

**HUMAN RESOURCE MANAGEMENT PRACTICES
AND EMPLOYEE RETENTION IN THE TEACHING
HOSPITALS IN GHANA**

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the Teaching Hospitals in Ghana**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for
the Degree of Doctor of Philosophy in Human Resource
Management of the Jomo Kenyatta University of Agriculture and
Technology**

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

To God be the Glory!

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
ER	Employee Retention
ERM	Employee Retention Model
GHS	Ghana Health Services
GSHRH	Global Strategy on Human Resources for Health
HRRA	Human Resource Recruitment
HICs	Higher Income Countries
HRDMA	Human Resource Data Management
HREAA	Human Resource Employee Resource
HRIS	Human Resource Information System
HRTA	Human Resource Training
HWF	Health Workforce
LMICs	Low middle-income countries
MoH	Ministry of Health
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
SSSS	Single Spine Salary Structure
UHC	Universal Health Coverage

VOBN Variable-Order Bayesian Network

WHO World Health Organization

DEFINITION OF OPERATIONAL TERMS

Employee Appraisal	This is a regularly planned fair rating of employee's performance of assigned duties toward their overall development (Smriti, 2021).
Employee Retention	This is a distinctive way to preclude the number of people who leave their job in a certain period, either voluntarily or involuntarily. (Armstrong & Taylor, 2020), Ismail et al. (2021).
Data Management:	Is carrying out and controlling data and information in an organization of employee to enhance its value for decision making (DAMA International (Earley & Herdson, 2010)
HR Policies:	Documented commitments that are focused upon the ways employers treat the employees and enables employees to carry their job duties in accordance to the expectations of employer (HR Policies and Procedures Manual, 2019).
Human Resource Management	A set of functions or activities that are designed to influence the effectiveness of an organization's employees. Heneman III, et al (1989),
Recruitment	It is a search for discovering reliable and qualified candidates to meet suitable job profiles and to assist in the development of an organization (Agrol & Agrol, 2020).
Training	Institutional constant improvement of employees' knowledge and skill to accomplish institutional objectives. Where training needs are tailored to the aims of the institution with the idea of measuring returns on investment in training and periodic reviewing of curriculum content. (Armstrong, 2020a).
Public Health Sector	It refers to health facilities that are government owned. The healthcare system in Ghana is organized under three levels: primary, secondary and tertiary levels of healthcare. Under Primary level we have community-based health planning

and services (CHPS) compounds, maternity homes, clinics, health centers and district hospitals. Regional hospitals and teaching hospitals operate under the secondary and tertiary levels of healthcare respectively (Kumbeni, et al., 2021; Ghana Health Services, 2020).

Public Sector

Public sector ensures the smooth functioning of society. It provides essential services that are necessary for the well-being of the Ghanaian communities, and it is not for profit making. It is the areas of a country's services controlled by the state (Pereira & Ribeiro, 2019).

ABSTRACT

The drive of the study was to examine human resource management practices and employee retention in the teaching hospitals in Ghana. The specific objectives were to assess Human Resource Recruitment on Employee Retention, Human Resource Training on Employee Retention, Human Resource Employee Appraisal on Employee Retention, Human Resource Data Management on Employee Retention, with a moderating variable of HR policy. The study draws from resource-based view theory, human capital theory, equity theory of motivation, organizational information processing theory, transformational leadership theory, and job embeddedness theory. The study deployed quantitative research design with a population of 605 and a sample size of 240 respondents from the HR unit in the teaching hospitals in Ghana. With the use of SPSS 2.0, data was examined quantitatively drawing through descriptive and inferential statistics. Inferential analyses included correlation analysis, linear and multiple linear regression analysis to test hypotheses at a significance level of 0.05, descriptive analyses were used to determine frequencies, percentages mean, maximums, minimums and standard deviations. The study concluded that HR recruitment, HR training and HR employee appraisal statistically were significant to predict employee retention in the teaching hospitals. The recommendations of the study were that the teaching hospitals review the recruitment of medics from 4 years to 2 years. That the allocated budget of training be increased to cater for the training of all cadres of staff, specifically the nurses, for further education to become physician assistants. That HR team should implement a continuous feedback practice as a strategy for communicating employee appraisal issues and retention. That management invests in technological advancement to upskill employees. That a compensation review committee to oversee the compensation plan by incorporating the workload analysis for fair compensation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Osei et al. (2023) alluded to employee retention issues that Ghana Registered Nurses and Mid-Wives Association (GRNMA), has documented that more than 2800 nurses left Ghana in 2022 while the Ghana Medical Association also reported 90% of medical doctors had an intention to leave. Nurses are currently paid extremely little. Since “our salaries haven't been changed in the last two years and living expenses are rising, we executives somehow understand our members' frustrations, which is why they turn to travel and instead of remaining in Ghana and working in difficult conditions, consider working overseas” (Assistant Ashanti Region Secretary of GRNMA, 2022). Ohene-Botwe et al. (2024) opined the low retention issue does not affect only medics, paramedics are affected likewise. They pointed out the challenges faced by this group in health facilities. They said their salaries are low and they do not have negotiating power as medics. Further they are loaded with work and less valued. This has induced the experienced personnel to leave.

There are strategic ways that intuitions, businesses and companies adopt to achieve performance but recently business performance and success relate with increasing employee retention (Armstrong & Taylor, 2020c). Ghana health sector is not exempted from other organizations suffering from employee retention. Employee retention is not a one-day wonder it demands institutions putting in place strategic algorithms to achieve this, in all institution human resources are the ones who put in their efforts for institutions, organizations to achieve their goals and for competitive advantage and thereby sustainability. Employee retention has its pros and cons, however, if human resources are considered as a key intellect and assets and not liability then investment to retain them will be a key priority.

Studies have shown that the rate of attrition was high in health sector in Ghana then it slowed down when the government introduced single spine salary structure (SSSS) in the year 2012. However, several studies after 2012 have shown that despite the efforts

put in place by administrators and management to retaining employees is muddled. Health workforce (HWF) study shows that there is inadequate human resource in both right mix and numbers in the Ghana teaching hospitals. In Ghana, paramedics and medics take a little longer time in education. For instance, medical doctors spend about seven years in school.

After completion there is a span of three years for national service and housemanship, before they are employed by the government. Citizens who relocate from other countries also spend a quiet number of years getting licenses, internships to get employed, this process takes a minimum of four years. Gloria Ofori a research director at Cape Coast Teaching hospital, during the Ministry of health inter-agency review conference – Ghana Teaching Hospitals Joint 2022 Annual Performance Report on 2023, documents that they are trying to build capacity in the areas of specialist, medical officers, technical support staff, and aid the reskilling of medics and paramedics.

Ahmat et al. (2022) say that the unequal distribution of health workers in the WHO African Region continue to be a significant impediment to accessing health services. The World Health Organization predicted a deficit of health workers in Africa by 2030, which is estimated to exceed 6.0 million. This highlights the importance of significantly increasing investment in health worker retention using human resource management data to support evidence-based decisions. According to the studies, when institutions, corporations, and others are unable to retain people, it brings a detrimental impact on business operations.

World Health Organization (2020) documents that the most important resource that any organization has is its workforce, which includes their quantity, expertise, and dedication. Healthcare firms are no different in embarking on this ideology. A company's ability to expand and succeed depends on its workforce. Sekyi et al. (2020) say inadequate numbers of health workers without training will impede the determination to scale up indispensable interventions to achieve the sustainable development goals (SDGs) of health-related objectives and universal health coverage (UHC). It is imperative that every healthcare institution provides good and quality healthcare to its population.

Gifty Aryee, the head of nursing at one of the regional hospitals in Ghana expressed her concern on BBC news that staff retention in health care should be given priority. She mentioned that patients are not given prompt care and this has increased mortality rate. She further explained that the intensive care unit at that hospital lost more than twenty staff to the Britain and United States in the last 8 months. The employee retention issues need to be addressed by the government, board of directors as well as Ghana health services whereby some kind of rules can be put in place to enhance conditions that are helpful to curb the intention to leave (Efendi et al., 2021). Wu X. (2024) say deploying analytics helps organization to acquire and retain committed employees, and this minimizes the manipulation from both employer and employees.

According to World Health Organization report in 2020, it is imperative for every health sector institution to deliver good and quality healthcare to its population to aid plans to achieve the health-related propaganda of the sustainable development goals (SDGs) and universal health coverage (UHC). There is also the likelihood of defeat in these two agenda (World Health Organization [WHO], 2020). Showers (2023) underscore that the structure of the educational system in Ghana induce migration. First, students have interest in a specific program in a school that offers but there is a limited chance, and these students find themselves in a school they have not chosen and program they have no interest in.

Then as soon as they begin studying, they think of migrating to other countries to get better opportunities. In a situation where policies are not strong to guide decision making the consequences become confusing to mitigate. Amoo and Enyan (2023) say the bilateral agreement between the Ghana and Barbados governments, where the health workforce migrates to serve for several years and return to the home country, does not consider the nursing workforce who have completed their internship and are waiting to be recruited into the Ghana health sector. According to the link hr.moh.gov.gh, this considers those who have been recruited into the health sector

The agreement to secure international monetary fund had its consequences where it affected the economy in Ghana. The layoffs and salary structure resulted in health workforce intention to seek greener pasture in foreign land. Ghana in the early 1900

practiced sending students to abroad for medical school until Medical School in Legon was established this pattern has become we have our rights to migrate at any time. Tankwanchi et al. (2020) say this is “brain wasted” sponsored students not serving for longer years and leaving for other countries create vacancy.

1.1.1 Global Perspective on Employee Retention

Beeler et al. (2022) study on New Zealand retention subjects realized that employees’ reasons for leaving for other work include work overload, management’s lack of willingness to recruit thinking there is not much work, inability to take time off, and lack of professional and social networks. The authors found that good practices to retain employees included remuneration adjustment, embrace the employee’s family welfare, professional support in the areas of career fulfillment and periodic workload analysis, travel opportunities with per-diem and peer support. Halamma and Prasad (2020) explored the retention issues in Indian private and public banking industry. They said irrespective of good working conditions employees wish to live, two factors attributed to being single and young induced them to look for more competitive opportunities. They found that hiring married and older people with experience aids retention.

Schlosser et al. (2022) study on health retention issues in Brazil say the pandemic in 2019 worsened the situation. The employee’s exit was attributed to overload of work, low remuneration and lack of respect from superiors. They found that conducive work environment, recognition by superiors, teamwork and professional development were the strategies to enhance retention. Xuecheng et al. (2023), explored factors affecting employee’s retention in Small Medium Enterprises in China. They highlighted that China meets the percentage of global average turnover rate, but it is not exempted from the encumbrance of turnover. Private firms in China recounted more than 19% turnover rate, whereas government enterprises recorded 8% and foreign owned companies recorded about 16%. They concluded that providing training for employees induces retention positively. Bharath (2023) explored a strategy that is beyond regular and fat salary to boost health sector staff retention. Employees were highly paid but the reason for their leaving was attributed to ill- treatment. The researcher found that

when marital status, location of residence, age, are considered in relation to work schedule, it heightens staff retention. Younis et al.'s (2023) study in Austria context of employee retention were of the view that organizations should retain the high-quality performers. Employees leave for better opportunities and others leave because of connection with peers who have left for other jobs. The authors concluded that network position to connect employees in the assigned task and to embed them in the organization departmental decision-making aids retention.

According to Malinao and Agustin's (2023) study of employee retention in Philippines explained that there was a tie of competition among public and private schools where private school staffs were losing employees to the public because of government incentives to support the public schools. The researchers concluded that conducive working environment, reward specifically 14th month pay training and development, and advancement for professional growth were being deployed to retain employees in the private sectors. Wang et al. (2023) explored the high rate of low retention in Russian public and nonprofit services. The low ratio was attributed to demographics which included age, gender, and educational level. They found that the best practice for employee long term of office was to recruit older employees.

In Malaysia private healthcare is swamped with low nurses' workforce which has contributed to low productivity. Sija (2022) researched into this and realized that the shortage was ascribed to overload of work which was stressing the workforce. Again, there were better offers of compensation in other countries. The researchers found that the strategy to retain the staff included recognition and job satisfaction. Kaneda and Yamashiro's (2023) study on Japan health sector on heightening the retention of medics and paramedics said, the intention to leave were attributed to work overload because of misdistribution of staff. No flexible working hours for forefront workers specifically on night shifts. The authors concluded that the government strategies to increase retention include plans to increase allowances, open nursing schools in the areas with critical shortage and enhanced work life balance. Taderera's (2020) study on Ireland subjects on health workforce retention enlightened the fracas of losing young medics in Ireland to other English-speaking countries. The remaining complained of stress, no time for training programs and harassment from superiors.

