not covered in this study. Furthermore, the findings may give deeper insights to help in recruitment and career planning policy.

1.5 Overview of Research Methodology

The first step in the research process was to locate any books, professional journals and human resource research papers that are related to the topic of employee attraction and retention. Other methods are questionnaires and structured interviews. The questionnaires would be given to selected senior and junior staff of the institution who are currently at post to find out why they decided to work at Kumasi Polytechnic and if they have any intention of leaving. This will give independent assessment of the subject matter. Also, an effort was made to get some staff that have left the institution to find out what attracted them into the institution and why they left. In addition to the questionnaires, structured interview would be conducted with some members of management to get first-hand information of the problem and how it affects the institution. After gathering all the necessary data, SPSS software would be used to analyse the data to ensure true and accurate reflection of the result.

1.6 Scope of the Study

The coverage of the study is Kumasi Polytechnic. It will include both teaching and non-teaching staff of the polytechnic. However, much concentration would be on the senior members and senior staff. Only few junior members would be included.

1.7 Limitations of the Study

The limitations of the study were lack of time, financial constraints and inadequate records on why staff members leave the institution. Another problem was the researcher's inability to contact most of the staff members who have left the Polytechnic.

1.8 Organisation of the Study

The study is organised into five chapters. Chapter one deals with the introduction, chapter two deals with the literature review, chapter three deals with the methodology and organisational profile, whiles the fourth chapter treats the data presentation, analysis and discussion. The final chapter looks at the findings, conclusions and recommendations.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

Employee retention and attraction is critical to the long term health and success of any organisation. The ability to retain and attract your best employees ensures customer satisfaction, satisfaction of staff, retention of organisational knowledge, learning and effective succession planning. Failing to retain a key employee is costly to any organisation because apart from the cost to recruit and select a new employee other issues such as training time and investment, lost knowledge, and possibly insecure co-workers will all have an impact on the organisation. Attraction and retention of employees, in particular "key employees", is one of the big challenges facing the organisations. The traditional approaches to attraction and retention are not as effective due in part to generational change and there is a need to take a more multi-dimensional approach to the issue. (Shire of Northam, 2009)

According to Webb et al (2008) recruiting and retaining potential staff is one of the important processes the Human Resource Manager always plan for his/her organisation to ensure that the organisation has the right number of staff, right kind of staff, at the right time and place with the right skills doing what is economically important for the organisation. Without the staff, it will not be possible to provide the services the organisation is meant to provide.

Retention is about finding the best of employees for the job and finding ways of keeping these employees within the organisation. It involves a range of ideas and human resource practices that should all be seen as interlinked such as focusing on both attracting employees to join the organisation, through improvement in recruitment strategies, and keeping those who are already employed, especially those who possess scarce skills that are difficult to obtain from labour market and are more crucial to the organisation. It also motivates the staff, covers both the psychological aspects of the employee (their perception, their goals and their behaviours) and operational aspects attached to the job or tasks for which they were appointed. It requires a management approach that takes all factors (both inside and outside the organisation) into account.

Employee retention represents the efforts by which employers attempt to retain employees in their workforce. In a Business setting, the goal of employers is to decrease employee turnover, training costs, and loss of talent. By implementing lessons learned from key organizational behaviour concepts, employers can improve retention rates and decrease the associated costs of high turnover.

Sherman et al. (2006) stated that employee retention is concerned with the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new employee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for a maximum period of time. Employee retention is a process in which the employees are encouraged to remain with the organization for a maximum period of time or until the completion of a project. This is beneficial for the organization as well as the employee.

Employees today are different. They are not the ones who do not have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to motivate, attract and retain their best employees. If they do not, they would be left with no good employees. A good employer should know how to attract and retain his employees. In order to retain employees and reduce turnover, managers must learn to align their goals with the end goals of employees. By aligning the rewards and needs of employees, managers can determine the proper reward system to most effectively increase job satisfaction of employees. High retention indicates that the needs of employees are aligned well with the rewards system an organization offers. Conversely, low retention is a poor alignment of needs with rewards and can lead to low job satisfaction and thereby increase turnover and decrease retention.

Expectancy theory implementation has several other aspects that can lead to high job satisfaction and high retention rates for organizations. Increasing expectancy in an organization can be done by properly training employees and thereby making them more confident in their abilities. Increasing instrumentality within an organization will be part of implementing a proper rewards system for attainment of specific goals and accomplishments. Retention has a direct and causal relationship with employee needs and motivation. Applying a motivation theory model, such as Maslow's Hierarchy of Needs, is an effective way of identifying effective retention protocol.

Employee retention is the most critical issue facing corporate leaders as a result of the shortage of skilled labour, economic growth and employee turnover. Supervisors must take responsibility for their own employee retention. If they do not, they could be left without enough good employees. A wise employer will learn how to attract and keep good employees, because in the long run, this workforce will make or break a company's reputation. New supervisors must be prepared to be collaborative and supportive in nurturing their subordinates. The old style of "my-way-or-the-highway" style of management is a thing of the past. Most new supervisors need training to understand what it really takes to retain employees.

Herman (2011) submitted that retention and attraction are not the inverse of turnover but rather retaining the staff you want to retain. It involves being sensitive to people's needs and demonstrating the various strategies such as environmental, relationship, support, growth and compensation. Employee retention takes effort, energy, and resources to achieve and the results are worth it. Attracting and retaining the best performing employees is critical to the ongoing success of any organization. Rarely is retention achieved through salary-based incentives alone. Most employees actively seek advancement, professional development, and a genuine work-life balance in addition to incentives and bonuses. Successful retention is best achieved by a proactive HR department that actively seeks out what employees want most, and also by discovering the reasons behind the departure of former staff members the organization failed to retain.

2.1. Retention and Attraction

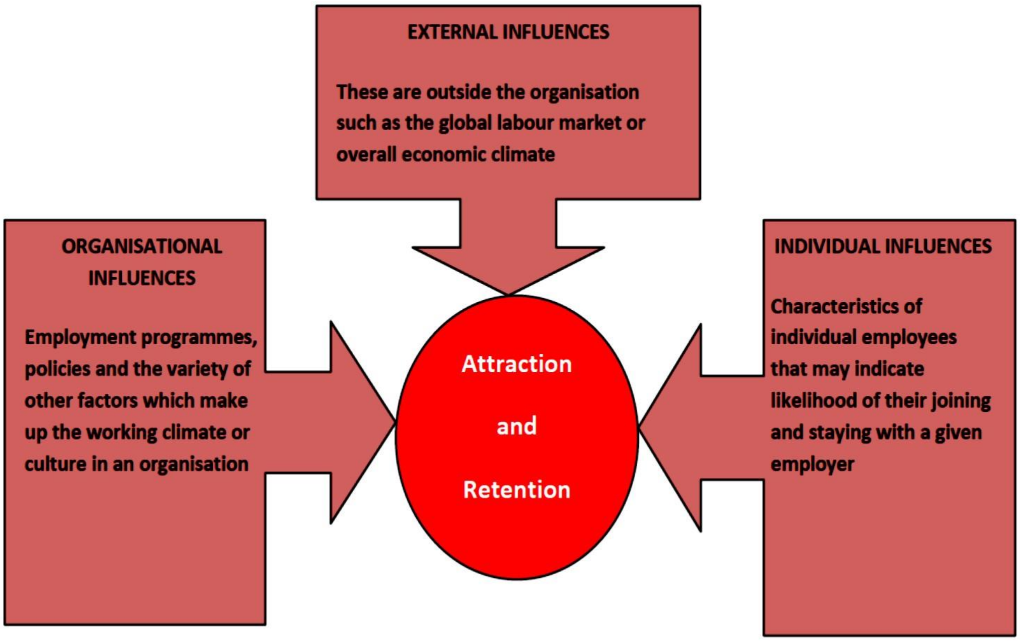
Schuler and Jackson (2006:216) define retention as everything an employer does to encourage qualified and productive employees to continue working for the organisation. The main objective of retention is to reduce unwanted voluntary turnover by valuable people in the organisation. Together, effective recruitment and retention efforts attract individuals to the organisation and also increase the chance of retaining the individuals once they are hired. Staff retention is about finding the best of employee for the job and finding ways of keeping these employees within the Department (Eisenberger, Stinglhamber, Vandenberger, Sucharski, & Rhoades, 2002). It involves a range of ideas and human resource practices that should all be seen as interlinked such as focuses both on attracting employees to join the organisation through focussing on recruitment strategies and keeping those who are already employed, especially those posses scarce skills that are difficult to get them from labour market and are more crucial to the organisation. Also motivating the staff covers both the psychological aspects of the employee (their perception, their goals and their behaviours) and operational aspects attached to the job or tasks for which they were appointed. It requires a management approach that takes all factors (both inside and outside the organisation) into account.

Attractors are features that influence employees to join companies. Employees join companies for opportunities and rewards, but commit to and remain with companies because of their co-workers and the organization itself (CLC, 2006). The top-rated attraction drivers include compensation, benefits, future career opportunities, organizational stability, work-life balance, development opportunities, job interests alignment, location, perceived employee management, company ethics, and respectful company culture, (CIPD, 2007; Corporate Executive Board Company [CEBC], 2006; CLC, 2006). Compared to other countries, compensation and benefits are especially important in attracting employees in the U.S. (CLC, 2006). Companies advertise some of their attractors during the recruiting process and through their everyday company image. This is often called an employee brand or employer value proposition, the manner in which a company markets itself to potential employees (CIPD, 2007; CEBC, 2006; CLC, 2006). This marketing is important for companies because failure to accurately reflect an organization during the recruiting process by inflating unwarranted expectations can reduce employee commitment by as much as 20 percent (CIPD, 2007). Even in times of high unemployment it is advantageous for companies to hire employees that are compatible to a job and their company (CIPD, 2007). Once employees are attracted to companies, retention is vital.

2.2. Factors Impacting On Employee Retention

The Recruitment Communications Company (2002:2) states that, broadly, there are three sets of factors that determine an organization's ability to attract and retain employees. These are shown in figure 2.1 below:

Figure 2.1: The Model for Understanding Employee Attraction and Retention



Source: The Recruitment Communication Company (2002:2)

Kulik and Ambrose (1993) posit that Organizational inducements are all the positive features and benefits offered by an organization that serves to attract job applicants to the organization. They further explain that three inducements need specific mention, they are:-

Of the three categories, organizational practices are the most controllable; given an understanding of what is currently happening and what should be happening in an organization. Although it may not be possible or even legal to control individual attributes, it is relatively easy to identify links between them and job satisfaction and then modify organizational practices accordingly.

This section of the literature looks at the five organizational factors impacting on employee retention. They are namely: career development, remuneration/compensation, positive recognition, employee engagement and management.

2.2.1. Career Development

Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008:483) define career development as a formal approach by the organization to ensure that employees with proper qualifications and experience are available when needed. To realise this goal, the organization needs to support career development and be committed to it.

"Career development can be defined as an "ongoing" process by which individuals progress through a series of stages, each of which is characterised by a relatively unique set of issues, themes or tasks" (Greenhaus, Callanan and Goldshalk

(2000:13), as cited in Swanepoel, Erasmus, Van Wyk, and Schenk (2007:398).
Horwitz (2008:1) points out that in Asia, China and Japan, the problem of lack of skilled workers is seen to be the biggest threat organizations will face in the future. This places more pressure on South African organizations to compete for skilled labour in the global labour pool. In South Africa, according to Horwitz (2008:1), organizations are failing to retain workers, owing to the fact that employees quit their jobs because of lack of career advancement and ineffective utilisation of their knowledge and skills.

2.2.1.1. The Strategic Importance of Career Development

According to Schuler and Jackson (2006:310) the best competitors use training and development practices to improve the ability of the workforce to implement their business strategy. Improving the competence of the workforce is one way that career development can create a competitive advantage. Career development can be perceived as a means by which employers address employees' needs.

By offering career development opportunities, employers help employees to develop their own personal competitive advantage and ensure their long-term employability.

Many employees seek out employers who provide training and development activities that facilitate career advancement. When they receive such opportunities, employees are likely to commit to the organization.