Ireland has resolved to international recruitment and since it did not solve the issue of quantity in Ireland this has called for worldwide attention in a conference held in Kazakhstan to address the agenda 2030 on strategies of universal health care through retention and commitment of staff. The authors concluded that best practices of retaining young doctors include motivation, setting a clear job description and remunerating them.

In Cambodia, Abe et al. (2021) focused on retaining midwives in rural areas for quality health delivery to the entire populace. After the 1975 genocide, the ministry of health tried to assist in various ways to revive the country through health care system by strategizing to place midwives in all centers to reduce infant mortality rate. Factors that induced them to leave included low salaries as compared to working with NGOs, afraid of assaults. They found that the best way to increase retention is to provide accommodation and allowances to increase salaries. Also, there is a security system to guard workers and also provide job opportunities for staff's families to be able to live together.

1.1.2 Regional Perspective of Employee Retention

On the theme of employee retention in Kenyan health sector, Golicha et al. (2022) submitted that Kenya's health sector continued to face shortage of staff, and the remaining were not equally distributed putting a heavy workload on the less staffed. From the report of WHO 2020, the rate of outflow of doctors and nurses was more than 50% and 65% respectively, which affected the millennium development goals of vision 2030. They found that talent management in the form of mentorship and coaching programs to develop the staff to achieve their career goals were the good practices of retention.

Mdegela et al.'s (2022) study on triggers of retention of health sector professionals in Malawi alluded that this region was not exceptional from other health sectors experiencing low retention. Some of the reasons were attributed to unclear career path and lack of peer support. To improve on this the sector introduced a special program to equip the workers in leadership skills, obstetric and newborn care. During their training, these participants were tracked for more than 4 years. It was found that some

of the participants changed roles in the same facility among others, which enhanced retention. Sirili and Simba's (2021) study on Tanzania subjects proposed that many things should be put together for retention. It should not dwell only on increase in remuneration. In this approach, the various health institutions identify vacancies and the central government fill those positions. In some districts, applicants joined up training institutions after a consensus was reached to work for a particular health sector after completion of school. In addition to this, plans were made to provide housing, better incentive packages in view of boosting retention. The researchers found that other factors including embracing the employee's family welfare aided staff retention. Manjoo et al.'s (2023) study focused on workers retention of call center in South Africa. They submit that not setting clear goals to workers and not matching certificate with a specific job role affects retention. Researchers concluded that enhancing career growth has proved to retain all cadres of workforce in this industry.

In Egyptian context of employee retention, Elsafty and Albadry's (2022) study reported from sme.ebi.gov.eg that workforce in SME represent more than 73% of the total employed workforce and employee turnover is high due to fringe benefit factored into the salary. They found that to retain employees, employers needed to separate the component of fringe benefit from salary as per the Egyptian Labor law which demands that companies must apply Annual Increment of not less than 6.9% of the basic salary. In addition, supervisor's support, working environment, career opportunities induced retention. Manda et al. (2023) say in Zambia, the rural areas face a low retention of health staff. The staff reported that their exit was because of management not motivating the staff. The study concluded that the best practice for retention includes farmlands given to the staff to enhance cost of living. They would be given the opportunity to enhance their aptitude, support from coworkers to stand in for duties when other workers were absent and promotion in ranks.

Falola and Ojebola (2023) study on Nigeria health sector low retention pointed out that the reasons were from the many economic factors which were not new, this had been there when the country was under the regime of military power and it persists under the civil rule. The staff were not sure of job security, the high standard of living as compared to their compensation. Irregularities in salaries and allowances and the

heavy workload which stressed employees. Nationals wishing to come back had difficulties. They found that structured communication procedures, tax free for newly hired, intentional creating of social activities among staff and enhancing job security induce retention.

1.1.3 Local Perspective on Employee Retention

Asamani et al.'s (2020) about health sector staff shortage in Ghana realized that at a point in time medics and paramedics were not employed so they migrated to other countries to seek for career opportunities. This created a big shortage that Ghana government had to come up with strategies to fill and retain health workers. They found that, the government involved the private sectors to train more professional to fill the gap. Atta-Mensah's (2022) study on employees' retention in hospitality industry in Ghana realized that the industry faced challenges in retaining employees. The reasons were lack of motivation from supervisors, lack of career development and monetary reward was rarely mentioned. They concluded that best practices like employer-employee relationships, yearly increase in salary promotion on the job were found to have a significance on employee retention.

Mahama et al. (2022) assessed the association of job satisfaction and employees' turnover in Ghana: They say high turnover affects profitability, it affects the moral of the remaining workforce and in addition, cost of replacement is high. It was seen that turnover intention is due to low job satisfaction, overload of work, burnout, inter role conflict and less teamwork. They found that strategies for retention include a defined job role, enforcement of supervisory support and adequate promotional opportunities. Osei et al. (2023) studied the many issues that trigger health sector employees to leave. They opined that there exists burnout among staff. They found that addressing employee complaints and periodic increase in salaries augment retention.

In a similar vein, Asianab (2023) focused on factors that influence employees' retention. The challenges that trigger retention were unconducive working environment. The study found that flexible management style is the best strategy for retention. Adusei-Poku and Yussif's (2022) study on retention of mining companies staff point out that for Ghana to be able to meet the consumers' demand of both local

and global market, employees need to be committed to the task at hand and therefore factors that will enhance their retention should be strictly considered. Inconsistent compensation induces the employees to leave. They concluded that the best practice for retention is training and development, and regularized compensation

Sanda and Ntsiful (2021) focused on dynamics of employee retention in Ghana SMEs. Upon the government financial aid to enable the industry to operate without financial constraint continued to face the issue of retaining workers where workers leave without prior notice putting unnecessary pressure on management for replacement with high cost. The reason was that workers perceived that after acquiring the needed skill to contribute to the overall performance of the work receive no reciprocal on wages. Among the retention strategies found to have positive impact were flexible workplace with particular attention to adjusting the conventional reporting time to suit those leaving far. In addition to this is a consistency in the salary.

Armah (2022) examined the culture behind training and development of staff in public universities and retention. The reason for low retention was attributed to termination of appointments of non-faculty staff who attempt to have external training and development. The strategies found to be effective for retention are flexible working conditions, not outsourcing contract workers for non-faculty jobs and putting in place training and development for all categories of staff. Poku et al. (2023) focused on low retention of nurses. They orated the issues affecting health sectors which have an undesirable bearing on the nation. The brain drain in the health sector deprived the population from accessing quality health care. According to Asamani et al (2021), it has resulted from the gaps in the implementation of policies that affected human resources for health in addition, most health graduates remained unemployed. Some scholars argue that the calling countries pay fiscal incentive to immigrant, the low middle-income countries (LMICs) to cushion those countries national gross domestic (GDPs). The authors support other scholars that this does not benefit the low middle income countries because they are losing professionals which in turn jeopardize the health system in a country. They concluded that for a high retention rate the government should find solutions to the triggers normally reported through research, professionals, political elements. So, the Ghana health services have put in place

migration policy to address migration issues of the recruitment from LMICs. Poku et al. (2023) continue to say besides all recruiters to follow the outline given globally in the International Recruitment Code of Practice of Workforce mutual or bilateral collaboration by WHO.

The issue of large number of nursing workforce migration in Ghana led Ibrahim et al. (2024) to investigate factors to curtail the situation. The smaller the quantity of staff the more the work they cannot give in their best. With these patients are not satisfied which they abuse the nurses as not productive. Health workforce also blames government for economic hardship for not employing more workforce. Further, after working for more than ten years they were not allowed to further their education unless one went on leave without pay.

This situation stressed the nurse in diverse ways to change career path or to migrate. Comparatively, the participants said the migrated nurse's monthly salary was six times their counterparts in Ghana, excluding allowances. They found that provision of survival benefit, dismemberment medical insurance can induce retention. They also found that availability of resources to undertake emergency tasks can aid retention. They found that increasing their salaries and valuing their efforts enhance retention.

1.1.4 Teaching Hospitals

Ghana Health Statistics (2020) documents the location of Ghana as a country in African continent and has a population of approximately 33.80 million. It is located along Africa's west coast, with 58.9% of the people living in urban areas and 41.1% living rurally. It has sixteen regions with four health care delivery structures: public, non and profit private, and traditional. Teaching hospitals are public hospitals which provide a unique function in delivering information about numerous health issues. They offer outpatient and inpatient treatment. Teaching hospitals provide the country with the highest quality of health care. These institutions demand highly skilled staff and more sophisticated technologies to provide treatment. They offer basic and post-graduate training to health professionals (MoH, 2017).

1.2. Statement of the Problem

Globally, employee retention is important as any other professional area in health sector. In Ghana, the Ministry of Health has documented the leading problem affecting Ghana health sector especially the public as the external and internal brain-drain. The sector continues to implement interventions in furtherance of human resources capacity development. The interventions are aimed at increasing retention level. Despite the Ghana government efforts to curb the situation, there is an escalation of employees leaving for greener pastures in other countries (Ministry of Health, 2020). In various studies of emerging issues in public health, Sackey (2022) brought out that Ghana has a low staff in health sector. A report from the Minister of Health in 2021 indicates that doctor to patient ratio is 1:6355 which does not meet the standard of World Health Organization of doctor to patient ratio of 1: 1000.

According to the report, more than 50 % of doctors and more than 20% of other staff in health sector have left for other countries. Health workers service union congress, in a meeting with fair wages compensation facilitated by Ghana Ministry of Health in 2021 raised the issue of the unfair treatment to the nurses, who represents the largest populace in the health sector. They raised concern about the poor working conditions among other things in 2015, but the government has paid no attention to them (Szabo et al., 2020). The reasons attributed to their higher rate of exit as revealed in the Ministry of Health Inter-Agency Review Conference in 2020-2022, are working conditions, remuneration package, unstructured human resource development, employee wellbeing and infrastructure. The public health sector is currently characterized by work overload that has affected the quality of services rendered to the public. Atte (2021) orated that it is time to investigate the issues of health system in all its forms and dimensions, particularly the brain drain of the professionals to other countries because this compromises the number of people needed basic health care. Again, it brings financial losses to the nation in the sense that some of these staff are fully sponsored by the government and if they leave, it creates a big vacuum to replace at a higher cost. Those who are not sponsored are also given a stipend and if the government does not employ them as soon as they complete, they may change career path which makes the investment in educating health professionals a waste (Sekyi et

al., 2022). Asamani et al. (2020) say it is seen that health care staff leaving for other services and countries is characterized by negligence or gaps in execution of canons, and this has ensued in a tenacious shortage of staff in healthcare sectors amidst all these qualified nurses and other cadre of healthcare personnel remain unemployed.

Ameyaw et al. (2023) say it takes almost five years for nurses and medical doctors four years to be employed after completion of school. Poku et al (2023) say the government not employing the nurses after completion of school for more than three years will induce them to migrate to other countries Opoku et al.'s (2022) study in one of the teaching hospitals in Ghana revealed that more than 48% had an intention to leave.

To provide possible solutions to the issues, the existing literature shows different approaches in addressing employee retention. However, none of them specifically examined employee retention in all teaching hospitals in Ghana. The study, therefore, empirically used HRM practices of recruitment, training, employee appraisal and HR data management to test employee retention moderated by human resource policies in teaching hospitals in Ghana.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the relationship of Human Resource Management Practices and Employee Retention in the teaching hospitals in Ghana.

1.3.2 Specific Objectives

- i. To examine the influence of recruitment practices on employee retention in the teaching hospitals in Ghana.
- ii. To determine the effect of training practices on employee retention in the teaching hospitals in Ghana.
- iii. To investigate the impact of employee appraisal practices on employee retention in the teaching hospitals in Ghana.

- iv. To explore the impact of data management practices on employee retention in the teaching hospitals in Ghana.
- v. To evaluate how human resource policy as a moderating variable affect employee retention in the teaching hospitals in Ghana.

1.4 Hypotheses of the Study

The study was navigated by the listed null hypotheses.

H₀₁: Recruitment has no significant effect on employee retention in the teaching hospitals in Ghana.

H₀₂: Training has no significant effect on employee retention in the teaching hospitals in Ghana.

H₀₃: Employee appraisal has no significant effect on employee retention in the teaching hospitals in Ghana.

H₀₄: Data management has no significant effect on employee retention in the teaching hospitals in Ghana.

1.5 Significance of the Study

Employee retention is a long-term plan, and it begins by creating an on-going relationship with an employee, from the time of hiring where the organization selects the best candidates HR-M practices does not dictate but convinces with data as well as setting in place effective hiring algorithms. Employee retention has become a concern in organizations. As HR professional, you acquire a large amount of data. Unfortunately, much of this data goes useless. Employee retention has become an issue to deal with in organizations.