The Harvard Business Review on Appraising Employee Performance (2005:116) states that most managers often botch career development and retention because they mistakenly assume that people are satisfied with jobs they excel at. However, there are other reasons why career development may go wrong. The first is the way jobs usually get filled, and the second is the fact that career development so often gets handed over to the human resources department. Most people get moved or promoted in their organizations according to a pre-set schedule, a new assignment every 18 months or when another position in the organization opens up.

Career development in general requires an on-going dialogue between an employee and his/her boss. It should not be relegated to another department, however good it may be. The human resources department adds its value in training and supporting managers as career developers.

2.2.1.2. Career Development Support Methods

Swanepoel et. al. (2007:413) suggests that while the employee is primarily responsible for career planning, the organization's management can do a great deal to support employees in managing their careers and in making more realistic career decisions.

The following are methods that can be used by organizations to support career development:

a. **Career Planning Workshops**

Career planning workshops are widely used by organizations as part of their career development systems. In such workshops people obtain self-knowledge (that is, insight into their strengths and weaknesses) and are introduced to work opportunities. An action plan to utilise the strengths and overcome the weaknesses is usually developed. Otte and Hutcheson (1992:19-20), as cited in Swanepoel et. al.

(2007:414) proposes that such workshops should cover the following aspects:

- Individual assessment (information about the individual);
- Environmental assessment (information about work);
- Comparison of self-perception with those of others (reality testing);
- Establishing long and short-term career goals (goal setting);
- Choosing among alternatives (decision making); and
- Establishing and implementing plans (action planning).

b. **Career Discussion**

"A career discussion is a planned discussion between a manager and an employee attempting to clarify developmental options in the employee's current job, examine career issues in light of current job performance and goals of the organization, and/or clarify future career options for that employee" (Otte and Hutcheson 1992:46). Conducting career discussions is one of the most important human resource manager's tasks. In this way managers support career planning. In this instance, the manager should act as an adviser and facilitate the career development process.

c. **Career Centers**

A career center is a repository of the relevant material that can assist employees in career planning. The information provided may not only inform the employee of career opportunities within the organization, but also avail him/her of selfknowledge.

d. **Career planning workbooks**

Facilities such as career centers and workshops are not always available to all employees. A well designed workbook can fill this need. The individual works alone through a series of assessment exercises and thereby obtains valuable selfknowledge. In this way a workbook can achieve some of the objectives of a workshop.

e. **Mentoring**

Meyer and Fourie (2004:2) define mentoring as a dynamic and reciprocal relationship in a work environment whereby a more advanced and wise career incumbent (mentor) helps a less experienced person who has development potential
(mentee – who is not his direct subordinate) develop in some specified capacity. Mentoring is a process of transferring and exchanging information between a mentor and a mentee as they develop a long-term relationship over an extended period of time. Meyer and Fourie (2004:3) further explain that, mentoring is not about being sponsored for a promotion, but rather as one of many tools that assist in the career development of employees.

2.2.2. The Impact of Remuneration/Compensation on Employee Retention

Compensation has always been at the heart of any employment relationship. Swanepoel et. al. (2003:487) explain that, in its simplest form, this relationship is usually based on an economically motivated process whereby certain inputs (physical and mental work behaviour) are exchanged for some outputs (rewards) that are considered to be desirable in satisfying individual needs or goals. The utilisation of rewards can therefore be a very important and powerful tool for shaping and determining work behaviour aimed at attaining the strategic objectives of an organization.

Vance (2004:15) states that compensation consists of financial elements (pay and benefits), but may also include non-financial elements or perks, such as on-site day care, employee assistance programmes, subsidized cafeterias, travel discounts, organization picnics and so on. The most effective compensation plans support the organizations' strategic objectives. For example, if an organizational strategy hinges on innovation, then the compensation system should encourage and reward risktaking. A well-designed compensation plan gives an organization a competitive advantage. It helps to attract the best job candidates, motivate them to perform to their maximum potential and retain them for the long term.

Nel et. al. (2001:281) suggest that a good compensation system must attract good employees by structuring salary packages that tempt people to apply for the job in the first place; it must also be able to retain such workers, because many other employers in the marketplace will be seeking their services as well.

2.2.2.1. Compensation Objectives

Compensation objectives are those guidelines that determine the nature of a reward system. They also serve as standards against which the effectiveness of the system is evaluated. According to Swanepoel et. al. (2003:490), the classical objectives of any compensation system are to attract, retain and motivate employees. In addition, many more objectives may be formulated to ensure that the compensation system contributes to the organization's overall objectives. The following, as stated by Swanepoel (2003:490) are some of the common objectives of an effective reward system:

a. **Attracting the Right Quality of Applicants**

Generally organizations that give the greatest rewards tend to attract the most applicants and can therefore recruit the best qualified staff. In order to maintain a competitive pay-level strategy, an organization needs some knowledge of the going rate in the labour market.

b. **Retaining Suitable Employees**

To encourage valuable staff members to remain, the compensation system must offer competitive rewards for these employees to feel contented when they compare their rewards with those received by individuals performing similar jobs in other organizations.

c. **Maintaining Equity among Employees**

In the context of compensation the concept equity relates to perceptions of fairness in the distribution of rewards. It is generally considered to be one of the most important objectives of any compensation system. Different types of equity can be distinguished: external, internal and individual.

- ***External equity*** involves comparisons of rewards across similar jobs in the labour market.

- ***Internal equity*** deals with comparisons of rewards across different jobs within the same organization. It addresses the issue of the relative worth of, for example, an engineer versus an accountant working for the same employer.
- ***Individual (procedural) equity*** is concerned with the extent to which an employee's compensation is reflective of his or her contribution and the fairness with which pay changes such as increases are made. Changes may be based, for example, on individual performance, on competencies, or according to fixed increments or seniority.

d. **Rewarding Good Performance and Providing Incentives for Desired Behaviour**

An organization can structure its reward system to encourage employee behaviour directed towards improving corporate performance and achieving specific aims.

e. **Maintaining Cost-effectiveness**

The compensation system often constitutes the single largest operation of an organization and should therefore be designed and assessed from a cost/benefit perspective. A systematic pay structure is therefore needed to prevent undue expense and possible over or underpayment of employees.

f. **Compliance with Legal Requirements**

Compensation design faces certain legal requirements and needs to comply with legislative regulations and collectively bargained agreements. Labour legislation such as the Employment Equity, No. 55 of 1998 and the Basic Conditions of Employment Act, No. 75 of 1997 have a direct impact on compensation design; and collectively bargained agreements reached with unions also restrict the freedom of design choices for the compensation manager.

g. **Providing for Flexibility and Administrative Efficiency**

Design should be flexible enough to prevent bureaucratic rigidity and allow for dealing with alterations in relative market rates and individual differences in terms of merit. In addition, it should be simple enough to explain, understand and operate.

2.2.2.2 The Strategic Importance of Compensation

Like many other aspects of an organization's approach to managing human resources, compensation can facilitate (or interfere with) the achievement of different strategic objectives. The three main objectives, according to Schuler and Jackson (2006:362) are:

- Attracting and retaining the talent required for sustainable competitive advantage;
- Focusing the energy of employees on implementing the organization's particular competitive strategy; and
- Improving productivity.

2.2.2.3. Attracting and Retaining Talent

Schuler and Jackson (2006:362) argue that, in conjunction with an organization's recruitment and selection efforts, a total compensation system provides pay that is sufficient to attract the right people at the right time for the right jobs and keep them motivated to perform their jobs to the best of their ability. Unless compensation is perceived as internally fair and externally competitive, skilled employees are likely to leave.

2.2.2.4. Compensation, Recruitment and Retention

According to Schuler and Jackson (2006:370), the monetary and non-monetary compensation that an organization offers partly determines the number and quality of job applications received during recruitment. Once the best applicants have been selected, their decisions on whether to join the organization are likely to be influenced by the salary and bonuses offered. Compensation practices also influence employees' decisions on whether to stay with their employers or leave.

From the above discussion it can be concluded that compensation / remuneration constitutes the largest part of the employee retention process. Employees always have high expectations regarding their compensation packages. These packages vary from organization to organization. An attractive compensation package plays a critical role in employee retention.

2.2.3. The Impact of Positive Recognition on Employee Retention

According to Jacobson (2008:1), every employee has a need to be commended and recognized, and the more often they get it the better. Supervisors are in a better position to commend and recognize employee performance. In order to make employee recognition more effective, it is crucial that managers strategically tie recognition results with employee performance and reward employees for great achievements in a timely manner and to use a wider menu of options for employee recognition.

2.2.3.1. How to Provide Effective Employee Recognition

Heathfield (2008:20) suggests that organizations should prioritize employee recognition to create a positive, productive and innovative organizational climate. Organizations must provide employee recognition even if its saying “Thank You” and to encourage more of the actions and thinking known to contribute to the success of the organization.

According to Heathfield (2008:20), people who feel appreciated are more positive about themselves and their ability to contribute. Employees with positive self-esteem are potentially organization’s best employees. These beliefs about employee recognition are common among employers even though implementation may be different.

2.2.3.2. Impact of Positive Recognition

The more organizations celebrate employee’s achievements through day to day gestures of appreciation or through formal corporate and organizational recognition activities, the more employees will contribute to the achievement of organizational goals.

According to Nelson (2003:1), organizations get what they reward. Research shows that human behaviour is shaped by its consequences, and that one of the most powerful ways to enhance employee performance is by providing positive consequences for that performance. If an organization notices, recognizes and rewards specific behaviour or performance, for example excellent customer service, that behaviour will tend to be repeated and reinforced.

A fundamental reason for the use of recognition is that it has a positive impact on the retention of employees. Nelson (2003:1) found evidence to support the link between employee recognition and its impact on employee attraction and retention.

Nelson (2003:2) suggests that when organizations are building a business case to support recognition, it is important to make a connection between employee recognition and its impact on employee attraction and retention. Nelson (2003:2) uses figure 2.6 below to illustrate the link between recognition and employee retention: Government's Performance Management and Development System provides a vehicle for managers and supervisors to provide employees with the information they need to do their jobs well. Employees look to their managers for feedback on their performance. Constructive and consistent feedback whether it is in the form of praise or suggestions for improvement can be a valuable form of recognition.

2.2.3.3. Guidelines for Effective Employee Recognition

Nelson (2003:3) suggests that, in order for organizations to ensure that employee recognition activities are effective, genuine and meaningful, they should consider the following: ○ Recognition should be fair, transparent, inclusive, frequent, timely and varied.

○ The form of recognition used should be appropriate to the contribution that was made.

○ Recognition should be meaningful and reflect the preferences of the recipient. ○ Recognition activities should be respectful of workplace diversity.

○ Employees at all levels should be involved in the development, implementation and review of recognition programmes and practices.

- When recognition is the result of a group or team effort, all contributing members of the team should be recognised.
- Recognition activities should be communicated and promoted to foster a culture of recognition and pride among employees.

Heathfield (2008:21) adds the following guidelines for effective employee recognition:

1. Fairness, clarity and consistency: Employees need to see that each person who makes the same or similar contribution has an equal likelihood of receiving recognition for the efforts. Heathfield (2008:21) recommends that for regularly provided employee recognition, organizations establish criteria for what makes an employee eligible for the employee recognition. Anyone who meets the criteria will then be recognized.
2. Employee recognition approaches and content must be inconsistent

This sounds contradictory to the point above. But in reality, organizations want to offer employee recognition that is consistently fair, but they also want to make sure that employee recognition efforts do not become expectations or entitlements. As expectations, employee recognition efforts become entitlements, which actually defeat the purpose of the whole process.

3. Organizations must be specific in letting the individual know the reason for the recognition

The main purpose of feedback is to reinforce what the organization would like to see the employee do more of; the purpose of employee recognition is the same. In fact, employee recognition is one of the most powerful forms of feedback that an organization can provide.

4. Offer employee recognition as close to the event recognized as possible

When an employee performs positively, recognition must be provided immediately. It is likely that the employee is already feeling good about his /her performance; the timely recognition of the employee will enhance the positive feelings. This, in turn positively affects the employee’s confidence in his/her ability to do well in the organization. Heathfield (2008:23) lists the following initiatives to approach the provision of employee recognition:

2.3. Factors Influencing Employees Leaving an Organisation

Staff attrition rate and workers' absenteeism means significant costs to the organizations. In many organizations, workers are leaving even after the organization has spent huge amount of money for the benefits of the workers. Many organizations accept workers' mobility as part of doing their business, but it is a matter to be regretted. In these circumstances, the HR Department has got a significant role to play.

According to Hewitts Associates (2006), most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must do its level best to retain those employees who are really important for the system and are known to be effective contributors. It is the responsibility of line managers as well as management to ensure that employees are satisfied with their roles and responsibilities and that the job offers them a new challenge and learning experience every day.

The most obvious reason for employees leaving any organization is higher pay. The main problem here is that employees are moved from one location to another location along with their family and this problem can be taken care of by a salary hike. Work timings are such that they are making employees leave the organization.

These days, employees are joining organisations at very young age because of lucrative salaries being offered. But with time, they apply for higher education and try to move on to other organizations or sectors to occupy top management positions.

The percentage of women workers is also responsible for higher attrition rate. Generally, women workers leave the organization after marriage to take up their house-hold duties. Eighty percent of employee turnover can also be attributed to the mistakes during hiring process (Harvard Business Review, 2010).

Raja R. L. (2010) studies indicates that employee retention would require a lot of efforts, energy, and resources but the results are worth it. Employees do not leave an organization without any significant reason. There are certain circumstances that lead to their leaving the organization. The most common reasons are:

○ *The Job is not what the employee expected it to be*

Sometimes the job responsibilities do not come out to be the same as expected by the employee. Unexpected job responsibilities lead to job dissatisfaction.

○ *Job and personality mismatch*

An employee may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he will not be able to perform it well and will try to find out reasons to leave the job.

○ *Lack of appreciation and no growth opportunities*

If the work is not appreciated by the supervisor, the employee feels de-motivated and loses interest in the job. No or less learning and growth opportunities in the current job will make employees job and career stagnant.

○ *Lack of trust in and support for co-workers, seniors and management*

Trust is the most important factor that is required for an individual to stay in the job. Non-supportive co-workers, seniors and management can make office environment unfriendly and difficult to work in.

○ *Stress from overworking and work life imbalance*

Job stress can lead to work life imbalance which ultimately many times lead to employee leaving the organization. ○ *New job offer and Compensation*

An attractive job offer which an employee thinks is good for him with respect to job responsibility, compensation, growth and learning etc. can lead an employee to leave the organization. Better compensation packages being offered by other organisations may attract employees towards themselves.

2.4 Improving Employee Retention; Attracting the Right Candidates

Retention is a voluntary move by an organisation to create an environment which engages employees for a long term or time (Chaminade, 2007). According to Samuel and Chipunza (2009), the main purpose of retention is to prevent the loss of competent employees from the organisation as this could have adverse effect on productivity and profitability. However, retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment. One of the traditional ways of managing employee retention and turnover is through organisational reward system.

William et al (1996) explain reward as what employees receive in exchange for their contributions to the organisation. This reward could come in the form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available. A number of factors have been articulated in order to explain the reason employees leave one organisation for another, or in some cases, leave the country.

Abassi et al (2000), highlights some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Herzberg (1959) two factor theory as cited in Bassett-Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic).
These variables were referred to as "hygiene" factors by Herzberg which, although do not motivate employees, nevertheless, they must be present in the workplace to make employees happy. The dissatisfying factors are company policies, salary, coworker

relationships and supervisory styles (Bassett-Jones et el, 2005). Herzberg argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies by Kinnear et al, (2001), have however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organisations. The implication of this, therefore, is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

Adams (1965) equity theory as presented in Spector (2008) and Herzberg's twofactor theory submit that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress, and that this leads to efforts to restore equity within the organisation. Failing to find any, Hellriegel et al (2008) argue that they may behave in ways that harm the organisation. For example, they may quit, and when high performers leave the organisation, the company loses its productive talent and the capacity to gain competitive advantage. If dissatisfied employees stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment. This may also put the organisation at competitive disadvantage. An under-rewarded employee tend to show feelings of hostility to the organisation and perhaps their co-employees which may lead to reduced productivity and this may impair the overall performance of the organisation especially when high performing employees are involved.

Similarly, Herzberg two-factor theory cited in Mausner et al (1999) considers the organisation-based motivational variables which are responsible for employees' job satisfaction. Job satisfaction or dissatisfaction has long been recognised as a predictor of employee retention and turnover. The theory attempts to explain satisfaction and motivation in organisations by stating that satisfaction and dissatisfaction are driven by different factors (that is motivation and hygiene factors) respectively. Motivators are those aspects of the job that make people want to perform and inform their decision to stay or quit an organisation. These motivators are considered intrinsic to the content of the job and include variables such as achievement, recognition, the work itself, responsibility, advancement, and growth.

Conversely, dissatisfying experiences, called "hygiene" factors, largely results from extrinsic, non-job related factors such as company policies, salary, co-worker relations and supervisory styles. Herzberg argues that eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Satisfaction (and motivation) would occur only as a result of the use of intrinsic motivational variables.

Strategic recruitment plan by sponsoring students in tertiary institutions with the undertaking that beneficiaries of such sponsorship would be bonded to work for the organisation after completing their studies for the number of years, such sponsorship lasted. For instance, a student who receives sponsorship for two years would be required to work for the organisation for at least four years before such employee could seek alternative job elsewhere. As part of the retention practices in the organisation, there is the practice of promotion within the organisation which fosters good succession plan and encourages employees to build a life-long career around the organisation. This will also foster commitment and loyalty amongst the employees.

Employees' intention to remain and be committed to an organisation can be explained within the context of Abraham Maslow's hierarchy of needs theory. According to Maslow, as cited in Robbins (2005:60), people are motivated to satisfy five need levels and these include physiological, safety, social, esteem and self actualisation needs. At the bottom of the hierarchy are the physiological needs that represent basic issues of survival and include things like food, clothing and shelter. Others include safety and social needs. These needs can be satisfied through adequate salaries, job security and social affiliation. If these needs are not adequately satisfied, then the individual embark on the process of searching for alternative employment. The use of money as a motivator has generated a lot of debate from researchers. For example, Kinnear et al (2001:17) assert that managers should not be deceived that money no longer matters in retaining employees any longer. Kinnear et al (2001:17) further reiterate the importance of money in attracting, motivating and retaining quality employees in the organisation and further concluded that skilled employees are achievement oriented and want their achievements rewarded with money.

Tietjen et al (1998: 227) reviewed four methods of motivating employees toward improved performance as money, goal-setting, participation in decision making, and job redesign. Locke (1968) found that money was overwhelmingly the most important motivator. Robbins (1983), as cited in Meudell et al (1998: 128) suggests that money can be considered to act as both “scorecard” which enables employees to assess the value organisation places on them in comparison to others, and as a medium of exchange in that an individual can purchase whatever he/she needs. In a comparative analysis, organisational practitioners observe that in organisations experiencing turnover, compensation was the most common reason given for leaving.

However, in organisations with low turnover, compensation was not the reason for staying – instead, most employees stayed because of intrinsic reasons such as job satisfaction and good relationships with their managers and other employees ***(www.reliable surveys. com).*** This suggests that the cause of dissatisfaction is not the same thing that determines satisfaction on the job. This assertion is consistent with both Herzberg’s and Maslow’s theories of motivation, which propose that compensation and other financial benefits satisfy only lower level needs, but motivation and satisfaction result from higher needs being met. Amar (2004: 96) argues that money has not remained as good a motivator as it was in the past.

The efficiency of money as a motivator of skilled employees is quite low. Hays (1999: 48) advises that if managers reward performance with only money, they will be losing the substance of retention because there are other more powerful ways of motivating quality employees and these include freedom and flexibility in the organisation. It can be argued that the use of money as a motivator in the skilled labour environment would depend on how it is deployed. For employees to be effectively motivated, Karp, et al (1999: 45) proposes that the bulk of rewards that organisations offer their employees should be expanded to include nonfinancial incentives. These incentives should include issues such as work/life benefits, training and development opportunities, promotion and autonomy. Several authors have, however expressed dissenting opinions to the argument of Kinnear et al (2001: 17).

Money, in the opinion of Amar (2004: 96) has been the obvious and most important outcome from employment and, until a couple of decades back, was the only outcome that employers offered to their employees. That practice has changed. The efficiency of money as a motivator of talent is quite low. In contemporary organisations, Hay (1999: 46) contends that if managers reward performance with only money, in many ways, they lose the retention war, because there are other more powerful motivators of talent, such as freedom and flexibility in the organisation. Concurring with Hay (1999: 46), Dess et al (2008: 127) states that money cannot be ignored, but it should not be the primary mechanism to attract and retain talent because employees who come for money will leave for money. The controversy surrounding the use of money as a strong retention factor will persist for a long time to come as most labour union agitations, for example in South Africa and other parts of Africa in recent times were motivated by pay rise. In a non-inflationary environment money may not motivate certain category of employees like those in managerial level. This may not however, be the case in an inflationary environment like Ghana where salary can be used as an effective retention tool. In such a situation, it is important that salaries be constantly and continually reviewed in order to match inflation trend.

William et al (1996) posit that employee turnover is accelerated when employees are dissatisfied with the reward system in an organisation. The desire for more rewards can have negative implications on an employee’s performance as it can lead to reduced performance which also has a negative bearing on the organisation production targets.

Similarly, this desire for more rewards can lead to industrial disharmony in organisations with trade unions agitating for pay rise as presently witnessed in both the public and private sector organisations in Ghana. Reward dissatisfaction is also known to be a major predictor of employee turnover resulting in withdrawal behaviours such as absenteeism, lateness, withholding productivity and sabotage. This is a reflection of the general business environment in Ghana where businesses cannot afford to pay competitive salaries to those obtained in other countries which attracted most of the highly skilled employees. Job security was also found to be a contributory factor to the high rate of turnover in most organisations. Empirical study by Samuel and et al (2009) found a strong evidence of association between job security and employee retention. This is more so in under-developed and developing economies where job security presents an important factor in employment decision making of individuals. Employees place great importance on their jobs because it provides them with the source of income with which socioeconomic stability and psychological well-being are achieved.

However, regardless of the importance attached to job security, existing literature provides a contrary view. Some literature argue that job security at present has a different retention to different generations of employees. Supporting this assertion, Amar (2004: 97) states that job security is not a retention antecedent for the new generation of skilled employees. Their expectations in the organisation do not include long-term employment. They see job security as a positive feedback of their labour market worth and therefore look for a daily proof that their work matters. In this way, skilled employees create for themselves a sense of security every day, meaning that, if they are doing a good job, they are secure, if not with their present employers, then with another one. Notwithstanding the position of these authors, job security will continue to be a crucial motivation and retention driver, particularly in under-developed and developing economies like Ghana with high incidence of poverty. Lambert et al (2009: 98) predicted external employment opportunities to have a direct positive effect on turnover intent.

Kiekbush et al (2003) state that employment opportunities are important because the ability to find a new job affects people's turnover intentions. Most employees are rational economic creatures who will not quit their jobs without feeling confident that they will be able to find a similar or better paying job. Lambert, (2001) also argued that, the costs of high turnover can be considerable thus making it imperative for the organisation to appropriately redirect its retention intervention strategy in consonance with the retention of employees. Organisation can retain a sizeable number of its high performing employees in the face of unabated economic situations. It would be too late and indeed counterproductive for managers trying to respond after employees have left. That will amount to a 'fire brigade' approach to managing a destructive organisational phenomenon such as turnover.

2.5 Strategies to Stop Staff from Leaving their Organisation

The problem of employee turnover is a problem for any organization. One would think that during times of high unemployment, the turnover rate in most organizations would be at an all-time low. The cost of employee turnover is more than the annual salary of the individual lost. In fact, most estimates place the total replacement cost at roughly one hundred and fifty percent of the employee's salary. These costs go directly to the bottom line. Reducing employee turnover is not a rocket science; however, many

companies struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, organizations that stress leadership development have an inherent advantage that can make the difference between survival and extinction (Maertz et al
2004).

Trever (2001) stated that, turnover costs for many organizations are very high and can significantly affect the financial performance of an organization. Direct costs include recruitment, selection, and training of new people. Much time and expense go into this process. Indirect costs include such things as increased workloads and overtime expenses for co-workers, as well as reduced productivity associated with low employee morale. Estimated costs vary from organization to organization, some as low as a few hundred dollars to as high as four times the annual salary of the employee.