1.5.1 Recruitment

Inferring from the underpinned theory, recruitment provokes scholars in the field of human resource management to explore further. A ready bench of talent aids sustainability of any institution. This helps us to understand the connection between the right fit and retention. Fomude et al.'s (2020) study on human resource analytics calls for business to ensure effective recruitment in highly skilled personnel and to retain them to bridge the gap emanated from globalization for competitive advantage.

1.5.2 Training

The study contributes to the extant literature by providing empirical support from the findings, which are of benefit to HR practitioners. Training unveils the value of human capital in an institutional set up. Msacky (2024) say training on health staff retention showed that high retention of committed staff improve performance which help the population who needed health care.

1.5.3. Employee Appraisal

Many studies done on employee retention have focused more on the transactional, indeed HR employee appraisal is a game changer, and it is transformational. Besides, a few studies on HR employee appraisal and employee retention have been done in Ghana and not in all the five teaching hospitals. Muriuki and Wanyoike (2021) wrote that setting an achievable standard, reviewing and giving feedback to employees enhance retention.

1.5.4 Data Management

The study contributes a substantial thoughtfulness of the theoretical framework relating to HR data management and employee retention which enables researchers in the field of human resource management to explore more. Data is a cornerstone of HR transformational strategy. Kanzas and Knight (2020) marked that HR data management enables HR team to plan well to share and assess information on any project.

1.5.5 HR Policy

In relation to employee retention the selected policies are of great benefit to policy makers, HR team, scholars wanting to explore the triggers of low retention a well-planned policy on employee's entry to exit informs the impact of retention. It also shows the important role HR Policy plays in moderating the relationship between recruitment, training, employee appraisal and employee retention.

1.5. 6 Management and Board of the Teaching Hospitals

The research findings are critical in managerial practices for Ghana teaching hospitals where they will guide HR managers and departmental heads to make better decisions on employee work-related issues on recruitment, training, appraisal and data management, which will improve the overall retention.

1.5.7 Research Works

The goal of the study and its conclusions is to add to the corpus of knowledge already available in the field of human resource management in Ghana and in other continents by providing a stand for additional studies through research gaps identified by the study. Findings of this study would contribute to new knowledge in both business and academic research arena. The findings of the study would provide a better understanding of the relationship between HRM practices and employee retention while expounding on the moderating effect of HR Policy. Students and researchers may use the findings for future studies within the HRM practices that are likely to have an impact on the retention of employees.

1.5.8 Contribution to Academia

The study is noteworthy. Theoretically, it adds to the understanding of Resource Based View Theory, Human Capital Theory, Equity Theory Organizational Processing Theory, Transformational Leadership Theory and Job Embeddedness Theory in the contextualization of employee retention. There is a view that current theories and practices may already be adequate for addressing contemporary challenges in human resource management, even though it is crucial to increase the body of knowledge.

Further the pragmatic substantiation uncovers the importance of recruitment, training, appraisal and data management and moderating effect of policy. The study is valuable to the management and board of the teaching hospitals on how HRM practices can be used to improve employee retention through economical alignment and enactment of the policies. Scholars in human resource management can understand the connection between HRM practices and overall effect on employee retention. The underpinned theories provoke scholars in the field of human resource management to explore further. Finally, the findings serve as literature for scholars and researchers for further studies in HRM practices and employee retention.

1.6 Scope of the Study

The study focused on HRM practices and employee retention. The study population consisted of HR department in the teaching hospitals in Ghana. The measured variables were recruitment, training, employee appraisal and data management, moderated by HR Policies. The study was intended to be done in two years with a budget of KES 1,130,000. A clustered sampling was used. The study was confined to HR department in the teaching hospitals, namely: Cape Coast Teaching Hospital, Ho Teaching Hospital, Komfo Anokye Teaching Hospital, Korle-Bu Teaching Hospital and Tamale Teaching Hospital. This study adopted cluster sampling due to geographical distribution of the target population and used quantitative design (Creswell, 2014). A structured questionnaire was adopted in this study to collect data from the respondents. However, some of the respondents were alacritous to respond since they were not sure of confidentiality in the study. In handling this, it was explained to them the importance of this study and the ethics of confidentiality. The findings of the study will help government; Ghana health services and the teaching hospitals be aware of importance of employee retention.

1.7 Limitations and Mitigation of the Study

Some limitations were encountered during the study. Limited funds affected the study to use mixed methods approach, where qualitative approach could have been used to bring out issues on the ground affecting employee retention. The study deployed quantitative approach and applied the observation and interaction method with the

respondents so as to collect data from the respondents as per the study objectives. There were a lot of hindrances and protocols that needed to be followed to collect data. This did not, however, interfere with the process of data collection.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The organization of this chapter has six segments. The first presents the theoretical framework, the second discusses the empirical review. The third also shows the conceptual framework. The fourth discusses the critique of the extant literature, the fifth states the research gap and the sixth highlights summary of the reviewed literature. Relevant and related literature to human resource management practices and employee retention have been reviewed in this chapter which emphasizes the problem being studied. The review of this literature points out gaps that validate the significance of the present study.

2.2 Theoretical Review

Several theories have been used to research employee retention. Some of them include contingency trait, human value, path-goal and situational theories. Each of the theories looks at certain aspects of retention. The chosen theories were used to test the variables or the hypotheses put forth to set out the reality in human resource management practices and employee retention. Thus, guiding in this study not to deviate from the universally accepted theories. Grant and Osanloo, (2014), proposed that it is a foundation to build the constructs of empirical research where there is a concomitant effect on the study objectives.

2.2.1 Resource Based View (RBV)

Barney (1964, 1991) theory of Resource Based is linked to HR recruitment which states, institutions have competitive advantage when they have talent pool that cannot be readily substituted by others. Sparrow and Budhwara (2002) allude that most firms can acquire technology and materials at any time, but this is not so for talented employees. This theory helps us to understand HR recruitment by measuring institutional strength when the right fit is recruited. Flamholtz (1974) mentions that measurement is intended to provide managers with the basic decision on cost and its

value in acquiring human resources. Sanchez (2008) critique on this theory that resources need to be explicit despite the confusion of whether the resources are consequence or central to competitive advantage. The failure of scientifically establishing the causal and effect undermines this theory. Nevertheless, a comprehensive review on this theory by Delwin (2023) pointed out that internal resources are the institution's substance, which sustains it to enable it to realize its goals. Recruitment makes organizations and institutions understand measuring institutional strength when the right fit is recruited the measurement is designed to give managers and investors a quantitative foundation for decision-making. They would give management a way to base decisions about the hiring, training, distributing, and replacing of human resources on a cost-value analysis. This implies that the expenses to be expended and the value gained from different stages of recruitment may be considered while making these selections. For example, a decision involving a possible investment in hiring and its expected return on investment. This is significant because it makes it clear how human value should be measured or quantified through recruitment process.

2.2.2 Human Capital Theory

Human Capital Theory proposed by Schultz in 1961 that training increases the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings. Becker (1993) and Mincer (1974) supported that one's education and training plays a key role in both employee and firm performance. Becker (1993) and Mincer (1974) further said an institution is often said to be as good as its staff. Directors, leaders and employees that make up an institution's human capital are critical of its success.

Upskilling employees enhance the organization develops unique knowledge and skills that are not easy in copying from competing organizations. This helps the sustainability of the said organization or institutions. Training and development also aid transfer of acquired knowledge and organizational learning, confirming that workers remain associated with changing organizational needs.

Human resource management must play its pivotal role in the acquisition, development and retention of human capital for an institution. Many scholars have pointed out the lack of realism in this theory. However, Friedman (1953) is of the view that economic theory does not need to be realistic to make viable predictions and secure normative effects. The theory is linked to HR training for the purpose of an increase in the HR capabilities that in more knowledge and skills to the employees to work smarter according to the ever-changing environment.

2.2.3 Equity Theory

Equity theory propounded by Adams (1965), which is linked to employee appraisal practices states that employees compare themselves with each other in terms of input and outcomes Walster et al. (1978). High-performers seeing that poor performers get lower appraisal scores and, consequently, receive lower rewards – might feel that an equitable balance is being established and will be motivated to continue their high-quality work. Theorist Festinger (1954) suggests that individuals tend to compare themselves with others to make judgments regarding their performance.

They are concerned not only about their performance in an absolute sense, but also about how they measure up in relation to relevant peers. In addition, this theory posits that individuals have a strong desire to improve their performance when faced with unfavorable comparative information.

Though researchers suggest that exact comparison is difficult since performance is not equal and if all are treated equally best performers will leave for high offer. Studies have pointed out that equity in selected HRM practices like employee appraisal is crucial for effective organization. Mwangi and Oluoch (2022) explained that the equity theory is a framework that serves as foundation for explaining employees' responses to Human resource management practices in the areas of reward system, appraisal assessment. They emphasize that this theory supports the basis of appraisal design in an organization irrespective of the size.

2.2.4 Organizational Information Processing Theory

Galbraith (1973), theory is conceptualised in data management to understand the skills needed in human resource. This states that organizations must be able to obtain and use the information to reduce uncertainty and take measures to improve human resources work related issues at stake. Furthermore, HRIS improves organizational decision-making processes by providing rapid, precise, and full data, resulting in increased productivity. Using this theory to frame constructs on the need for data management, data quality and its accessibility capacities for concept. However, researchers posit that this theory fails to consider that information is often incomplete and partial and needs to be conformed that information can be perceived and not measured. The concept will enhance human resource teams, to upgrade their analytical skills to ask the right questions from their data. In addition, to play a strategic role in institutions, where they will be able to measure how human capital decisions affect the institution.

Organizational Information Processing Theory advocates that organizations can plan how to process information commendably to be able manage insecurity in the employees' information (Galbraith, 1974). As organizations function in intricate situations, the necessity for precise and apt information becomes critical.

2.2.5 Transformational Leadership Theory

Burns (1978) mentioned that the concept of transformational leaders is known for enhancing the people he leads to plan strategically for long term projects to benefit the institution as well as the people (Meyer & Allen, 1997). Support from top management enhances sustainability as well as all activities in the business. The fundamental goal of transformational leaders is to pursue and achieve the stated mission as a team through enhanced way. However, Bass (1990) has shown that leaders may aim at transformational leadership style, but employees perceived it as transactional leadership focus.

According to Ali et al (2020), Transformational leaders play a key role in determining HR policies. As part of this they promote organizational development through the

employees at managerial level as well as equipping non-management staff for engagement, innovation which is in line with the goals of the organization.

This theory was critique for its conceptual mixed up with other leadership styles which makes it difficult for scientific proof. In addition to this it ignores some functional areas in an organization that guides policy implementation. (Yukl, 1999).

2.2.6 Job Embeddedness Theory

Mitchell et al. (2001) postulated the ideology that when employees have ties with other workers or when they are compatible with job and surrounding environment or when they are committed to the work, they are likely to be retained. The elements of this incorporates the culture, the human resource and the work community. Most especially during the sixty to ninety days of joining an organization, when newly hires are bonded it becomes difficult to leave and consequently, it helps employees to be immersed, to depend on a team for high performance. (Ampofo et al 2022).

A study revealed that it is used to curb low retention and intention to leave. Factors such as links that individuals have formed, the network within and relationships created through teamwork induce them to sacrifice for the work they have been employed. Moreover, it is difficult for employees to let go positions they occupy which gives them a sense of job security. (Chan et al 2019; Shah et al (2020)

The authors of this theory assumed that people satisfaction and commitment in jobs leads to embeddedness in organizations. This theory is linked to employee retention, when there is a better employee relation, provision of better working environment and other developmental activities that enable the organization to maintain better performance the results will be employee retention.

2.3 Conceptual Framework

De Groeve (2020), says a conceptual framework, is a methodical instrument with many contexts and modifications. Demiroz (2018) goes on to say that a conceptual framework aids the researcher in moving from simple statements to more detailed

descriptions. Through this, the reader will have a better comprehension of the data and how it relates to the research questions.