There are many potential causes for turnover. Area economic conditions and labour market conditions affect general turnover rates and can be very difficult to manage. However, certain causes associated with turnover in any specific job or organization can be managed. These include such things as non-competitive compensation, high stress, working conditions, monotony, poor supervision, poor fit between the employee and the job, inadequate training, poor communications, and organization practices.

For a company to develop a retention strategy, several steps must be taken. First, they must assess the current situation and measure the turnover rate in their company. Turnover is calculated simply by dividing the number of annual terminations by the average number of employees in the work force. A company must also measure the cost of turnover, develop retention strategies, and plan for some expected turnover and a changing workforce culture. Employers must recognize that quality of work life is becoming more and more important to employees. According to Robert, (2010), the strategies an organisation can adapt to reduce the level of turnover at very low cost in an organisation may include the following:

a. Train and Develop People

Employees, who have been trained on several different jobs, recognize they are of higher value to the organization and tend to be less inclined to leave. Along with the pleasure of having more variety of work, employees appreciate the ability to take on additional skills. Having good bench strength allows the organization to function well, even during times of high vacation or illness.

Organizations that focus on employee development enjoy higher employee satisfaction, which leads to lower turnover. If each employee has a concrete development plan that is reviewed at least annually and contains a variety of growth opportunities, the employee will have little reason to look for greener pastures elsewhere.

b. Build Trust and Recognize Good Performance

By extending trust to employees, leaders demonstrate their willingness to support them. This pays off in terms of higher trust on the part of employees toward the organization. There is a whole science on how to build trust. By creating a real environment, more trust in an organization will lead to lower turnover. Reinforcing people for doing good work let them know they are appreciated. Tangible and intangible rewards are a great way to show management appreciation for workers who excel. This improves morale if done well. However, understand that reinforcement can be a minefield if it is not handled properly. Make sure employees receive sincere appreciation by management on a continuing basis. Employees who are underutilized, tend to get bored and restless. If there is a vacuum of activity, people often get into mischief. It is important for managers to craft job duties and responsibilities such that people are actively engaged in the work every day.

c. Communicate more to employees

In nearly every corporate survey on employee satisfaction, the issue of communication surfaces as either the number one or number two complaints. Communication needs to be ubiquitous and consistent. It is not enough to have a monthly corporate newsletter or an occasional town hall meeting. Communication needs to take many different forms and be a constant priority for all levels of management. During lean economic times, companies have a need to stretch resources as much as possible. This leads to burnout and people leaving for health reasons or just plain quitting in disgust over the abuse. It is important for management to assess carefully how far resources can be stretched, because going beyond the elastic limit guarantees a high level of employee turnover. I believe this rule is habitually violated in many organizations, and they pay for it big time.

Stretching people too far is a false economy.

When managers apply constant pressure to squeeze out the last drop of productivity, they often go over the line, and it becomes counterproductive. If leaders grind people down to a stump with constant pressure for perfection and ever higher productivity, the quality of work life suffers. Employees can tolerate a certain amount of this for some time, but eventually they will break down. It is smart to set very high goals, but very important to have employees believe the stretch goals are attainable. One good way to provide this assurance is to have the employees themselves participate in setting the goals. The best companies find ways to work in a little fun somewhere, even (and especially) in high pressure situations. There needs to be a constant flow of information on how all employees are doing in each area of the organization. People who are kept in the dark about their performance become disillusioned and cranky.

The simple kindness of letting people know how they are doing on a daily or weekly basis pays off in terms of lower turnover. All levels of management and supervision need to be highly proficient at creating an environment where the culture is positive and has high trust.

2.5. Definition of Turnover Rate

Employees' turnover is a much studied phenomenon (Tor Guinmaraes, 1997). But there is no standard reason why people leave organizations. Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy. Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995).

This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. "Unfolding model" of voluntary turnover represents a divergence from traditional thinking (Hom and Griffeth, 1995) by focusing more on the decisional aspect of employee turnover, in other words, showing instances of voluntary turnover as decisions to quit. Indeed, the model is based on a theory of decision making, image theory (Beach, 1990). The image theory describes the process of how individuals process information during decision making. The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting. Beach (1990) argues that individuals seldom have the cognitive resources to systematically evaluate all incoming information, so individuals instead of simply and quickly compare incoming information to more heuristic-type decision making alternatives. There are basically two forms of turnover which have been discussed below.

2.5.1. Voluntarily Vs. Involuntary Turnover

There are two types of turnover: Voluntary and Involuntary. Voluntary turnover is sub-divided into avoidable and unavoidable turnover. Avoidable turnover is that which an organization can prevent from occurring such as increasing the employee pay or by giving him new job assignment. Unavoidable turnover is when an employee quits and the organization could not have prevented, such as people withdrawing through retirement or going back to school or university. Other examples of unavoidable turnover is when an employee quits in pursuit of a new career, health problems which forces an employee to take up a different type of job or perhaps when an employee leaves the country. Involuntary turnover can be split into discharge and downsizing types. Discharge turnover occurs when an individual has been asked to leave the organization. This could be due to job performance problems wherein an employee does not perform well over a period of time even after adequate training is given to the employee or could be for not being discipline at work e.g. coming late at work or misbehaving with colleagues. Downsizing turnover is targeted at a group of employees by an organization, it occurs as a part of organizational restructuring or cost-reduction program to improve organizational effectiveness and increase shareholder value. This reduction could be permanent or temporary due to a plant or site closing or relocation. The reduction in workforce also occurs at the time of mergers and acquisitions (Heneman and Judge, 2006). Today all factors should not be seen as involuntary turnover as both government regulation and company policies create the chance for such staff to come back to work, or to continue to work on a more flexible basis (Simon et al., 2007).

2.5.2. Calculation of Employee Turnover

Calculating turnover rate is one way to understand and monitor the turnover rate in an organization. The common way of calculation turnover is expressed in terms of a ratio of a group of leavers to the average work force over a period of time.

$$\text{Turnover Rate} = \frac{\text{Total number of leavers over period}}{\text{Average total number employed over period}} * 100$$

There is a limitation of this formula. It determines a crude rate only and doesn't make distinction between voluntary and involuntary turnover. The Chartered Institute of Personnel and Development (CIDP) (2007) encourage calculation of turnover separately for each exit form. In this way an organization will have a clear picture of turnover according to the exit forms. The other alternative according to CIPD (2007) is to calculate stability index. It indicates the retention rate of experienced employees. It can be calculated for an organization as a whole or for part of an organization.

$$\text{Stability Rate} = \frac{\text{Number of staff with one or more years service}}{\text{Number employed a year ago}}$$

To calculate voluntary turnover rate and to classify it further as dysfunctional or functional turnover, the causes of voluntary turnover should be known. The common practices of exit interview to identify the cause of resignation many not show the true reason for resignation especially if it is conducted by line managers. Some argue that it should be done by outsiders. Employee opinion survey is recognized as a useful tool in assessing the motivation and the attitude of workers while at work and help the organization to act before the turnover of those workers the organization desired to retain.

Identify the most common determinants factor that lead to voluntary turnover is important from the organizational point of view to reduce the voluntary turnover rate and the cost incurred by it.

2.5.3. The Outcome of Turnover

According to Meudell et al (1998), it is good for an organisation to hire the right people and continue to develop their careers. An organisation must have an ongoing career development programme, tuition reimbursement or skills training programme. An investment in upgrading the workforce is one of the best investments a company can make when looking at long-term growth. Hiring the people that are a good "fit" with the culture of the organization — meaning that their values, principles, and goals clearly match those of the company — and then training as necessary will go a long way toward ensuring employee loyalty and retention. Most companies with low turnover rates are very employee oriented. They solicit input and involvement from all employees and maintain a true "open-door" policy that avoids closed-door meetings. Employees are given an opportunity for advancement and are not micromanaged. Intrinsic rewards are critical. Employees must believe they have a voice and are recognized for their contribution. Remember that "trust" and "loyalty" are a two-way street. A company's culture should encourage open communication and employee input.

Develop an overall strategic compensation package that includes not only base and variable pay scales, but long-term incentive compensation, bonus and gain-sharing plans, benefit plans to address the health and welfare issues of the employees, and non-cash rewards and perks as well. To be competitive in today's labour market, most companies find it necessary to offer a standard benefit package, including health, dental, and life insurance, vacation and leave policies, and investment and retirement plans. But what more could be done that would be cost effective toward creating an employee-oriented work environment. Creativity in compensation and benefits can make quite a difference to the welfare of the employee. A company should assess overall employee needs when addressing retention issues. If employee welfare is a genuine concern, what about child care. How much employee

absenteeism is attributable to not having a dependable babysitter? Although the costs and liabilities involved in providing onsite day care can be prohibitive, perhaps a company could subsidize childcare in some manner. Sometimes, just negotiating rates for your employees with area childcare providers could be very helpful. May be some kind of a company match would be possible. Household chore assistance is another possibility that is being used by some companies.

Other options such as alternative work schedules or flex time, or perhaps preventative health care and wellness programs such as fitness centre memberships as possible cost-effective benefits. Service recognition, event tickets, trips, and public recognition can send strong messages to the public regarding company culture and values. Simply examine the issues and needs of your employees and try to develop creative programmes to address these needs. Although many costs associated with these suggestions may seem prohibitive, as well they may be, the company must evaluate the costs of current turnover, analyze the reasons for the individual organization, and develop strategies that in the long term are less costly than continued turnover. Some of these suggestions may not be so costly in comparison. Organisations should be fair and consistent in establishing compensation. Promote from within if possible. Attempt to avoid bringing new people on board at a higher rate than current employees. Policies to prevent discussion of wages simply do not work. Furthermore, such policies are in complete opposition of "open-door" communications. (Missouri business.net)

CHAPTER THREE RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0. Introduction

This chapter is to describe and explain the methodology which was used to carry out the research. The chapter basically highlights the two main questions of how the data was collected and analysed in addition to the profile of the study area. The chapter presents the framework used in achieving the research objectives. It discusses the research design, source of data, population and sampling technique or procedure employed, sample size, data collection tools, data analysis as well as the validity and reliability of the research.

3.1. Research Design

The research is descriptive in nature which is based on empirical evidence in the form of primary data. The researcher selected a renowned polytechnic (Kumasi Polytechnic) in the Kumasi metropolis. The study adopted quota sampling in the collection of the primary data.

A structured questionnaire which comprised both open and closed ended questions was personally administered and used for collection of data. The survey strategy was used because it allowed the researcher to collect a large amount of data from the sample in a highly economical way and it is also comparatively easy to explain and understand.

Interview was also used to collect the qualitative data from respondents. Here, the researcher physically met respondents and asked the questions face to face. The interview method was used because it helped to gather first-hand information from respondents and this information helped to a large extent to answer research questions and objectives.

3.2 Sources and Types of Data

The research relied on basically qualitative approaches to research. Qualitative research is a system of inquiry which seeks to build a holistic, largely narrative, description to inform the researcher's understanding of a social or cultural phenomenon. Qualitative research takes place in natural settings employing a combination of observations, interviews, and document reviews. Qualitative research design strategies used was basically a case study. The necessary information for the study was collated from both primary and secondary sources.

3.2.1 Primary Data

Primary data are data collected specifically for the research project being undertaken. Saunders *et al*., (2007) posit that it is information collected from persons involved by a researcher and the information is very unique and known to the researcher alone. This study however utilized both questionnaire and interview guide to solicit for the necessary primary data.

3.2.2 Secondary Data

The secondary data were basically data derived from new data, published documents and literatures that were relevant to the research objectives and research questions. These include data gathered from the internet, official reports, newsprint, journals, copies of letters and others.

3.3. Population of the Study

A population is a group of individuals, persons, objects, or items from which samples are taken for measurement (Saunders *et al*., 2007). Target population is the entire group of individuals about whom you want to gather information. To design a useful research project, there is the need to be specific about the size and location of your target population.

The target population of the study was limited to all the staff members of Kumasi Polytechnic (K-POLY). The institution has a finite staff population of 534. This population is made up of 228 academic staff and 306 of non-teaching staff.

Table 3.1 Staff population of Kumasi Polytechnic

Category	Numerical Strength
Teaching	228
Non-Teaching	306
Total	534

Source: Finance Office, Kumasi Polytechnic, 2011

3.4. Sampling Procedure and Sample Size

A sample is a deliberate choice of a number of people in a given population which provides the researcher with data from which conclusions can be drawn. There was the need to sample since the researcher was constrained by time and financial resources and therefore making it impracticable to survey the entire population. The study made use of both the academic staff and non-teaching staff. With quota sampling, 120 academic and 110 non-teaching staff members were selected for the study. This therefore gave a total sample size of 230.

Table 3.2 Sampling Size

Category	Numerical Strength
Academic	120
Non-Teaching	110
Total	230

Source: Finance Office, Kumasi Polytechnic

Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. The sample size was obtained by using the finite population formula for calculating sample sizes as shown below:

$$n = \frac{N}{1+N(\alpha)^2}$$

$$n = \frac{534}{1+534(0.05)^2}$$

$$n = 229 \approx 230$$

Where n= sample size, N= population size, ∝= the error level (5%)

3.4. Data Collection Tools

Information was collected from both primary and secondary sources. Both structured and unstructured questionnaires as major data collection instruments were personally administered through interview as a means of obtaining the required information for achieving the research objectives. The same set of questionnaire was developed for major sampling groups of both the academic staff and the non-teaching staff. The section of the data that was collected from secondary sources included published materials in the print and electronic media, journals and publications on the internet.

3.5. Sampling Technique

Irrespective of the many polytechnic institutions in the country, the Kumasi Polytechnic was chosen for the study because of the availability of information. The management staff of the institution relative to the others was more willing to provide the appropriate and all requested information during the reconnaissance survey. To obtain a fair representation of the study population in order to improve the viability of the study, quota sampling procedure was adopted. Quota sampling is a nonprobability technique used to ensure equal representation of subjects in each layer of a stratified sample grouping. With this sampling technique, 120 academic staff members and 110 non-teaching staff were chosen for the study. The same questionnaire for these different bodies was developed to include both open-ended and closed-ended questions with the desire to capture the various objectives of the study. In addition, for receiving information about the specified case or target organization, a social survey was conducted.

3.6. Method of Data Analysis

The goal of analysis is to arrange the collected material so that the answer to the initial problem of the project reveals itself. The problem dictates what kind of information has to be analyzed, and the type of information determines which tools can be used to handle it.

According to Saunders *et al* (2007), the validity and understanding that you will gain from your data will have more to do with data collection and analysis than with the size of your sample. Based on the nature of data collected, the Statistical Package for Social Science (SPSS) was used in processing primary data gathered through questionnaires from the case study. Descriptive statistics including frequency tables, charts, and graphs were used to show some of the results from field work. The compilation, editing and computation of the responses from the questionnaire for management; and customers enabled the researcher to comment objectively on the outcome. This proved crucial in making appropriate and objective recommendations by the researcher on the findings.

3.7. Validity and Reliability

When collecting data, it has to be both valid and reliable. Validity refers to the empirical data collection that measures what is supposed to measure and its applicability to a major population. Validity can be both internal and external. The internal validity can be threatening by measuring of wrong data which eventually lead to incorrect interpretation. On the other hand, the external validity is about being able to transmit information to other context.

There are different ways of testing the validity of a result such as going back to the respondents to test their agreement level of the result. Another way to test the validity is to compare the result with other theories and empirical result. If other surveys of the study are done with other kinds of methods and have the same result, it strengthens the validity.

3.8. Profile of Kumasi Polytechnic (K-POLY)

3.8.1 History of Kumasi Polytechnic

Kumasi Polytechnic was established as a technical school in 1954 (Kumasi Polytechnic Strategic Plan 2005 – 2010). It was called Kumasi Technical Institute (KTI). Later, in 1963, it was converted to a non-tertiary polytechnic status under the Ghana Education Service. It offered technician, diploma and sub-professional courses in addition to the craft courses that were being offered. Later, the polytechnic concentrated on Technician courses, Ordinary Diploma Programmes and other Professional courses.

The polytechnic was raised to tertiary status in 1992 after government enacted the Educational Reform Programme Law, PNDC Law 321. From then on, the polytechnic trained students up to the Higher National Diploma (HND) level. Again, another law, The Polytechnic Act, 2007 (Act 745) was enacted to pave way for the polytechnics to award their own degrees in addition to the Higher National Diploma (HND) programmes.

3.8.2 Main Activities of the Institute

The institution is managed by a team headed by the Rector who reports to the Polytechnic Council. The polytechnic runs programmes leading to the award of degrees and diplomas as well as certificates. Kumasi Polytechnic concentrates on training top and middle level manpower needs in areas of Applied Sciences, Engineering, Business and Manufacturing. The Polytechnic has the following schools – Applied Science, Business and Management Studies, Engineering and finally Centre for Enterprise and Entrepreneurship Development. These schools have the total of eighteen academic departments. (Kumasi Polytechnic Strategic Plan – 2005 – 2010)

3.8.3 Vision Statement

According to Kumasi Polytechnic Strategic Plan 2005 – 2010, the vision of the polytechnic is to train students who will be the pace setters in the provision of manpower needs of this country and beyond.

3.8.4 Mission Statement

Kumasi Polytechnic is aimed at producing skilled, career focused tertiary and middle level manpower needs of the country in the areas of Applied Sciences, Business and Engineering for the total development of Ghana. (Kumasi Polytechnic Strategic Plan 2005 – 2010).

3.8.5 Staffing Situation

Kumasi Polytechnic has total population of 534 at the time this research is conducted. Of this number, 228 are academic staff and 306 are non-teaching staff. This is further broken down into 194 senior members, 178 senior staff and 162 junior staff.

Table 3.3 Staffing Situation at Kumasi Polytechnic

Category	Numerical Strength
Senior Members	194
Senior Staff	178
Junior Staff	162

Source: Finance Office, Kumasi Polytechnic

The polytechnic is saddled with the problem of almost all the time employing new staff and training them to take up positions that are vacant due to resignations and retirements. This work is aimed at identifying the major reasons why majority of staff who attain higher educational qualifications leave the institution for similar institutions of learning and how to curb this practice.

CHAPTER FOUR DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0. Introduction

This section looks at the various objectives of the study with respect to the primary data collected from the field. This chapter concentrates on the actual research findings and discusses data from Kumasi Polytechnic (K-POLY). The analysis of data gathered from the field was made possible with the aid of research instruments which are questionnaires and an interview guide. This was designed purposefully to elicit information to investigate the attraction and retention of staff at Kumasi Polytechnic. Each case is examined and discussed individually. The outputs are presented in the form of tables and charts.

4.1. Demographic Information

Demographic data gives the researcher and the reader a fair background of the sample to access whether they are the appropriate respondents needed for this study. In view of this, researcher included the demography data for such a purpose, however, due to ethics and confidentiality as well as privacy assured respondents, any information leading to recognition and identification of a respondent such as name of the respondents, were not included to protect the privacy of the individual. Demographic factors that have been found to have stable relationship with turnover intention in past research include age, tenure, level of education, level of income, and job category (managerial or non-managerial). Several studies have reported negative relationship between turnover intention and three demographic factors, age, tenure, and income level (Example, Arnold and Feldman, 1982)

4.1.1. Age of Respondents

Previous research suggests that a misfit has a greater effect on turnover when an employee's opportunities in the external labour market are higher (Wheeler et al., 2007). As a consequence, it can be expected that the young and more highly educated are more willing to leave an organization in the event of a misfit than older and less educated employees.

Table: 4.0. Age of Respondents

Age	Frequency	Percentage
20-29 Years	8	3.4
30-39 Years	46	20.0
40-49 Years	52	22.4
50 Years And Above	125	54.2
Total	230	100

Source: Author's survey, 2011

The age of every worker is very influential in his/her desire to move between jobs within the same geographical area or among different geographical areas. From table 4.0, out of the total respondents of 230, 8 constituting about 3.4% are within the age category of twenty (20) and twenty nine (29) years, 46 constituting about 20.0% are also within the age category of thirty (30) and thirty nine years (39), 52 of them representing about 22.4% are also within the age category of forty (40) and forty nine (49) years and finally 125 of them representing about 54.2% are also within the age category of fifty years and above. It can be deduced from the above discussion that the majority of the staff members are within the age category of fifty (50) years and above. The turnover rate of 27.5% could be attributed to a great number of the youth in the staff of K-POLY. Adding their voice to the causes of labour turnover, Grobler et al., (2006) are of the view that demographic variables have a strong relationship with labour turnover. The writers are of the view that employees with propensity to quit are young employees with little seniority who are dissatisfied with their jobs.

4.1.2. Marital Status of Respondents

Table: 4.1. Marital Status

Marital Status	Frequency	Percentages
Single	59	25.7
Married	161	69.9

Divorced	10	4.4	**Separated**	0	0
Total	230	100			

Source: Author's survey, 2011

It should be emphasized that married couples have lesser probability of moving between jobs than those who are single. From table 4.1, out of the total respondents of 230, 59 constituting 25.7% are single, 161 constituting about 69.9% are also married and the remaining 10 constituting 4.4% are divorced. None of the respondents is separated. It can therefore be deduced that the majority of the respondents of the study are married, a situation that could limit their desire to move from the current job.

4.1.3. Educational level of respondents

Employees who are more highly educated are more likely to leave because education is a form of human capital that can easily be used in other organizations.

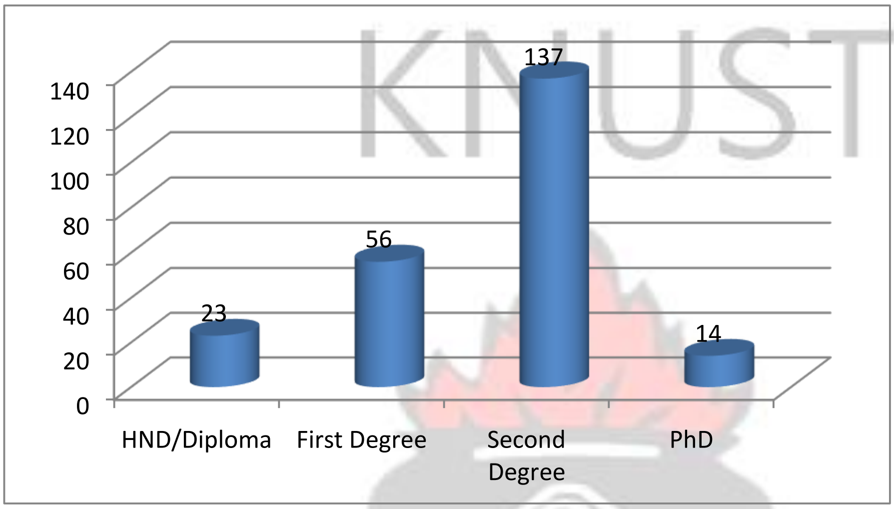
Table: 4.2. Educational level

Educational Level	Frequency	Percentages
HND/Diploma	23	10.0
First Degree	56	24.3
Second Degree	137	59.7
PhD	14	6.0
Total	230	100

Source: Author's survey, 2011

The educational background and level of workers have some level of significant impact on their movement between job decisions and hence retention and attraction. From the table 4.2, out of the total respondents of 230, 23 representing about 10.0% have HND/Diploma certificates, 56 representing about 24.3% also have first degree, 137 representing 59.7% also have second degree in numerous courses and 14 also constituting 6.0% have PhD in their respective fields of study. It is evident from the table that the majority of the staff members are second degree holders. This is also shown pictorially in figure 4.0.

Figure: 4.0. Educational Level



Source: Author's survey, 2011

4.2. Factors of Attraction to Work at K-POLY

Table: 4.3. Force of Attraction

Force Of Attraction	Frequency	Percentage
Better condition of service	100	43.5
Opportunity for further studies	47	20.7
Job security	11	4.8
Quest to find a job	71	31.0
Others	0	0
Total	230	100.0

Source: Author's survey, 2011

There are several pull factors that attract potential employees to a particular working place. These factors could also influence already employed individuals to change employers. From table 4.3, out of the total respondents of 230, 100 representing about 43.5 were attracted to K-POLY because of the better condition of service, 11 representing 4.8% were attracted because of job security and finally, the remaining 71 constituting about 31.0% were attracted to K-POLY because of their quest to find job. It can therefore be said that among the various factors that contribute to the desire of potential employees to work with K-POLY, better conditions of service stand supreme, followed by the quest of people to find job, opportunity for further studies and finally by job security.