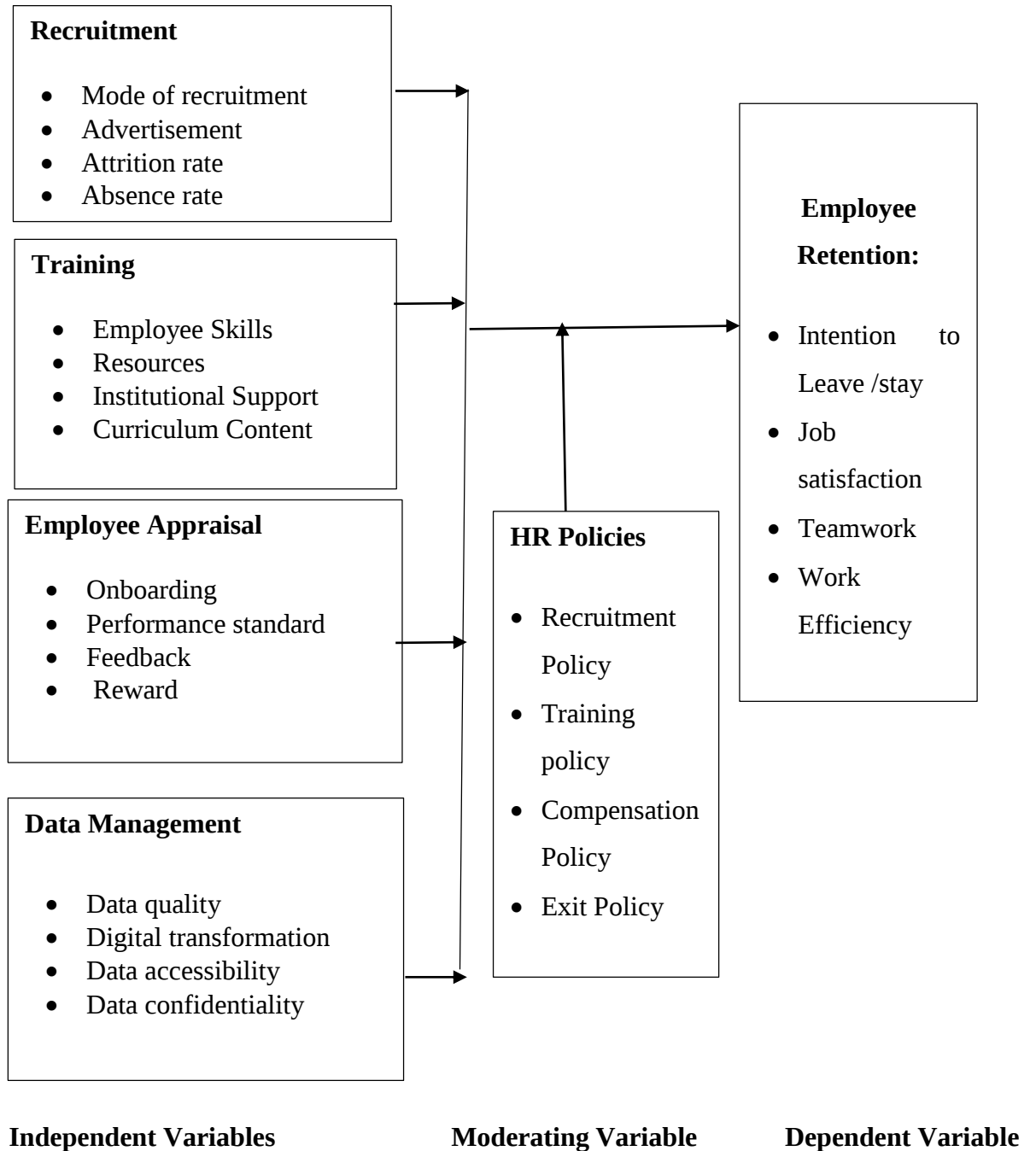


Figure 2.1: Conceptual Framework

2.3.1 Recruitment

According to Alzoubi and Ranad (2020) the right recruitment discovers the right fit whether from inside or outside this helps organization to create a talent pool from the process of selection. Recruitment has significant effect on organization's retention. Literature supports the idea that the success of any organization irrespective of the size is ascribed to the commitment and productivity of the human capital. It is common knowledge that organizations exist for a reason, whether they are non-profit or profit-making, governmental, or non-governmental. The workforce as a factor of production helps the organization to achieve its objectives. Understanding fundamental human resource recruitment practices to promote employee collaboration and interdepartmental collaboration to make strategic decisions would aid employee retention. The employees hired should be compensated adequately, else it will lead to unwelcome attrition, while insufficient personnel might cause talent acquisition panic. Goyal and Kaur (2023) stated that retention issues continue to raise issues on how to mitigate it thus many institutions are building on their trademark to attract and retain the talented, by enhancing their social and professional network through reskilling enhancing employee's career path and the culture of the institution.

2.3.2 Training

Inferring from Aliu et al (2025). Training in organizations plays a significant role in ensuring sound progress and sustenance of organizational productivity through improving employees' knowledge, skills, and efficiency. Planned training programmes help employees stay updated with the organization's general direction of their business, which fosters employee engagement, leading to greater retention rates. Organizations that consistently invest in training exercises would probably encounter

less challenges in adapting to changes in the environment. Kassema (2019) viewed the concept of training as enhancing employees' knowledge and skills. If employees are considered as the most important constituents for business success, then upgrading knowledge and skills should be considered at the institutional and individual level.

2.3.3 Employee Appraisal

In their book "Costing human resources: How to measure human resource management", Cascio (2000) wrote that managers are to set standards for a measurement through surveys. Upadhyay, Tyagi and Malhotra (2021) support that the quantification of activities of employees for fair reward is critical in HR decision-making and it thus helps to forecast into the future on handling the employees without bias. Ugoani (2020) explained that performance appraisal and its effect on employees. he proposed that employee appraisal is a strategic tool that organization uses to assess itself. By comparing objectives and standards of performance of the employees, it helps management not to be biased on compensation as well as helping employees to know where to improve.

2.3.4 Data Management

Data management refers to an organization's data which includes all parts of the human resources information system (HRIS), as well as technology and HR-related issues. To do so successfully, there is a cost, which makes it difficult for some organizations to embrace the idea of a data-driven culture. Another barrier to evidence-based adoption is obtaining high-quality data, as well as finding people with the necessary data management skills. Aiken et al (2017) say data management is using the collected data of employees within the policy of data regulation throughout the employee's lifecycle for better decision making. According to Kansas and Knight (2020), proper data management enables any organization to plan well to share and access information on any project.

2.3.5 HR Policy

According to Kremer (2018), a successful planning of HR activities and usage of HR is achieved through supportive policies. Demo et al. (2018) study on adhering to HR policy in workforce management produced resilient for retention. They further said involvement of human resource policy is significant on employee job satisfaction to predict retention. Policies and procedures of recruitment are obvious for organizations to hire workers to perform the task at hand. Therefore, a well-defined policy has impact on organization to achieve its goals.

2.3.5 Employee Retention

Employee retention is a long-term plan, and it begins by creating an on-going relationship with an employee, from the time of hiring where the organization selects the best candidates. After this the employees need to be cushioned with learning and development initiatives throughout their time with the organization till pension. HR team improving on retention of employees is a unique planning in an organization which put them at par with management (Ufoma et al., 2015). According to Siaw et al. (2022), retention of employees should be given priority because of the benefits it accrues for both the employer and employee. Employees experience job security and employers do not spend time and funds searching for new employees.

2.4 Empirical Review

From literature, a lot of studies have been done on employee retention which include the research of Sekyi et al. (2022) on the retention of health professional in the upper west region. The study of Biriowu and Kalio (2020) on talent analytics and employee retention. Peeters et al. (2020) on analytics effectiveness, Anger et al. (2021) assessing the efficacy of HR metrics and analytics efforts in staffing. Ankra (2017) focused on assessing the impact of training and development. However, the current study concentrated on the human resource management practices on employee retention.

2.4.1 Recruitment and Employee Retention

Pessacha et al.'s (2020) study explored prescriptive analytics approach of employee recruitment. In the study, they proposed two methods for hiring. In the first place, if a specific position needs to be filled and secondly if there are multiple openings that need to be filled. They found that interpretable model or machine learning is good to assess each applicant's and job types, the chances of being hired for a single position. They also found that for a multifaceted, considering different departmental vacancy needs, diversity inclusion, and departmental goals to prevent pre-hire problems that could lead to turnover, a variable-order Bayesian network (VOBN) is good to handle it. This supports evidenced based hiring process for HR team. VOBN is educated to handle big data for recruitment, those who will be successful and not successful, and it is able to deal with areas where it can be overlooked if handled manually and thus it is transparent to enable HR team to predict successful applicants.

Shivani's (2022) study on recruitment aimed to understand what recruiters deploy to enhance the process and to review the metrics used. The study put in quantitative research approach. Sample size was 52 recruiters. The study found that through AI enhanced systems specifically organized through Ceipal portal recruiters can track profiles of job seekers and connect them to companies looking for employees according to job requirement. The study also found that metrics used are, cost per internal and external hires, and time to fill. The findings revealed that most of the recruiters are recruiting the best applicants through this system.

Dhanalakshmi and Sunil's (2024) study methodical view on recruitment and selection underscore the importance of the function of HR team in recruitment and the effective prelims of selection. They say low retention is on the increase despite many graduates looking for employment. One of the variabilities in the function of HR is recruitment. Globalization has called for skills to be integrated for fairness and transparency in recruitment process. The descriptive survey design was used to collect data from about 41 participants. They found that fifty-five percent preferred an interview to written test during recruitment. They also found that eighty eight percent are satisfied with their placement. Further, they realized that fifty seven percent are enhanced in career path.

More so, they found that recruitment is done through the company advertisement than employee referrals. Finally, they established that experience and qualifications of applicants have a little bearing on recruitment but rather attitude had fifty percent impact on recruitment.

Anger et al. (2021) examined human resource staffing metrics and analytics, the practicality and challenges through a case study design. They opine that institution may generate and use staffing metrics, which are in line with institutional aims. Qualitative approach was used with a sample size of four. They found that the realization of HR metrics and integration of analytical tools is dependent on the commitment of management at all levels in an organisation. Strenitzerovaa and Komackova's (2023) study on age diversity and its impact on turnover aimed at hiring different age groups for sustainability. They opined that some age groups are not attracted to recruitment teams though they may have rich experience. They found that hiring qualified personnel by not considering age has an influence on retention.

Ansoglenang (2020) explored the various recruitment and advertisement practices in firms. The author opined that digital based recruitment has recently gained momentum in institutions, and it is assumed to be transparent and to allow equity in participation. The study used face to face interview and secondary source for the data collection, and it was multiple case design. The study found that there is a limited growing visibility towards digitally enabled recruitment platforms in Ghanaian healthcare sector.

Mahjoub and Kruyen (2021) explored effectiveness of job advertisement to attract applicants where there will be no mistakes to be corrected in the recruitment process. Scoping-review procedure was applied to review 243 articles. They found that the purpose, target group, content of work are the main issues to be considered in advertisement. They recommended that for organization to have a talent bench for retention, the advertisement should not be gender bias. Low level of employee retention has caught the attention of many scholars. For instance, in Scheller et al. (2016) opine that in 2030 there will be the need to recruit more than 50% of medics as estimated in 2013. Figure 2.2 shows the number estimated in 2013 and forecasted for 2030.

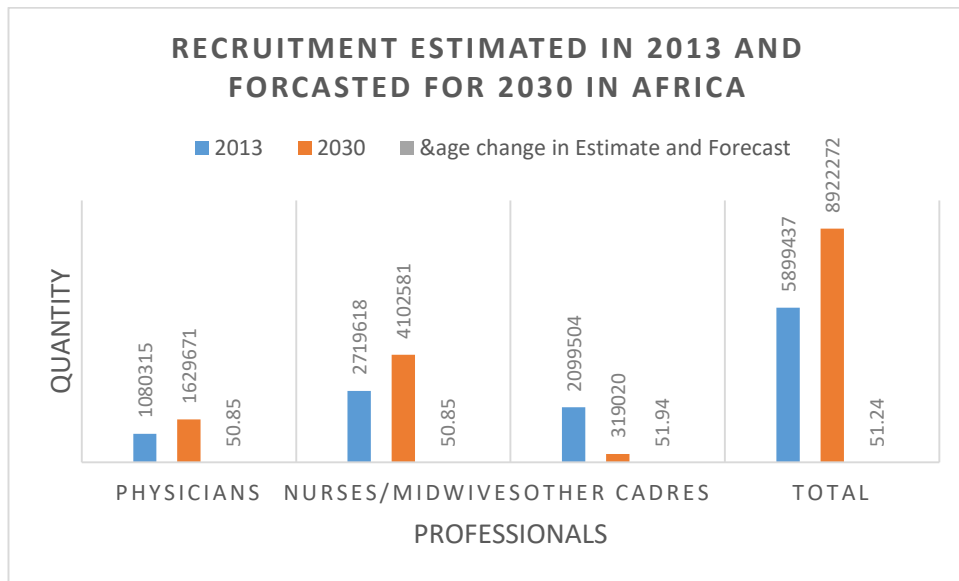


Figure 2.2: Recruitment Estimates

Peeters et al. (2020) aimed to study the effectiveness of people analytics. They reported that to enhance retention a global company advertised over 8000 job titles in their database. They found that critical vacancies were filled from within. Which in turn helped the employees to change career path that improved retention.