4.3. Turnover in the Past Decade

Table: 4.4. Turnover in the Past Decade

Turnover In Past Decade	Frequency	Percentage
0-3 Staff Members	5	2.0
4-6 Staff Members	13	6.0
7-9 Staff Members	74	32.0
10 And Above Staff Members	138	60.0
Total	230	100

Source: Author's Survey, 2011

With respect to the question of turnover at K-POLY in the past decade, out of the total respondents of 230, 5 representing 2.0% borne witness to staff turnover of between 0 and 3 staff members, 13 also representing 6.0% borne witness to staff turnover of between 4 and 6 staff members and also 74 constituting 32.0% borne witness to turnover of between 7 and nine (9) staff members. Similarly, the majority of 138 representing about 60.0% have witnessed turnover of 10 staff members or above. This indicates that a great number of the staff members have left K-POLY in the past decade shown in table 4.6.

4.3.1. Employee Turnover at K-POLY

All businesses with employees experience at least some degree of employee turnover. Turnover is an issue managers must concern themselves with because replacing separated employees costs money; in order to replace a lost employee; you must recruit applicants, conduct interviews and invest in training and orientation. That means a high turnover rate eats into profits. Put another way, businesses that keep turnover rates low compared to industry averages can gain a cost advantage relative to competitors with higher turnover rates. There is no absolute rate of employee turnover that is high or low.

Table 4.5: Turnover for the Past Decade (2001-2011)

Number of leavers	Divided by	Total number of people employed	Times 100	equals	Turnover rate
230	÷	836	×100	=	27.5%

Source: Author's survey, 2012

The turnover rate of K-POLY between the years of 2001 and 2011 is 27.5%. Turnover rate is often difficult to interpret as high or low. Such conclusions can only be made by comparing the rate to the industrial rate. Though it is speculated that the turnover rate in the educational sector in Ghana is very high, the unavailability of statistical figures concerning the industrial turnover rate makes it difficult to make any conclusion with regard to the turnover rate at K-POLY. Irrespective of this, it is imperative that management put in place measures to reduce the rate. According to Abbasi *et al*., (2000) employees are seen as major contributors to organizations competitive advantage and as such for the competitive advantage to be maintained, labour turnover should be discouraged by management.

4.3.2. Reasons for the Turnover

It is often claimed that better working conditions and many others can help an organization compete effectively for talent and enhance employee engagement, recruitment and retention so that it is perceived positively by existing, potential and former employees as a good place to work.

Table: 4.6. Reasons for the Turnover (K-POLY)

High Turnover Factors	Frequency	Percentage

Lack Of Recognition	55	24.0
Lack Of Job Security	11	4.7
Lack Of Accommodation	21	9.2
Inadequate Training Facilities	4	1.9
Poor Remuneration	139	60.2
Total	230	100

Source: Author's survey, 2011

The trend indicated by figure 4.3 clearly depicts an increasing trend of staff turnover at K-POLY for the past decade. This increased trend according to the respondents is attributed to several factors including lack of recognition, lack of job security, lack of accommodation, inadequate training facilities and poor remuneration. Out of the total respondents of 230, 55 constituting 24.0% attributed it to lack of recognition, 11 representing 4.7% also attributed it to lack of job security, 21 constituting 9.2% also attributed it to lack of accommodation for the staff, 4 representing 1.9% also attributed it to inadequate training facilities and finally, the remaining and yet the majority of 139 constituting about 60.2% attributed it to poor remuneration at KPOLY. This phenomenon described above is clearly shown by table 4.7.

These findings are consistent with literature. Couger (1987) is of the view that labour turnover may come from poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation.

4.3.3. Management's Interest in Turnover

Every institution and organization should primarily be concerned with its retention rate in order to reduce losses in the form of cost of training and re-training and hence the desire to assess the management of K-POLY's interest in the retention situation of their staff members.

Table: 4.7. Management's Interest in Turnover

Management Interest In Staff Turnover Frequency Percentages

Always	48	20.7
Occasionally	133	57.9
Not At All	49	21.4
Total	230	100.0

Source: Author's survey, 2011

Out of the total respondents of 230, 48 constituting 20.7% believe the management body is always interested in staff retention whereas the majority of 133 constituting 57.9% believe the interest is of occasional trend. The remaining 49 respondent representing 21.4% however believe the management is not interested in any way in the staff retention rate of the staff.

Though the employee turnover rate of 27.5% is inconclusive, it is still imperative for the management staff to be utterly concerned about the high cost of employing new staff. Chapman (1993) posits that it cost twice the employer to get a new employee than to retain an existing employee. Most of these costs can be attributed to mistakes, errors and poor service the newly recruited employee will provide to customers whilst learning on the job.

4.4. Reasons Why Staff Members with Higher Qualification Leave

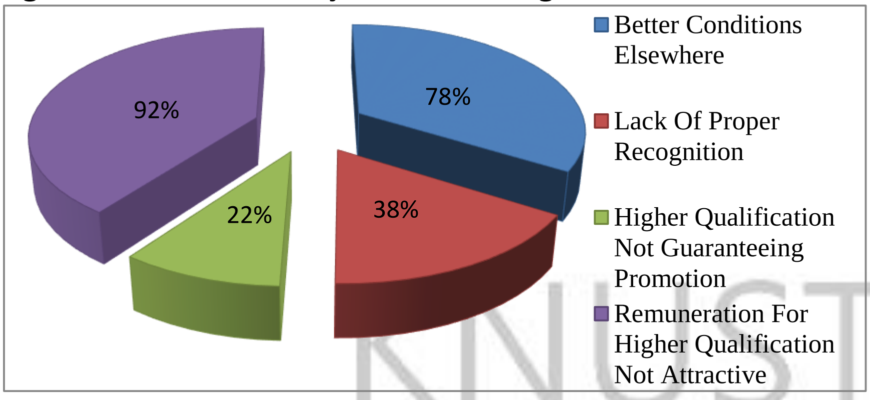
Table: 4.8. Reasons Why Staff With Higher Qualification Leave

Staff With Higher Qualification Leaving	Frequency	Percentage
Better Conditions Elsewhere	78	33.7
Lack Of Proper Recognition	38	16.6
Higher Qualification Not Guaranteeing Promotion	22	9.7
Remuneration For Higher Qualification Not Attractive	92	40.0
Total	230	100

Source: Author's survey, 2011

Existing literature indicates that staff members with higher qualification have a higher probability of moving between jobs than those with lower level of qualification. From table 4.8, reasons given by the respondents as major contributory factor for the higher turnover among the those staff members with higher qualification are better conditions elsewhere, lack of proper recognition, higher qualification not necessarily guaranteeing promotion, and unattractiveness of remuneration for higher qualification. Out of the total respondent of 230, 78 constituting about 33.7% believe the situation is attributed to relatively better conditions elsewhere, 38 also representing 16.6% attributed it to lack of proper recognition and 22 representing about 9.7% also attributed it to higher qualification not automatically guaranteeing promotion. Moreover, the remaining 92 who also constitute about 40.0% attribute the higher turnover among staff members with higher qualification to poor remuneration for higher qualification. This clearly means that among the reasons why staff members with higher qualification leave K-POLY to other jobs poor remuneration attached to higher qualification stands out. Therefore, in an attempt to arrest the situation of higher retention at K-POLY, this factor needs more attention and consideration. The phenomenon is also pictorially shown by figure 4.1. The finding of employment opportunities elsewhere as an important factor for the movement of staff with high education is consistent with literature. Kiekbush et al., (2003) state that employment opportunities are important because the ability to find a new job affects people's turnover intentions. The employment opportunities widens with higher level of education.

Figure: 4.1. Reasons Why Staff With Higher Qualification Leave



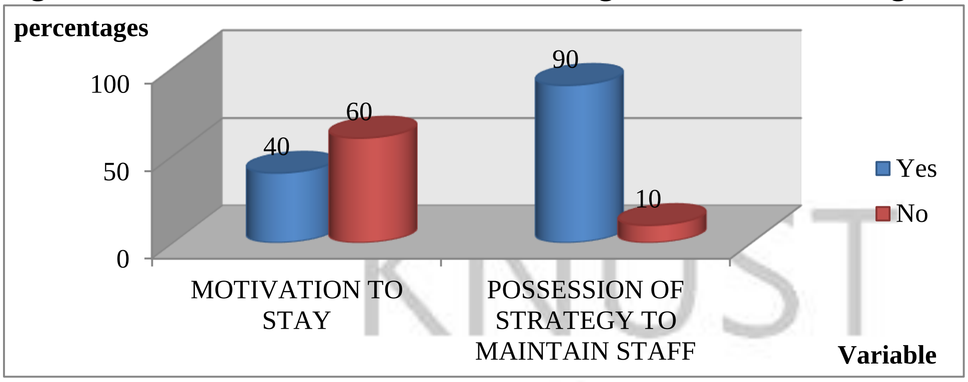
Source: Author's survey, 2011

4.5. Factors That Affect Staff Retention at Kumasi Polytechnic

Staff retention is about finding the best of employee for the job and finding ways of keeping these employees within the unit and attractors are features that influence employees to join companies. Employees join companies for opportunities and rewards, but commit to and remain with companies because of their coworkers and the organization itself (CLC, 2006). The top-rated attraction drivers include compensation, benefits, future career opportunities, organizational stability, work-life balance, development opportunities, job interests alignment, location, perceived employee management, company ethics, and respectful company culture (CIPD, 2007). The mentioned factors could also influence the retention or the attraction of the staff of K-Poly. This is evidently shown by figure 4.2.

4.5.1. Presence of Motivational and Other Strategies to Retain Staff

Figure: 4.2. Presence of Motivational Strategies and Other Strategies



Source: Author's survey, 2011

Many organizations including K-POLY have internally instituted strategies including motivational strategies in their quest to maintain high retention or reduce the element of high labour turnover. From figure 4.1, out of the total respondents of 230, only 92 constituting about 40% believed there are motivational policies to reduce turnover among the staff. However, the majority constituting about 60.0% believed otherwise. On the other hand, the figure also indicates that K-POLY have other strategies in its quest to reduce turnover or improve retention rate. Out of the total respondents of 230, 207 representing about 90.0% believed the institution has other strategies to reduce staff turnover or improve staff retention. This study is consistent with the findings of Abassi et al., (2000). Abassi et al (2000), highlights some of these factors as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities which can all be summed under motivational factors.

4.5.2. Satisfaction Level of Staff about Motivational Strategies

Table: 4.9. Motivational Satisfaction Level of Staff

Motivation Satisfaction	Frequency	Percentage
Highly Satisfied	4	1.9
Satisfied	39	16.9
Dissatisfied	84	36.7
Very Dissatisfied	10	4.5
Non-Response	92	40
Total	230	100

Source: Author's survey, 2011

The various motivational strategies adopted by K-POLY do not necessarily meet the needs and expectations of the staff and hence the need to assess the satisfaction level of the strategy. From table 4.9, out of the 230 respondents, 4 representing about 1.9% are highly satisfied, 39 constituting 16.9 are satisfied, 84 constituting about 36.7% are also dissatisfied and 10 representing 4.5% are very dissatisfied with the motivational strategies of the institution. It should be emphasized that 40% of the total respondents did not respond to this particular question. Those who did not respond believed the institution does not possess any motivational strategy and hence could not assess their satisfaction level. It is evident from the table that of those who responded to this question, the majority are dissatisfied with the strategy. This therefore calls for other strategies if the institution is to chalk any success in its attempt to reduce employee turnover. William et al (1996) posit that employee turnover is accelerated when employees are dissatisfied with the reward system in an organisation. It can therefore be concluded that if nothing is done about improving the satisfaction level of the employees at K-POLY the employee turnover rate of

27.5% could further be triggered to increase.