According to Džakula and Relić (2022), recruitment of healthcare workforce depends on the need of the population-assessing healthcare, and it is apparent in the high-income countries that have variations in recruitment. Tomblin et al. (2016) opine that this is in line with the assessment done on human resources for healthcare which was revealed in the high salaried countries under the Organization for Economic Co-operation and Development (OECD).

Karim et al. (2021) were of the view that the mode of recruitment should be cost efficient and with the intention of attracting and retaining employees to meet the organizational goals. The study used qualitative approach where data were collected from various published articles. They concluded that the performance of an organization depends on the right people recruited to perform tasks.

Okoroafor et al.'s (2023) study emphasized that the overload of work in the rural areas induce the staff to leave. They submit that retention of staff in those areas should be

considered as a priori. Sample size was more than 197 and through a focus group, they interviewed about 37. In the study, they found that salary increase of more than 8% over the current salary earned in urban centers is enough to retain and attract workers to the rural areas. In addition, promotion based on years of service reduced from three years to two years, and students with rural background posted to rural areas where both financial and non-financial incentives are provided consistently have impact on retention.

In 2020, the study of Haywood on effective strategies to reduce employee absenteeism in health sector, opine that absenteeism affects the services that need to be rendered to the population thereby decrease in productivity. The study deployed qualitative approach with a multiple case study design. The sample size was 5 participants. It was construed that employee wellness helps reduce absenteeism.

In a similar vein, Patcha et al. (2022) explored the factors that affect employee absenteeism. The authors state that employees are caught up in a culture that is outside the culture of the institution or that is not documented, also the working conditions and environment contribute to absenteeism. It was indicated that work-related issues have more impact on absenteeism and to recommend among other factors to reduce absenteeism there should be justifiable reward framework. They concluded that promotion of good relationships among workers impacts absenteeism positively.

Agwu et al.'s (2020) study on absenteeism and employee efficiency indicated that absenteeism in the health sector has raised an awareness to find the triggers and strategies to resolve it. Following the Abuja Declaration, Africa countries that are members of the Union of Africa came into unanimity to set aside a minimum percentage of fifteen towards their health sector budget annually. Agwu et al. (2026) say that half of the threshold is not met. They deployed qualitative research approach in a case study of two health facilities where sample size was 30, face to face interview was conducted through audio recording. They found that health staff experience a delay in salaries. There is also disparity in salaries as compared to workers with the same qualification and the same job description. They further found that staff at times use their pocket money to maintain fixtures of the health facility. They found that there

is no proper documentation on retirement benefits. They concluded that Health staff have private clinics, those who are engaged in farming take advantage of market days to sell their produce others have turned the hospitals into marketplace leaving their post to move around in the wards and other departments to sell their products. Finally, they said to mitigate this staff were demanding an increase of 100% in salary.

Fomude et al. (2020) focused on human resource analytics in Cameroon. They say globalization has called for business to ensure effective operations, which calls for management to recruit highly skilled personnel and to retain them to bridge the gap emanated from globalization for competitive advantage. The sample size was about 247 and they employed a descriptive survey design and quantitative approach. They conclude that motivation and compensation significantly impact retention. They recommended that after recruitment the local government should form a platform to bring together employees to share ideas of what they have learnt.

Tickel et al.'s (2022) study assessed the factors affecting health workforce's intention to leave. The authors opined that to achieve equitable access to healthcare to the population there is the need to improve retention of health workers. In view of this, health extension program was introduced to recruit health extension workers. Despite the effort of the government to spend more than 20 percent of health recurrent budget on their development there is attrition. Quantitative approach with cross-sectional survey was used. Qualitative with a focus group was also used for data collection within a span of fourteen years. Stratified sampling was used with a sample size of more than 580 and records reviewed was more than 3400. They found that low job satisfaction contributes to staff exit, inequitable work overload, lack of opportunity for career growth and low incentives. The study recommended that policies should be placed to govern these issues, specifically job satisfaction.

According to the study of Reena et al. (2019), developing trends in human resource analytics identified some trends as automated recruitment where recruiters gather data of applicants who fits well into the organizational culture. Selecting new hires through HR analytics help managers not to be biased on the selection. As part of this process of analytics, management improves in the areas where employee retention is held.

Google, for example, fosters creativity and collaboration and attempts to eliminate barriers for its employees. Where employees spend up to 20% of their time on projects that they are more passionate. In another instance, the Hyatt hotels group has a record of retaining employees through promotion at all levels, and employees listen to each other's issues and offer solutions. According to the authors, predictive analytics allows organizations to make quick decisions while also forecasting future requirements. Analytics aid in the achievement of organizational objectives that cannot be accomplished through the manual technique of decision-making. They found that there was challenge that called for comprehending data in terms of collection, processing, and reporting data for fundamental decision-making.

Nkanata et al.'s (2023) study aimed to investigate paid time off and the effect it has on the retention of staff. They berated that employers who require their workers to work during annual leave, no time off for family ties and career advancement do so to dwindle the efficiency and effectiveness on productivity. Further, paid time off should be explained extensively to qualified applicants during hiring. The sample size was 355 and they deployed descriptive and correlational study design. They found that well-structured annual leave where employees family are included in the package, leave for educational enhancement, leave to attend for bereavement, extension of leave for emergencies with pay statistically and positively have effect on retention.

2.4.2 Training and Employee Retention

According to Armstrong (2020a), training equips employees in upskilling them to work in an acceptable manner. In similar vein, Yimam (2022) alludes that training should be included in the basic HR practices. When this is planned well, it aids retention. Employees are more likely to put effort into attaining both individual and organizational goals in any organization that allows them to grow their skills. Employees feel more a part of an institution when senior management supports them, which can help lessen opposition to changes in the firm's operations. According to HR experts, one crucial responsibility of HR teams is to provide training to existing employees (Fink and Sturman 2017). Zhong et al. (2024) connote that training the organizational HR team through analytical skills for critical thinking enhances their

functions. They elucidated that the curriculum can be tailored to suit real case scenarios for practicality.

Prejith and Kumar (2022) study on the effect of training analytics on retention aimed to explore its comparability with performance, employee's decision-making skills, and employee's satisfaction and training gaps. Training analytics helps HR team to know which training program induces retention and as a result HR team can measure those who performed well or with lower marks, to have insight on developmental programs. Deploying quantitative approach in the study for data collection from about 212 they found that skills in decision making, performance, and satisfaction of the employees have positive influence on retention.

In line with strategies to address retention issues in health facility, Li et al. (2023) focused on pharmacists. The purpose was to investigate administrative assistance on voluntary turnover and moderating effect of gender. They say Pharmacists play a vital role in health care delivery through the preparation and administration of medication to the population. If they are burned out, their services may cause harm than good. In the study a cross-sectional design was used to collect data within a span of two months. They found that the sub variables measured emotional support positively and statistically had influence on turnover. When the gender as a moderating variable was introduced into the analysis, it was found that perceived supervisor support in males was statistically significant as compared to females. Ranade and Upadhyay (2021) studied employee training through analytics. The aim was to measure employee growth by utilizing data analytics and flexible incorporation of analytics in training. They emphasized the importance of retrieving past records on training and aligning it with current training program to ascertain its effectiveness on retention.

With this, training gap is seen where individual needs are taken into consideration to be re-educated for the entire performance of the institution as averagely an employee is to be reoriented not less than fifteen hours in a calendar year. Through structured questionnaire data was collected from manufacturing companies. They found that incorporating training analytics helps in predicting future training needs to align it with the goals of the institution. They established that training analytics helps HR team to

identify top performers, for succession planning in various fields in the institution. They again found that using analytics in evaluation of training programm can measure employee's growth.

Toyin-Thomas et al.'s (2023) study estimates a shortage in human resources for health in the Sub-Saharan Africa. This has called for worldwide attention on this issue by WHO, but it has been seen that migrants have the right to migrate to other countries and to advance in career fulfilment. The study noted that training should be geared towards frequently reported cases, else training will be at large. Figure 2.3 shows some of the African countries that have migrated to England.

Report on NHS Staff

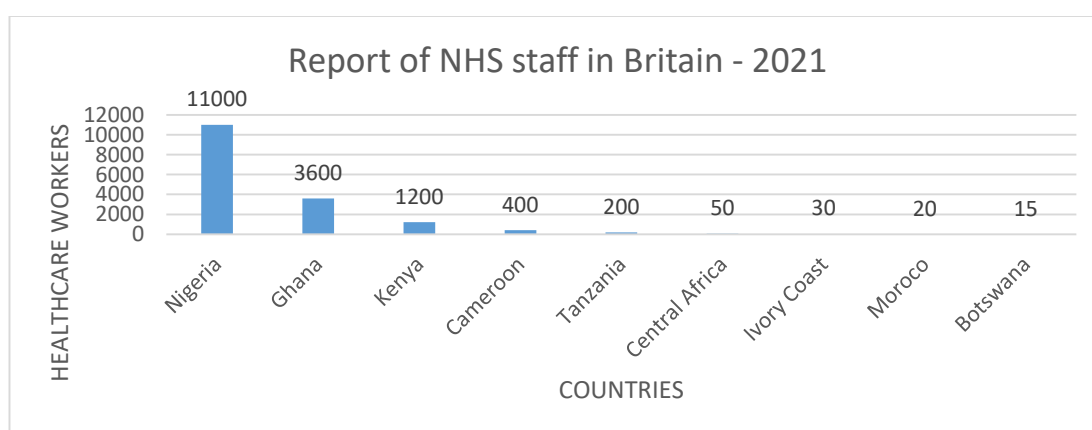


Figure 2.3: Report on NHS Staff in Britain; Source: Baker (2021) Modified by author 2024

From Figure 2.3, it shows Ghana ranked the second, which calls for an action to be taken to curb the situation of leaving for other countries. Dean and East's (2019) study on skills say that both hard and soft skills are needed in this highly competitive work environment to enhance retention. Since the work environment is now changing, which affects diverse groups. The study deployed qualitative approach, multiple case study in three companies. It was known that the skills of workforce make an organization to be competitive however, employers' concentration on hard skills

outweighs soft skills. They recommend management to include soft skills training in their company's curriculum.

Laing (2021) studied training and development and public sector organizations, to find the low -level retention rate in Ghana Ports Harbor Authority. Despite their training programs. The study used survey design with a quantitative approach to collect the primary data, and sample size was more than 100. The findings revealed that training programs are unplanned and unsystematic and it has failed to impact worker performance and productivity, where the workforce complained of not being given the chance for further education, few who attempt to go on part-time are asked to resign since management see their new acquired skills as fat and not fit. Those who do not go are not enhanced through properly planned training. He recommended that training needs could be identified where a planned curriculum can be put in place to benefit all cadres of workforce to curb the situation of low level of retention. In a similar vein, Ankra (2017) focused on training and employee performance, that for institutions to reap high retention in this digital era, it should focus on human capital management in the areas of training, and compensation. The study concluded that training activities help to create talent pool as well as increase knowledge and skills. The study recommends a policy to be put in place to enhance training. Msacky (2024) explored the impact of training on health staff retention and pointed out that high retention of committed staff not only improves performance but also provides service to the population who needed health care. The study used mixed method approach. Data was collected from 230 participants. The qualitative findings shows that training programs are in place. However, the budget approved is limited to cater for various groups of staff. The quantitative results revealed that long-term planning of training, acquiring knowledge, skills and creating training programmes for staff statistically and positively have influence on retention

Aliata and Ligare (2021) explored the low performance in police services despite the frequent appraisals, promotion and career development to enhance performance. The study used a descriptive survey design and quantitative approach with a sample size of about 380. They found that opportunity created for employees for further education statically improved performance for retention. Biriowu and Kalio (2020) explored

talent analytics and employee retention. They opine that the costs accompanying losing dedicated and high-performing employees should be taken into consideration since it takes time to hire and train them to be commendable. There is also a negative impact on the people wanting to invest in such institutions, as well as clients. It was found that talent analytics supports a leader to retain top performing employees, recognize their loyalty, satisfaction of the job and their intention to stay. Though, many institutions' readiness to adopt analytics is low.

Cao et al.'s (2022) study aimed to find if institutional support influences retention. They state that institutional support allows institutions to initiate or seek aid and special funds from government and further obtain other logistics to develop its employees and improve on competitive advantage. They found that institutional support comes in two-fold formal and informal and has influential on performance of the institution. The formal support empowers the government to provide financial and economic support that is conducive to business development. However, the influence of political connections battles with the initiatives of the organization. The informal allows institutions to initiate conducive operations while establishing ties with the government. Isoh et al. (2020) explored training and development in Cameroonian organization. They propose that employees in some institutions do not get resources for improving skills for the task, but when they do not perform well, they are punished for their failures. In trying to find the training programs put in place and if all employees get equal opportunity for training. A quantitative approach was deployed to collect data. The authors used convenient sampling techniques. It was concluded that identifying individual training needs will enable HR team to provide the right resources for training to enable employees to acquire the right skill for the task to enhance retention. They recommended that before training is organized HR team should perform needs assessment to ascertain who needs training and how it will impart employee retention and organizational performance.

Fernando et al.'s (2020) scholarly work in understanding the HRM practices to include in curriculum content. They opine that staff are to be supported by management in an area of specialization for possible opportunities in an organization to enhance retention. Qualitative approach was used with a non-probability sampling technique of

convenience method, deploying telephone interview. The study found that technological training in HRM is helpful. They recommended that analytical subjects together with tools can be incorporated for employees to gain real practical exposure through the learning modules.

Narendar and Mishra (2021) focused on the impact of HR analytics on training to ascertain the changes brought by HR analytics and its cost effectiveness on training. They opine that business environment has become competitive that all businesses need to be abreast with new current trend where an aspect of technological transformation can be incorporated in HR activities to be able to know the exact training needs. HR analytics is a game changer in HR field. In the study a quantitative approach was employed, and sample size was more than 100. The study found that HR analytics have helped to design the right curriculum content for employee retention. They recommend that HR analytics analyze the voluminous data of employees and therefore employees need to be trained to align themselves.

Elsafty and Oraby (2022) examined Training and its Impact on Employee Retention. They opine that in an unpredictable business field; health sectors should strategize to keep experienced staff. This enabled the sector to minimise cost in recruitment and training of new employees to be creditable for the task. The study deployed descriptive research design specifically cross sectional and used quantitative approach. In the study they found that training the employee in handling the situation at hand positively enthruses retention. They recommended that different approaches to training and training need assessment should be incorporated.

Vidhya and Kumar's (2021) study aimed to assess the factors contributing to employees fidelity that induce retention. They opined that when workers are committed, satisfied of their task and recognised of their efforts in an organisation it helps them to be loyal to the employer. They used survey questionnaire for primary data collection and deployed secondary data collection. Respondents were about 151. Data analysis was done through chi square test. They concluded that training and development encouraging interpersonal relationship in the workplace has a positive influence on retention.

Marady and Huaifu's (2017) study on disproportionate distribution of health workforce and the association on retention aimed to explore the strategies to reduce the disparity. They explained that health staff in rural areas are less privileged in many issues that affect the work they undertake as compared to staff in urban areas. Critical analysis shows that irrespective of geographical background of the health workforce curriculum and fees to undertake health course programs may be standardized. Their study used qualitative research approach through a focus group interview of 320 participants. They concluded that amidst the challenges that exist in rural areas more than 90 percent of the respondents wish to remain in the government health sector for security of job, periodical training programs and the chance of taking locum and reputation in the public sector.

Sogai et al.'s (2024) case study focused on high retention strategies in health sector with emphasis on females. Their study was purposed to find the impact of educational system and its impact on retaining health staff. Qualitative research approach with five sample sizes selected through purposive sampling technique, to aid an in-depth interview. They concluded that training programs for staff, allowing resident doctors to supervise, to teach and mentor newly hired had impact on female employee's retention. Kanyumba and Msosa (2020) explored the stratagems of retention established in certain hospitals and its effectiveness on human resource for health. The shortage has waned quality of service delivery to the population needed to access health care. Locally trained health professionals do not see the need to continue to work for a long time, instead they leave for other countries. They used descriptive design with cross sectional and a quantitative approach. The sample size was 100. They found that more than seventy percent of the respondents disagreed that fair compensation, flexible working hours, adequate resources to carry out tasks and career growth are in place. Therefore, they concluded that these strategies that the respondents disagreed with have positive association on retention except resources to carry out tasks which had a positive impact but insignificant.

Ahmed et al.'s (2022) study sought to understand the gravity of retention and its association on performance through tactical governance. They alluded to this issue that for organizations to realize their goals quality equipment and workforce are needed.

Through the intellect of workforce goals can be achieved. Therefore, factors that affect workforce to have an intention to leave must be addressed. Quantitative approach for easy collection of structured questionnaires was adopted. Sample size was about three hundred and fifty. They concluded that tactical governance positively and statistically associates with health worker performance. Also, retention statistically intervenes tactical governance and worker performance significantly.

2.4.3 Performance Appraisal and Employee Retention

Abboud (2021) study on 360 degrees performance appraisals and employee retention focused on high turnover rates. The author opined that feedback on appraisal affects workers and their decision to leave. Stratified random sampling, cross-sectional design and mixed method approach for data collection were deployed. The study established that the lack of the system of performance assessments results in workplace creating discontent, hence raising the turnover rate of the employees. Therefore, management should not only dwell on increase in rewards concerning high performance but rather create a balance between workers wanting cash incentives and those wanting a strong career path.

In his book principles of management, Flippo (1976) expounds on employee appraisal as a “systematic, periodic and so far, as humanly possible, an impartial rating of an employee’s excellence in matters pertaining to his present job and potentialities for a better job” (Smriti). This focuses mostly on the institutional goals. Thus, if the institution wishes to increase productivity, it may explore interdepartmental reshuffles and to be able to discover potential employees with intention to stay, the institution’s HR team should set out indicators on the activities that need to be tracked.

Obi (2024) exploratory study aimed to find the influence of technology and data analytics in employee appraisal emphasized the importance of embracing technology in appraisal for transparency, flexible and quick way in HR functions. Her study pointed out the reality in retaining the employees for sustainability, for organizational competitive edge through adoption of digitization in performance appraisal. This enhances structured communication, employee engagement, and their satisfaction. She found that structured feedback system allows staff to contribute to their colleagues and

their managers. The study found that Airbnb Company deploys performance management software to expedite feedback and reviews on appraisal which enhances employees' commitment and satisfaction for retention.

Schmidt et al.'s (2022) study on engagement and employee retention through onboarding shows that a planned onboarding followed by successful recruitment depicts orderly and organized HR team in any institution, they posit that employer employee expectations are set out during this process, together with the values of the institution, and career enhancement. They opined that this process should not be overlooked as on boarding is an imperative proportion to sustainability of the organization. The study included two groups: one that received onboarding and the other that received a placebo. The sample size was approximately 445. Only quantitative results were reported despite the use of both qualitative and quantitative research methods. They discovered that the group that did not receive onboarding within two years of recruitment had a low retention rate, whereas the group that received onboarding for acclimatization had a long tenure.

Murgoski (2023) explored correlation between onboarding process and employee engagement. His study made it clear that for institutions to experience higher productivity and employee retention there is the need to create a transparent work schedule. Thus, between new employees and old employees which gives new employees the assurance that they are valued. Quantitative approach was used in the study with online survey questionnaire. The author found that onboarding system is highly correlated to employee engagement, which influences retention and productivity. He recommended that onboarding should be customized to suit the diverse groups in an organization.

In a similar vein, Carpenter (2023) examined effective onboarding strategies to increase talent retention. The author pointed out that effective onboarding establishes employer employee relationship specifically, where newly hired become conversant with the institutional dos and don'ts. Qualitative research approach was deployed with a sample size consisting of six, responses were gathered with telephone interview. The study found that onboarding handled at the management level gives the newly hired a

sense of belongingness which boosts retention. In addition, new employees engage with mentors for succession planning to aid retention

Muriuki and Wanyoike's (2021) study on performance appraisal and its impact on employee performance realized that health sector achieves its performance through the employees who are committed to the task. This calls for health sectors to set performance appraisal standards that are attainable, that could be reviewed and communicated to the employees for feedback. Data collection was done through desk review. They found that effective and established appraisal helps to avoid inequity in allocation of jobs and rewards which have a significant influence on retention. They recommended that there is the need to focus on employee commitment and performance.

Jerusha and Alexander (2021) examined the influence of performance appraisal. The aim focused on goal setting and feedback influence on retention. They opined that the low level of retention has affected many institutions in Kenya, which needs to be addressed to curb the talent being drained. The authors employed descriptive research design with mixed methods approach. They found that in employee appraisal, feedback and goal setting have influence on retention. They recommended other constructs should be used to study employee retention and in other industries aside telecommunication. Obunga et al.'s (2024) study on the various promotion factors to influence retention opined that in all the factors there should be free and fair process. They deployed explanatory research design with a sample size of 23. They found that promotion in all its forms induces retention.

In a similar vein, Lakshmita et al. (2022) investigated retaining workforce and its impact on productivity. They stated that to enhance productivity institutions must put in place all strategies to keep the workforce since losing them brings cost to hiring and onboarding processes. They found that the longer the employees stay the more experienced they become.

Noorazem et al.'s (2021) study says that non- financial and financial reward form the basis of employees' intention to work with an institution, this phenomenon does not benefit only the employees it also has impact on institution. If HR team overlooks this

as integral strategy for retention, it will turn out to be spending more on recruiting staff than on investing in the existing employees' rewards. Their study used quantitative approach with a convenience sampling method. It was found that salaries, bonuses, appreciation and health care benefits have positive impact on employee retention.

Saayman et al. (2023) aimed to investigate strategies to increase employee retention. Their comparative study deployed reviewing extant literature in books and scholarly articles. They found that transparent compensation, reward and recognition have positive influence on retention. They recommend management continue to evaluate the strategies to see the trend.

McCoy et al. (2008) say it is tricky to get the exact allowances and salary per various categories of health workforce. Additional duty hours allowance was introduced and later this allowance was embedded in the salary, which caused confusion. In 2021 data shows that a person with five years of experience working as Doctor / Physician in Ghana is paid a net salary of 11000 GHS per month approximately (1,800.82 USD)

Figure 2.4 shows the salaries of four countries in the Sub Saharan African which studies have shown health workforce have the intention to migrate to countries that earn higher income specifically USA and Britain.

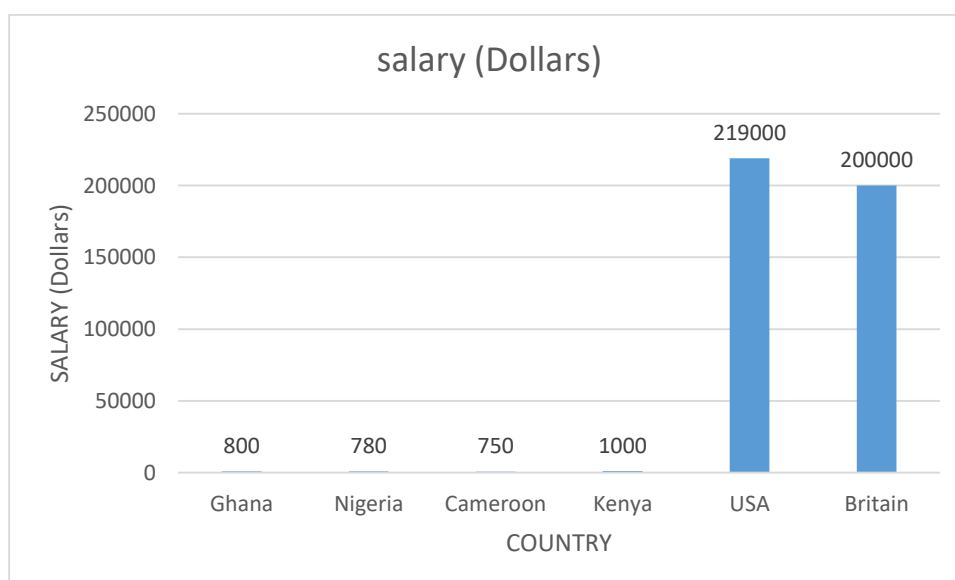


Figure 2.4: Salary per Country

Olumide's (2020) study focused on the impact of motivation on staff retention. He elucidated that motivation in all its forms is a substance for tertiary school progression. Management as a matter of planning on cost benefit analysis should consider the cost in training new personnel and motivating the old talented personnel. He deployed qualitative and quantitative approach for data collection. Two directors were interviewed together with ten personnel who have left the institution. On the findings of the qualitative approach, respondents who have left were enthused about teaching in tertiary. However, they will never refer anyone to the institution if there is elsewhere to teach. Again, grants for research, promotion, reskilling recognition and advancement in career are more enhanced in their new workplace. In the inferential results. The study found that institutional motivational strategies negatively and insignificantly do not affect retention.

Ramon et al.'s (2024) study focused on retention of workforce in organizations. The purpose was to assess the balance of work life, training, compensation, promotion of work conditions and their relationship on retention. They explained that globalization has wrought the demand of quality delivery of service. They deployed qualitative and quantitative research approach. Sample size was more than 400 and randomly interviewed about 10 participants. They concluded that compensation and work life balance statistically and positively had influence on retention. Training, promotion, and work environment are not contributory factors for retention. Qualitative findings revealed that respondents are interested in flexible work schedule and structured compensation. Also training and promotion are not important to them as they induce higher expectations from the employees.