4.5.3. Current Employee Strategies

Table: 4.10. Current Employee Strategies

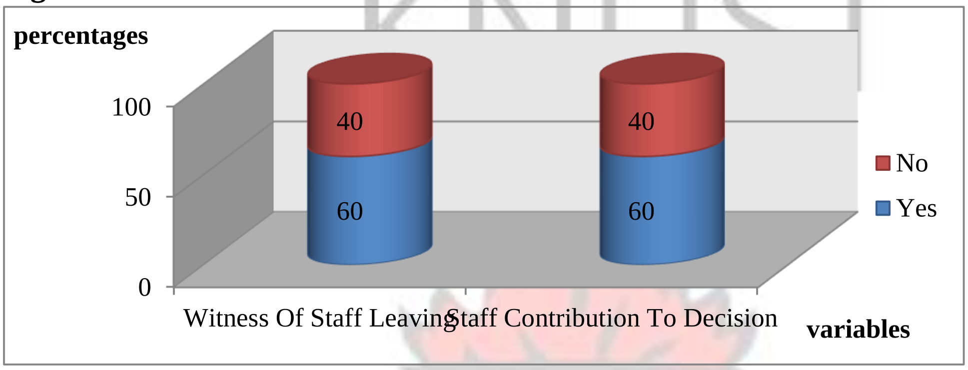
Current Employee Strategies	Frequency	Percentages
Staff Participation In Decisions	109	47.3
Sponsorship For Further Studies	23	10.3
Freedom And Flexibility	21	9.0
Free Accommodation To Staff	54	23.4
Non-Response	23	10.0
Total	230	100

Source: Author's survey, 2011

Currently, in the institution's attempt to reduce employee turnover, several strategies have been adopted. These strategies include seeking the opinion of the staff in decision making, sponsorship for staff to further their education either abroad or domestically, allowing some level of freedom and flexibility in their activities and provision of free accommodation for the staff. Out of the total respondents of 230, 109 representing 47.3% believe that K-POLY is employing a strategy of staff participation in decision making as a means of reducing turnover and 23 representing about 10.3% also believe it is rather sponsorship for further education either abroad or domestically. Moreover, of the remaining respondents, 21 representing 9.0% also believe the current applied strategy in an attempt to reduce turnover is the level of flexibility and freedom allowed, whereas 54 constituting about 23.4% also believe it is the provision of free accommodation to staff. However, the remaining 23 representing 10.0% believe that K-POLY has no current strategies in its attempt to reduce its staff turnover. The strategies used by K-POLY to reduce employee turnover seem to be consistent with existing literature. For instance, Abassi et al (2000), highlights some of turnover reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment, lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities.

4.5.4 Staff Contribution to Decisions and Witness of Turnovers

Figure: 4.3. Staff Contributions to Decisions and Witness of Turnovers



Source: Author's survey, 2011

From figure 4.3, it is apparent that the majority constituting about 60% of the total respondents bear witness to turnover of employees and about 40.0% believed otherwise. Similarly, the majority of 60.0% of the total respondents also assumed the opinion of the staff are taken into consideration in decision making at K-POLY. The witness borne by the majority with respect to labour turnover is therefore an evidence of the existence of staff turnover problem at K-POLY and hence the need for the right strategies to mitigate the problem.

4.5.5. Retention Strategies

Retention strategies adopted by K-POLY in an attempt to arrest the alarming rate of lower retention include provision of better conditions, provision of accommodation, recognition and higher remuneration.

Table: 4.11. Retention Strategy

Retention Strategy	Frequency	Percentage
Provision Of Better Conditions	87	38.0
Provision Of Accommodation	35	15.0
Recognition	16	7.0
Higher Remuneration	92	40.0
Total	230	100

Source: Author's survey, 2011

From table 4.11, out of the total respondents of 230, 87 representing about 38.0% think the situation can be arrested by providing better conditions and 35 respondents also representing about 15.0% believe it can be done with provision of accommodation. Also 16 respondents constituting 7.0% stated that it can be done with better recognition and finally the remaining 92 respondents representing about 40.0% believe the situation can be arrested by higher remuneration. It can clearly be seen that the majority of the respondents believe that the institution's attempt to reduce the higher staff turnover or increase the rate of retention should be geared towards provision of higher remuneration. This finding is consistent with the finding of Locke (1968) that money is overwhelmingly the most important motivator employee retention.

4.5.6. Staff Personal Growth and Development

The interest of any institution in their staff member's growth and development can influence their desire to leave or stay at their current job and hence influence retention rate.

Table: 4.12. Interest in Staff Personal Development

Interest In Staff Personal Development	Frequency	Percentage
Granting Study Leave With Pay	✓	✓
Internal Promotion	✓	✓
Organization Of Short Courses	✓	✓
Scholarship To Staff To Pursue Further Studies	✓	✓
All The Above	230	100.0
Total	230	100

Source: Author's survey, 2011

From table 4.12, the total respondents of 230, constituting 100.0% believe all the factors including granting of study leave with pay, internal promotion, organization of short courses and scholarship to staff to pursue further studies either domestically or abroad are the career development plans of K-POLY in their attempt to see to the development and growth of their staff members. It can therefore be deduced that this attempt is yet to yield the desired purpose and hence should either be re-structured or bring in other tools of personal development and growth.

4.5.7. Employee General Satisfaction

Employee satisfaction is an important variable that is able to give an opinion about general emotion and thinking forms of employees about their job and workplace. Thus, employee satisfaction refers to expectations of the employee about the workplace and his attitudes toward his job. As a result, job satisfaction is a function of the extent to which one's needs are satisfied in a job (Togia et al., 2004).

Table: 4.13. Employee General Satisfaction Level

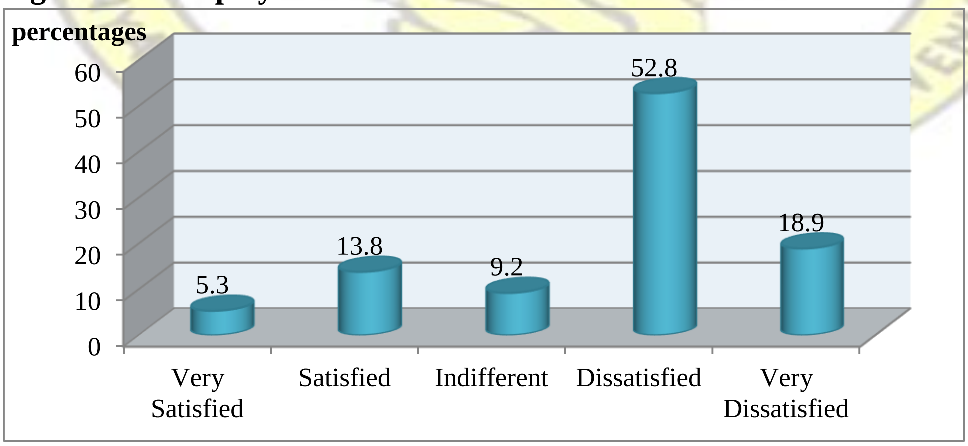
Satisfaction Level Of Employee	Frequency	Percentages
Very Satisfied	12	5.3
Satisfied	32	13.8
Indifferent	22	9.2
Dissatisfied	121	52.8
Very Dissatisfied	43	18.9

Total	230	100.0

Source: Author's survey, 2011

From table 4.13, out of the total respondents of 230, 12 representing about 5.3% are very satisfied with the entire working conditions and retention strategies of the institution and 32 representing 13.8% were also satisfied. 22 representing about 9.9% however were indifferent. To further elaborate, 121 also representing 52.8 were dissatisfied with the conditions and strategies and the remaining 43 were very dissatisfied. The recent POTAG strikes therefore could be attributed to the high level of dissatisfaction with respect to the working conditions and strategies put in place by the authorities of the school to reduce staff turnover. The pattern described above is also pictorially shown by figure 4.4. The findings of the study disagreed with Soyibo (2000) and Billups, (2002) who reported that satisfaction and commitment were not correlated with turnover intentions since normative commitment was a driving force. This implies that the longer the employee stays with the organization, gaining transferable skills and valuable experience, the more he/she is inclined to remain with the organization.

Figure: 4.4. Employee General Satisfaction Level



Source: Author's survey, 2011

4.6. Recommended Strategies

Table: 4.14. Recommended Strategies

If No, Strategies Suggested	Frequency	Percentages
Promotion When Due	7	3.0
Sponsorship For Further Studies	35	15.0
Provision Of Accommodation And Means of Transport	15	7.0
Supplement Staff Salaries	35	15.0
Non-Response	138	60.0
Total	230	100

Source: Author's Survey, 2011

The various respondents who believe K-POLY does not currently have any strategies in an attempt to reduce turnover of staff recommended the following as a means of increasing the rate of retention or attracting new staff members. The strategies recommended include promotion of staff when due, sponsorship for studies abroad, provision of accommodation and means of transport and supplementing the staff salaries. Out of the total respondents of 230, 7 representing 3.0% believed in the promotion of staff when due and 35 representing 15.0% also believed sponsorship for further studies abroad or domestically could be employed to reduce staff turnover. Also, 15 representing 7.0% rather recommended provision of accommodation and means of transport whereas the remaining respondents to the question suggested supplementation of staff salaries. It is therefore evident that the majority of the respondents to the question recommend either sponsorship for studies abroad or domestically and supplementation of staff salaries as the major tools that can be adopted to reduce employee turnover.

These recommendations are consistent with the findings of Lloyd (2005) who argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”.

CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

Retention of managerial personnel especially at junior and middle levels has been a consistent problem that most of the organizations have been facing in their organizational lives. Following the rivalry and huge competitive pressure among the organizations, better opportunities available in other organizations, greater mobility of human capital and acute shortage of competent managerial personnel the situation has become more alarming for organizations since the last decade. Till recently, the global recession and the industrial slowdown have made a mark to curb the rates of turnover of managerial personnel in all the sectors. But as the business scenario is about to improve in the course of time, the industrial and institutional houses would start facing the war of retaining talents all over again.

The various reasons for people leaving the organizations have been found as external inequity of salary, limited growth opportunities, role stagnation, underutilization of skills, and lack of recognition. The focus of socio-technical system (STS) theory approach lies in its balanced emphasis on social and technical variables to conceive any organizational problem, and hence the same has been adopted as the basic theoretical framework to study the problem of managerial turnover and attraction.

The scope of “managerial personnel” under this study covers the academic and nonteaching staff working in the numerous units of Kumasi Polytechnic (K-POLY).

This section of the study highlights the various findings and conclusions as well as appropriate and feasible recommendations to the problem of the study.

5.1. Summary of Findings

Attraction of the right calibre of personnel into an organisation is good for the survival of that organisation but the most important of all is the retention of those employed to ensure efficiency and high productivity in that organisation. If the right employees are engaged but efforts are not made to retain them, it may result in inefficiencies and inconsistencies in the operations of the organisation.

5.1.1. Demographical Information

The study discovered that the majority of the staff members are within the age category of fifty (50) years and above. It also revealed that the majority of the respondents are married. Similarly, in terms of educational information, the majority of the respondent have second degree and followed closely by those with first degree. The minority constitute those with PhD. The implication is that most employees are attracted into this institution with the aim of securing sponsorship for further studies.

5.1.2. Factors That Influence Employees Decision to Work with K-POLY

The various factors that attracted or influenced employees decision to work with KPOLY includes better conditions of service, opportunity for further studies, job security, quest to find job and many others. The study revealed that the employees put premium to better conditions of service and followed by quest to find job.

5.1.3. Presence of Motivational Strategies and Others

The majority believe the institution has specific strategies designed to retain and attract prospective employees. The extent to which these strategies have been effective is evident in the recent POTAG strikes.

5.1.4. Satisfaction Level of Staff about Motivational Strategies

The majority of the respondents were dissatisfied with the motivational strategies of K-POLY. This was followed closely by those satisfied with the motivational strategies and then by those who were very dissatisfied.

5.1.5. Current Employee Retention Strategies

The current employee strategies employed by K-POLY in an attempt to put breaks on the high rate of turnover of staff include staff participation in decision making, availability of sponsorship for further education both domestically and abroad, freedom and flexibility and free accommodation to staff members. The study revealed that the majority of the respondents believe staff participation in decision making is the prime strategy used by K-POLY in their quest to retain their staff and attract other employees. The second strategy applied by K-POLY in terms of rank according to the respondents is provision of free accommodation to the staff members.

5.1.6. Recommended Strategies by Respondents

Respondents who believed the institution has no strategies to attract and retain its non-teaching and academic staff recommended the several factors including promotion when due, sponsorship for further studies, provision of accommodation and free means of transport and supplement staff salaries. Those respondents believed equal attention should be given to sponsorship to staff members for further studies and supplementation of salaries.