Darko et al. (2023) study aimed on the emotions of health workforce and retention. They accentuate the importance of health workforce, exhibiting emotions that uplift the image of the service they offer. They stated that there are individual differences coupled with gender that show what attitude one may reveal. The design was descriptive through survey. Sample size was about one hundred and ten. Quantitative approach was used for the structured questionnaire. They found that as part of their work they show a sort of emotions when they are provoked and when there is need to handle an emergency both from patients and management. This has led to amicably

handling negative emotions. They concluded that workforce emotions statistically and significantly had influence on retention.

2.4.4 Data Management and Employee Retention

L'Écuyer et al.'s (2019) study looked at strategic alignment of information technology and human resource management in manufacturing small and medium-sized enterprises. They opined that there is a challenge of employee data management. The study used a survey design with a sample size of 206. They found that deployment of data analytics is associated with improvement of HR function in managing employee data. Therefore, HR team should be enhanced to be able to work independently to motivate them for retention.

Matimbwa and Orest (2019) focused on the usage and challenges of human resources information systems of public organizations. Qualitative approach was employed in their study. The study was done on all public organizations. The findings show that the usage of the HRIS has a significant impact on updating and maintaining employee biodata, and other HR related issues. In addition, the usage made it possible to detect fraud in some public organizations where ghost names were found on payroll. Again, there was a challenge of underutilization in some organizations. The authors recommended private sectors should embrace the idea of data management by using a tool.

Awuah et al. (2021) investigated the factors that influence internal audit units in Ghana to adopt Computer-Assisted Audit Tools and Techniques. They deployed cross sectional survey design and a quantitative research approach. Data was collected from 75 participants in both private and public organizations and was analyzed through partial least square - structural equation modelling. The findings revealed that technological readiness, organizational readiness, and environmental readiness all influence adoption of usage of tools to enhance work. The challenge realized is that firms are pressured to increase their investments in data science and analytics to have competitive advantages in the changing environment associated with huge amounts of data. The findings offer management, heads of audit units, policymakers, and

regulators significant insight into how to improve the adoption and usage of data which requires organizations to make a data-driven choice.

Nowicka et al. (2024) study on human resource management and data analytics aimed to point out the new trend that HR has embraced to align with technological advancement and if there are ventures and efficiency in the future. They suggested that research has proven that evidence from data is the basis for fair judgment. As institutions engage employees, there is the need to strategically plan for their whole stay in the institution without bias, in terms of performance appraisal, in the areas of training, promotion, and compensation until retirement. They further established that insight from data aids fair decision making but there is a challenge of data privacy and handling where HR teams need to be equipped and incorporate IT personnel in the field.

Chinyere and Ikoromassoma (2021) explored the efficiency and cost in managing employee data. They opined that deployment of technological applications in HR data management helps management in decision making processes. They used descriptive survey design with a quantitative approach. The sample size was more than 102. They found that data management enhances the work of HR team for retention and reduction of cost in HR operations.

Obodai et al.'s (2021) study concentrated on data management in Ghana. They proposed that digital transformation has made it possible for data analysis to be done remotely. Online channels and processes that are set up in institutions help employees manage data issues and challenges and this has added value to the robustness of data generated. The authors recommended that recurrent training of staff is necessary as it encourages staff to apply tools to collect the appropriate data and while the necessary tools in data management be made available.

Balakrishnan et al.'s (2023) study on employee data accessibility through EHRM aimed to investigate its effectiveness on business and satisfaction on employees for retention. They opined that an institution with numerous departments with different needs can pose challenge for HR team and in such case; the team should strategically plan to be abreast with the competition of technological transformation in the market.

This will ease way of doing things to enhance HR team function of employee data accessibility and to boost the morale of modern digitalized mind-sets of employees. In their study data were collected from fifty HR directors through structured questionnaires. The results showed that incorporation of E-HRM influences a digital transformation ecosystem that automates HR related issues to enhance the function. They also found that employees are satisfied with the automation, which enhances transparency to induce them to stay.

Employee retention has become trajectory that many employers are embarking upon to enhance organizational growth. On this note, Basnet (2024) explored predictive analytics enhanced by artificial intelligence and follower retention. The aim was to assess if there are advantages and disadvantages of using analytics, the patterns in ascertaining employees' intentions to stay or leave, how other companies are using it and strategies for HR team to enhance retention. The study used qualitative approach and a case study. The study found that one of the drawbacks is data privacy on employees' issues and the good aspect of it is the evidence based on fair decision-making. The study again found that it is empowered to draw insights from language process to predict turnover rates. The study also found that Deloitte uses it to know gaps in career enhancement and employee wellbeing. Amazon in similar vein deployed "Attrition Risk Model You "to integrate interactive system to engage employees as part of their strategies to retaining staff. Finally, the study concludes that deploying analytics to understand employees' needs has a positive influence on retention.

2.4.5 HR Policy and Employee Retention

Lakshmi and Matsa (2020) study on the effect of HR Policies and Employee Retention emphasized the importance of well documented policies on HR practices. They elucidated that clarity in the policies aids management on equity management of employees, since there is a broader view that goes beyond the overall competitive advantage of the organization in the business environment rather, the competition affects the individuals in the workplace, which impacts retention. Therefore, they explained that when policies are in place HR management will do checks and balances to enhance policy control. This enables collaboration, where there are inputs from

departmental heads on HR practices to promote fairness in the organizational culture. Also, voluntary exiting critically analyzes, to reduce low retention. Their empirical study used a quantitative approach and utilized more than 100 sample sizes. They found that communication, welfare and medical-claim policies statistically and positively influence retention. While training, remuneration, exploring opportunities among others have no influence on retention.

Salima et al.'s (2020) study on the Operative Practices of Human Resource Management and Employee Retention explicate that recently organization dwell on the innovative ideas of employees to achieve sustainability and for that reason, the unique ways to retain employee has become imperative. They further emphasized that the resources in employees when fully realized induce retention, where HR team gradually and constructively winning employee loyalty to the organization. Their study highlighted the cost involved in hiring so letting go will incur costs in recruiting and training as voluntary turnover has impact on the remaining employees to induce them to leave. So, any organization that aligns its mission and goals with HRM practices reap high retention. Their study deployed a quantitative research methodology. Data was collected from a sample size of 100 from two strata. They found that rewards and recognition positively correlated with employee retention. They also found that there was weak associative on communication, employee participation in welfare policies on retention.

Rahimi et al.'s (2024) study on policy to lessen truncated retention, explained that many countries have reported on shortage of health personnel that does not meet the WHO threshold. In their study they emphasized the importance of applying special recruitment policy to recruit inhabitants in their respective places of birth to reduce cost of accommodation and other infrastructure that needed to be provided for foreign residents. As organization-maintained equipment, they should consider maintaining human resources for sustainability of organizational goals. Considering equipping the human intellect to work effectively and efficiently enables health sector to achieve universal health agenda. In their study sample size was more than forty-six thousand from medical schools and hospitals. They deployed longitudinal and historical cohort study for data collection. They found that localizing recruitment statistically had

positive impact on retention as compared to foreign residents which had positive but not significant. The rate of retaining nationals was about nine percent more than non-nationals. Kairuri and Mogote's (2023) study on training policies and performance of employees opined that institutions are obliged to upskill the employees to fill in various vacancies in an institution to enhance retention and therefore should identify the need gap. In their study descriptive survey design with a quantitative approach was used. They found that when policy is in place to guide training it reduces absenteeism, and job satisfaction increases, this encourages managers to pursue professional advancement which aids retention.

Similarly, Sarbeng's (2014) study evidenced that when training policy is flexible, it motivates and prompts innovation. The study concludes that the main goal of training policy is to help recruit and retain a high talent of employees for organization. Dietz and Zwick (2022) investigated into approach influencing training on retention. The aim focused on the benefits of training to employees and nonspecific termed as general employees. They elucidated that the precarious mindset of employers' investment in equipping their employees comes from the fact that the acquired skills and knowledge become transferable, distinguishable and reliable to rival companies. They deliberated that internal training by peer group or on-the job training has not much effect on low retention as compared to employees trained by external personnel. They further clarified that the specific employees have the propensity to stay while the generals have the tendency to leave. The authors collected data from more than four thousand three hundred participants in more than one hundred and forty companies on a data panel. They found that employees find training as a source of motivation from employers, which induces them to stay. They also found that there is market friction, which does not easily allow the trained employees to change jobs.

Yamoah et al. (2024) focused on compensation, training and development practices of human resource management and employee retention, moderated by job engagement. They elucidated the imperativeness to adopt more strategies to improve retention by effecting policy to support the strategies. Further, opinions that have shown that employees desire to accomplish a goal and recognition from management induce retention. Their target population was 130 and utilized all as sample size. Cross

sectional survey was deployed with a quantitative approach. They concluded that fair compensation, developing and prioritizing employee training with the moderating effect of job engagement statistically influence employee retention.

Alajlani and Yesufu's (2022) study on the core duties of human resource team and its influence of retention of employees across gender age group and different nationalities, explained that it is important to nurture employees for retention despite having established strong ties between employer and employees. Quantitative approach was used, with a sample size of about 269. It was found that the practices of HR team minimally have influence on national's retention. Statistically there was no influence of HR practices on foreign national's retention. It was also found that among the same age group there were differences in the retention rate and gender.

Chiekezie et al. (2017) explored compensation practices specifically salary and its effect on employee retention. The study used descriptive survey design with a quantitative approach. They found that despite the high salary paid to employees it is not significant to retain them in the institution. Their study recommends that implementation of a good compensation plan be introduced. In his book emerging trends in finance, marketing and human resource management Vasudeva (2021) wrote, a compensation system should be communicated to employees to make them aware of the initiatives the institution is taking to retain them. A structured and favorable compensation supports institutions to withstand the competitive job offers to their employees. Pragalata, and Wibawa's (2019) study on the association of compensation and employee retention. The study observed that satisfaction of job through fair compensation enhanced retention.

Musau et al. (2024) focused on compensation plan and its effect on employee retention. They alluded to policy on compensation that embraces monetary and non-monetary factors. They asserted that employees' perception on compensation aligns with qualification and rank and if this is not well structured, the zeal to commit to higher productivity diminishes. Quantitative research approach was deployed. Data was collected from 289 participants through structured questionnaires. They found that well defined compensation plan, allowances that associate with one's designation and

educational qualification statistically and positively influenced employee retention. Osiobe (2021) study supported that institutions that deploy fair guidelines in compensation report higher retention and higher productivity. The study noted that good performance reward is what works well by patterning it on market ratio and it should be managed such that employees' benefits.

Thoti and Sauti (2019) reviewed employee exit principles and opined that in all manner of employee exit the institution must organize it adroitly. Convenience sampling was used with a sample size of about 100. They found that employees remain positive on the variables tested, which are work environment, work life balance, company's culture and professional growth.

Yuktha (2023) study on relationship of employee - employer dialogue on exit in connection with employee retention opined that exit discussion helps an institution to know the issue at stake whether the employee exit is involuntary or voluntary. Descriptive design with structured questionnaires were deployed for data collection on a sample size of 87. The author found that work environment, career development superior support had influence on retention whereas work life balance had no relationship with retention.

Khan et al. (2019) explored the importance of having policies on employee exit to control retention. The ambition was to understand the association of exit dialogue and retention, and policies of retention after exit discussion. They asserted that voluntary exiting has become a trend for employees to seek better opportunities and higher demanding work to thrive. Since every institution needs the resources in the employees for its growth, deploying external personnel to assist in the exit dialogue will help the institution to know what really impacted the intention to go. Data was collected from 120 employees through structured questionnaires. They found that exit interviews statistically and significantly impact retention, that is the feedback from the interview creates a good rapport for conflict resolution and also to modify the policies on retention.

Krisna-Dwipayana and Suwandana (2021) focused on leadership style and retention. They expounded that institutions may have the materials and other physical structures

to outclass the institutions in the same industry. However, this alone cannot induce employees to stay, it needs leadership to invest in employees to achieve institutional goals. The design of the study was correlational, and data was collected from 84 participants by survey with a structured questionnaire. They found that work environment and leadership statistically and positively have outcomes on employee retention and performance.

Kolie et al.'s (2021) study on the challenges of shortage of health workforce after the outbreak of EBOLA, said it became worse in the rural setting after 2017. This prompted the sector to put in place policy to address the anomalies in the triggers of intentions to leave for other jobs. Three subjects were considered, why workers leave after one year of hiring, causes and prevention of leaving for other work, and reforms in the health sector. They deployed qualitative and quantitative approach for data collection with exploratory design. They concluded in the qualitative results that workers volunteer to work and expect to be regularized after one year, but management does not do it. Respondents also pointed out that there is no clear job description. There are no fixed documented salaries and allowances for the work done. The authors concluded that the reforms are well stipulated to achieve their goals on equity in distribution of workforce in the study sites and jobs provided for spouses. Quantitatively, the findings revealed that the reforms in the health sector incorporated policy and this had a positive effect on retention.