5.1.8. Turnover in the Past Decade

The majority of the respondents believed turnover in the past decade has been about ten (10) and above staff members. The turnover rate for the past decade (2001-2011) was 27.5%. However, this result is still inconclusive until it is compared to the industrial turnover average. However, this statistical figure is unavailable. Therefore it can only be inferred that there is element of lower satisfaction level of the various strategies adopted by K-POLY.

5.1.8.1. Reasons for High Turnover

The study revealed several factors as reasons behind the rising trend of staff turnover at K-POLY. These factors include lack of recognition, lack of job security, lack of accommodation, inadequate training facilities and poor remuneration. The respondents indicated the major reason behind the high turnover is poor remuneration followed by lack of recognition and many others. In the recent strikes by both POTAG and UTAG, there were complaints that POTAG was given less hearing and attention.

5.1.9. Reasons Why Staff Members with Higher Qualification Leave

Staff members with higher qualification are constantly leaving for numerous reasons including better conditions elsewhere, lack of proper recognition, higher qualification not guaranteeing promotion and unattractiveness of remuneration for higher qualification. The majority of the respondents believed the major reason for the high turnover among members with higher qualification is unattractiveness of the remuneration for higher qualification. This was followed by better conditions elsewhere and many others.

5.1.10. Retention and Attraction Strategies to reduce staff turnover

Retention strategies adopted by K-POLY in an attempt to arrest the alarming rate of lower retention include provision of better conditions, provision of accommodation, recognition and higher remuneration. However, the majority of the respondents believed much emphasis should be given to remuneration for the staff followed closely by better conditions so as to arrest the alarming rate of retention among K-POLY staff members.

5.1.11. Staff Personal Growth and Development

The majority of the respondents believed that the institution is interested in the staff member's growth and development. However, the satisfaction level of the strategies employed by the institution was said to be very low and hence leave much to desire. This interest could be envisaged by the granting of study leave with pay, internal promotion, organisation of short courses, and granting of scholarship to staff to study abroad.

5.1.12. Management's interest in high turnover

The majority of the respondents believed that the interest of the management body to the high turnover in the institution is occasional.

5.1.13. Employee General Satisfaction

The majority of the respondents are generally dissatisfied with environmental and working conditions, remuneration and many other strategies adopted by the institution in its quest to retain its staff.

5.2. Conclusion

Herzberg (1968) theorized that employees must be motivated to experience job satisfaction but that unacceptable working conditions can only result in a lack of satisfaction. One major problem facing developing countries is getting adequate number of academic staff (lecturers) and non-teaching staff to occupy essential positions in the various institutions. In Ghana, this problem has become very acute at all levels including the tertiary level. This study tries to investigate the reasons behind the difficulty in attracting and retaining both academic and non-teaching staff members.

The study found the factors leading to high turnover among the staff members of KPOLY to include lack of recognition, lack of job security, lack of accommodation, inadequate training facilities and poor remuneration. The necessary recommended strategies to address the alarming turnover among the staff also include promotion when due, sponsorship for further studies, provision of accommodation and free means of transport and supplement staff salaries. This is necessitated by the fact that the majority of the respondents were generally not satisfied with the strategies employed by K-POLY and hence the need to revamp and introduce better strategies.

5.3. Recommendation

Based on the findings of the study, the following recommendations are made to help ensure employee retention and reduce labour turnover.

5.3.1. Attractive Packages

The finding of motivational factors as major influential factors in the employee turnover at K-POLY calls for proper and better motivational measures. Total remuneration will need to consider benefits in addition to salary such as reduced rosters (more time at home), training to broaden skills. The organisation should intensify its strategies like provision of free accommodation, study leave with pay, scholarship to study abroad and many others. There should be a policy that allows the lecturers to purchase their accommodation facilities after using it for a number of years at a far reduced price. It is important to ensure that the performance management system provides for a review of all remuneration packages both from a competitive and reward for performance perspective. This strategy could increase employee satisfaction level and reduce turnover rate.

5.3.2. Recruitment and Selection

The Polytechnic should aim at recruiting and selecting staff to achieve its strategic directions and those who demonstrate attributes that are consistent with the organisation's directions and culture. The position description and advertisement should be used to attract suitable candidates to occupy vacancies.

5.3.3. Professional Development

The discovery of personnel growth and development as an influential factor of turnover calls for professional development strategies for reducing the turnover rate. The polytechnic should provide programmes and activities that coordinate development opportunities for all staff. These should include induction programmes, general and equity development programmes and professional development programmes. The institution should identify professional development programmes that are focused on improving performance, motivating and encouraging individual staff member's growth. This strategy could also increase employee satisfaction level and reduce turnover rate.

5.3.4. Employee Engagement in Decision Making

Since the majority of the staff believe that employee participation in decision making influences turnover at K-POLY, it is imperative to engage the staff in decision making in order to generate trust among the remaining workforce. There is the need for HR to work on making the workplace vibrant and with a culture that encouraged employee commitment.

Empowering employees means making use of their knowledge and experience. Intellectual capital management, if understood as a method to integrate different perspectives, let people participate and give them a voice. It is a way to make employees part of strategic decision processes. Nevertheless, it is important to be very clear about the limits of participation. It is not meant to lead directly to decisions, but serves as a preparation for the decisions, which are then taken by the management.

5.3.5. Feedback Must Be Actively Sought

Provide an environment where feedback is actively sought and where people are comfortable to provide feedback. It is critical to develop a culture where employees offer ideas, are able to offer critical feedback without fear of retribution and commit to continuous improvement. This is imperative because of the finding of employee contribution as influential in the rate of turnover. This if done, could therefore reduce the turnover of K-POLY.

5.3.6. Increase Number of Applicants (Attraction)

The turnover rate of 27.5% in the past decade therefore calls for an increase in the number of applicants. The most effective (but probably not the most economical) way to increase the number of applicants is to make the organization more attractive in terms of job objective and organizational characteristics. It is true that personenvironment interaction (that is, fit) contributes significantly to predicting attraction, yet it is equally true that most studies found even larger main effects for job and organizational variables, such as pay level, performance-based pay, individual- rather than team-based pay, flexible benefits, fair treatment, concern for others, and achievement orientation.

5.3.7. Employment Inducements

The discovery of motivational factors as important factor in employee turnover at KPOLY calls for employee inducement strategies. This refers to job and organizational attributes that are deliberately modified by the organization for the explicit purpose of increasing the organization's attractiveness as an employer.

Employment inducements are major determinants of applicants' attitudes and behaviours. Saks (2005) recommended hiring organizations to "offer a variety of employment inducements (Example, flexible work arrangements, opportunities for training, benefits and many others), especially high pay". This will increase employee job satisfaction and retention and also organizational attractiveness.

5.3.8. Fairness, Equity and Recognition of Diversity

The revelation that is an influential factor of turnover means that fairness and equity for all employees and managing the diversity of employees in the organisation is critical to attraction and retention. If staff perceive a lack of fairness or equity or the diversity of ideas, talents, skills and values are not recognised and managed effectively they will feel undervalued. They probably stagnate and ultimately leave.

5.3.9. Areas for Further Research

The current study is limited to a single case and region. Therefore, any additional region or case could alter the result. It is therefore recommended that future research in this area should include other institutions and regions in Ghana. Other researchers could also look at the whole industrial turnover and therefore make it possible for cases to be more conclusive. At a more fundamental level, priority should also be given to basic research on the sources of job satisfaction, commitment, and engagement among lecturers at the various polytechnics in Ghana.

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APPENDIX A

QUESTIONNAIRE

This is a research being conducted by a final year Master of Business Administration (MBA) student at KNUST. As part of the requirement of the programme, I am required to write a thesis whose title is "Attraction and Retention of staff at Kumasi Polytechnic". Please, respond to the questions freely. You cannot be identified by the information you provide. You are assured that all the information you provide would be treated with utmost confidentiality.

1. Age
   (a) 20 – 29 [ ] (b) 30 – 39 [ ] (c) 40 – 49 [ ] (d) 50 and above [ ]

2. Sex
   (a) Male [ ] (b) Female [ ]

3. Marital Status
   (a) Single [ ] (b) Married [ ] (c) Divorced (d) Separated [ ]

4. Educational Background
   (a) HND/Diploma [ ] (b) First Degree [ ] (c) Second Degree [ ] (d) PhD [ ]
   (e) Others (Specify) ....

5. What attracted you to work at Kumasi Polytechnic?
   (a) Better condition of service [ ] (b) Opportunity for further studies [ ]
   (c) Job security [ ] (d) Quest to find a job [ ]

   (e) Others (specify) ....

6. Are employees being motivated to stay in this institution?
   (a) Yes [ ] (b) No [ ]

7. If yes, how are employees satisfied with the motivational packages being offered here?
   (a) Highly satisfied [ ] (b) Satisfied [ ] (c) Dissatisfied [ ] (d) Very Dissatisfied [ ]

8. If no, what are the reactions of staff in the institution for not being provided with motivational packages?
   (a) Industrial strikes [ ] (b) Labour turnover [ ] (c) Lukewarm attitude to work [ ]

9. Does Kumasi Polytechnic have strategies for retaining its employees?
   (a) Yes [ ]   (b) No [ ]

10. If yes, what are the current employee strategies being used by this organisation to attract and retain its employees?
    (a) Staff participation in decision making [ ] (a) Sponsoring staff to pursue high education [ ]   (c) Freedom and flexibility in the organisation [ ]   (d) Providing free accommodation to staff [ ]

11. If no, what strategies do you suggest can motivate staff to stay? (You can tick more than one).
    (a) Promote staff when they are due for promotion [ ]
    (b) Sponsor staff to pursue further studies [ ]
    (c) Provide accommodation and means of transport to staff [ ]
    (d) Supplement staff salaries with Internally Generated Funds [ ]

12. What are the factors that influence staff to leave this institution?
    (a) Lack of recognition [ ]   (b) Lack of job security [ ]   (c) Lack of promotion [ ]
    (d) Inadequate training facilities [ ]   (e) Poor remuneration

13. Why do you think staff with higher qualification may want to leave?
    (a) Better conditions elsewhere [ ]   (b) Lack of proper recognition of efforts [ ]
    (c) Acquisition of higher qualification does not automatically guarantee promotion [ ]
    (d) Remuneration associated with higher qualification not attractive [ ]

14. What retention strategy can be adopted by the institution to stop staff from leaving?
    (a) Provision of better condition of service [ ]   (b) Provision of staff accommodation [ ]
    (c) Recognition of employee contributions [ ]   (d) Pay higher remuneration [ ]

15. Have you witnessed any staff leaving this institution within the past year?
    (a) Yes [ ]   (b) No [ ]

16. If yes, in your estimations, how many have left within the past year? (a) 1 – 3   (b) 4 – 6   (c) 7 – 9   (d) 10 and above [ ]

17. In your candid opinion, what do you think is the reason for employees leaving this institution?
    (a) Employees are not satisfied with the working conditions [ ]
    (b) Lack of motivation [ ]
    (c) Inadequate compensation package [ ]
    (d) Preference of outsiders to occupy vacant higher positions [ ]

18. Are employees in the institution allowed to contribute to decision making?
    (a) Yes [ ] (b) No [ ]

19. What career development plan does this institution have? (You can tick more than one)
    (a) Granting study-leave to pursue further courses [ ]
    (b) Encouraging internal promotion to occupy higher positions [ ]
    (c) Organising short courses for staff [ ]
    (d) Awarding scholarships to ALL staff who qualifies to pursue further courses. [ ]

20. Does management take the pain to find out why an employee wants to leave? (a) Always [ ] (b) Occasionally [ ] (c) Not at all [ ] **APPENDIX B**

INTERVIEW GUIDE

1. What factors of attraction is employed by K-poly?
2. What is the employee size of K-poly?
3. What number of Employee has left the organization for the past decade?
4. What policies have been implemented to reduce the employee turnover in the organization?
5. How many employees with higher qualification have resigned from the organization for the past decade?
6. What are the possible reasons for their resignation?
7. What is the size of the number of the employee retained for the past decade?
8. What policies ensured the retention?
9. What employee development programmes are available to K-Poly's employees?

10. What is the staff contribution to decision making?
11. Does your organization have plans in the pipeline to review the employee retention policies?
12. If yes, what are the possible new policies to be implemented?