According to Mulievi and Juma's (2019) study on employee retention through reward practices, most industrial unrest stems from disparities in compensation which sometimes cause workers to become tense and intend to quit. Employees are more inclined to work hard when policies governing equitable compensation are in place. They explained that compensation can take many forms, such as acknowledging employees' contributions or promoting them to a higher position. For example, a promotion may be contingent on experience and qualifications; yet the HR team may counsel an individual whose attitude will prevent them from getting promoted. The HR team can foster it with character development as part of their role in career advancement. In their study sample size was about 297. They deployed quantitative

research approach. Regression analysis revealed that reward practices statistically and positively influence employee retention.

2.4.6 Employee Retention

Twineamatsiko et al.'s (2023) study on triggers of high retention of health workers in rural areas. They opined that the rural areas issue of retaining health workforce is more dynamic despite the efforts to put in place logistics to make a conducive working environment all efforts are out of hand. Their study deployed descriptive cross sectional and quantitative approach with a sample size of 235. They found that availability of equipment, measures of preventing workplace injuries, adjustment of working hours and opportunity of in-service training have positive impact on retention. Whereas distance to workplace has no relationship with retention.

Quarshie et al. (2020) focused on motivation and labour turnover in the health sector. The authors mentioned that despite additional allowances given to staff there is the intention to leave. The study used descriptive survey design with a simple random sample of about 160. The study concludes that motivation, good working environment and recognition have impact on turnover. They recommended that management should involve staff in decision making on these factors.

Singh et al.'s (2022) study on employee retention through predictive analytics. The aim was to have in-depth comprehension of the combination of big data and predictive analytics (BDPA) effect on retention in the organization. They opined that employee retention is complex issue to deal with, managers cannot decipher what and how employee turnover triggers. Their study deployed quantitative approach with a sample size of about 254. They found that deployment of BDPA enhances evidenced based decision making of employee related issues. This creates transparency and a good relationship in an organization. Njuguna et al.'s (2021) study of human resource management processes and retention of employees. They opined that the shortage of staff put pressure on the remaining where poor services were being rendered, which does not equate cost-benefit. The study used descriptive surveys and a purposive sampled of about 120. They found that work life balance career development and structured compensation statistically have a significant impact on retention.

Kamalaveni et al. (2019), reviewed employee retention. The purpose was to explore the best ways some organizations used to achieve high employee retention of outperforming workers. Secondary data collection was used. Their study concludes that for retention strategy to be effective HR team should align it with employees' entry through to exit with laid down procedures on how it is carried out. The researchers recommended that there should be smart hiring, to help the organization to select best fit for the job. Also to identify training needs and fill the gap by enhancing employee skills for promotion in ranks.

Sethumadhavan et al.'s (2024) study on employee perception towards retention strategies opined that hiring the best fit for an institution is not only laborious but it is associated with a cost, and all efforts become waste when the person leaves within a short period for another job. They added that any employer expects the acquired machines to be working each day so if employees are expected to be present in the workplace, then they should be considered as a valuable asset intended to help the institution achieve its goals. Quantitative approach and random sampling of 106 were deployed. The results indicated that job security, wellness program and training programs statistically had significant impact on employees' perception on retention. Quansah (2021) examined the determinants of employee turnover and retention practices. The author expressed on the fact that unemployment exists in Ghana meanwhile more than 90% of organizations be it profit or non-profit, governmental or non-governmental have issues in retaining its workforce. The study employed quantitative and qualitative approach and snowball sampled of about 124. The study found that unstructured promotion procedures and compensation through salaries contribute to voluntary turnover. Whereas training & development, rewards regular salaries and benefits, good employee-manager relationship statistically have positive influence on retention.

Stirpe et al. (2018) focused on ageing workforce and its impact on retention. The aim was to find if flexible work programmes and high-performance work system provided for ageing workforce have relationship with retention. The study used a face-to-face interview with a sample size of 736 workplaces. They found that the younger workforce can embrace this system more than the older workforce. This system has

more technology which is more tasking though all resources and necessary tools are provided.

Sunitha et al. (2023) studied employee retention with the aim of strategies to improve organizational productivity and efficiency through high retention. Mixed methods were deployed in their study. Data was collected from finance, HRM, marketing and operations departments. They concluded that leadership support and work life balance statistically have effect on retention which induce productivity and efficiency.

Kato (2022) examined gender based and their intention to quit within a span of three years of working in health care industry. More than twenty thousand participants were involved in this study. Regression analysis results revealed that irrespective of gender, job satisfaction positively influenced intention to stay while managerial assessment of skills induce them to leave.

Al-Jumaili et al.'s (2023) study purposed to find the causes of job satisfaction among pharmacists in health facilities. They said management should be keen on motivating pharmacists to be committed to the services they render to the public. For instance, when they are loyal and satisfied with the work, they could prevent a lot of complications that arise from prescription from doctors. Therefore, they should not be overloaded; their concern related to good working conditions should be promptly addressed. They used qualitative research approach and interviewed about 200 participants. They found that most of the professionally trained pharmacists have migrated to the western countries while the remaining are overloaded with work. Thus, compelling management to employ non pharmacists and these are not valued by the community. They also found that migrant professional pharmacists are less paid as compared to nationals.

They further found that there is no flexible work schedule, which affects the effectiveness in their work. They established that there is lack of managerial support, since people in managerial roles have no experience in leadership training, they were appointed on whom you know basis. They found that there are no opportunities for career growth. Wutor et al.'s (2024) study on doctor's migration focused on doctors in developing countries with the intention to leave for developed countries. They opined

that united nations are working towards universal health coverage where each country and its citizens will have access to quality health care. However, this cannot be achieved with low retention of health workforce.

They deployed cross sectional survey for data collection. Sample size was more than 600. They found that most chosen countries of their study participants were Great Britain with 39% anticipating working there. Canada with 35%, and 60% planning to go to United States of America. They also found that doctors who have practiced for more than nine years are likely to stay. They further found that bureaucracy in career advancement, limited post graduate programs and excess of work statistically and positively influence intention to leave. Adjei-Mensah (2023) study aimed to explore factors that induce health workers' migration to developed countries. The author said Ghana ministry of health not putting in place proper planning realized the consequences when the pandemic in 2019 struck for a span of two years. Where health sector needed more workers to assist the population. The study deployed quantitative approach with structured questionnaires for data gathering. Sample size was about 399 through stratification technique. The study found that policies regarding maintenance of equipment are poor. Failure of the ministry of health to keep promises of enhancement of working conditions and salary increment induce the staff migration.

Bokaii (2023) investigated employee teamwork. The aim was to understand the influence of working team and its results on their performance. The study elaborated that when the culture of the institution fosters teamwork, it aids effectiveness of the employees, there is a sense of building trust and alliance among employees which has effect on their satisfaction and retention. Research revealed that employers do not only look for high educational qualifications during recruitment and selection they also look for a trait to work in team to inspire their ego to work in a constructive competition as well as sourcing ideas from colleagues. Structured questionnaire was used to collect data from 250 participants. They found that teamwork increases overall performance where team members' remuneration is raised. They found that team fellows serve as stimulus among themselves to work towards goals set.

Sakhrekar (2020) study on employee efficiency investigated factors that influence work efficiency. The study highlighted that employee efficiency affects the institution positively or negatively. When employees can work effectively according to limit of time set to accomplish a task or use a less time it means efficiency is high. Vice versa denotes low efficiency which has undesirable effect on the operations of the business. Most organizations negate this low efficiency are putting in plans to allow colleagues to work in team for peer monitoring and welcome the creativeness of and modernization from employees. The study collected data from one hundred participants through structured questionnaires out of which twenty percent were selected randomly for interview, together with observation. The study found that stress free environment, management support to achieve goals set, working in teams, feedback on work accomplished, policies on working hours statistically influence work efficiency. The study also found from the interview that respondents were of the view that there is no structured performance appraisal system, their executions are not recognized, they are required to handle multiple tasks at a time, management abuse their free time thinking work must continue. Paying only one salary results in the least amount of work required because there is no incentive to do more work.

2.5 Critique of the Existing Literature

Quarshie et al. (2020) focused on motivation and labour turnover in the health sector: perception of healthcare at the Dunkwa-on-Offin Government Hospital, Central Region, Ghana. The authors failed to mention the population of the study and the unit of observation. Sample size and sampling techniques were obviously stated. The theories used in the study emphasized and clearly explain motivation and turnover intention. The authors mentioned that there are factors that contribute to the employee's intentions to stay or leave. Among them are work environment, motivation and recognition. Practically the statistical tool: partial least square, structural equation modelling deployed in Awuah (2021), investigation into the factors that influence internal audit units in Ghana to adopt Computer-Assisted Audit Tools and Technique aids a small sample size that was used for the data collection. However, target population is not known and the formular used to calculate the sample size. Also, the study failed to address HR data management on employee retention

Anger et al. (2021) qualitative approach study used four respondents as sample size to achieve a high level of saturation. Glaser and Strauss (1967) confirm that concept of saturation for achieving an appropriate sample size in qualitative studies. They argue that saturation occurs when adding more participants to the study does not result in additional perspectives or information. The study examined substantially staffing metrics, which makes it clear how it should be deployed.

Ankra (2017) focused on assessing the impact of training and development on employee performance in the tertiary education sector of Ghana. The researcher alluded to other scholars that for organization to remain competitive in this digital era, it should focus on human capital management in the areas of training, recruitment compensation work-life balance. The researcher concluded that organization understudy has training activities in place and helps to create talent pool as well as increase in knowledge, skills, abilities and competences. However, the researcher did not link it to employee retention.

Schmidt et al.'s (2022) study did not report on qualitative results despite the research deployed it. The quantitative results reported were biased. The sample size for both groups should have been equal. The percentage of the placebo group was higher than the treatment group. This might have resulted in a high retention rate. It also failed to link it with employee appraisal

2.6 Research Gaps

The existing literature shows different approaches in addressing employee retention. However, none of them specifically examined HRM practices of recruitment, training, employee appraisal and HR data management on employee retention in the teaching hospitals Siaw et al. (2022) focused on factors influencing employee retention in 3-Star Hotels in Ghana. Boakye and Lamptey (2020), investigated the rise of HR analytics in the Ghanaian context, though the usage of analytics is beneficial but public organizations have not utilized it fully. Ankra (2017) focused on assessing the impact of training and development on employee performance in the tertiary education sector of Ghana. Quarshie et al. (2020) assessed motivation and labour turnover in the health sector. Asamani et al. (2021) investigated the unequal distribution of health workforce

in Ghana health services. Most of the studies investigating retention focused on other variables such as unequal distribution of staff, motivation, training and development and employee satisfaction. Further most of the studies conducted focus on one or two facilities in the public health sector while this study covered substantial facilities in the public health sector. Therefore, there is the need to further research into HR management practices and employee retention in all the teaching hospitals in Ghana. The current study not only filled the literature gap but also provided the cutting-edge information concerning human resource and employee retention in the public health sector in Ghana.

2.7 Summary of Reviewed Literature

The entire literature that has been reviewed provides a good standing ground to analyze Human Resource Recruitment Human Resource Training, HR Employee Appraisal Human Resource Data Management, Human Resource Policy and Employee Retention variables. Several theories have been examined, and they justified that the HRM practices and Employee Retention have sufficient literature to support the study. Yamoah et al. (2024) focused on compensation, training and development practices of human resource management and employee retention, moderated by job engagement. They elucidated the imperativeness to adopt more strategies to improve retention by effecting policy to support the strategies. Salima et al.'s (2020) study on the Operative Practices of Human Resource Management and Employee Retention explicate that recently organization dwell on the innovative ideas of employees to achieve sustainability and for that reason, the unique ways to retain employee has become imperative. Therefore, the current study sought to address the gap in the teaching hospitals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

Saunders et al. (2019) proposed that research philosophy speaks of the beliefs of a researcher and the problem understudy, and how to approach it to bring out a knowledge. Following positivist research philosophy, hypothetic –deductive model was deployed. Gujarati and Porter (2014) say this helps to fix logical model to develop empirical study and test hypothesis. In support of this, numerical data based on study objectives were carefully measured and analyzed for causal relationships, this allowed the study findings to be replicable and generalized. It is a perspective on how data about a situation should be gathered, analyzed, and applied. The inherent characteristics of knowledge include fundamental assumptions about how researchers perceive the world. They go on to say that knowledge is a collection of beliefs about specific phenomena.

Ryan (2018) suggests this helps to ascertain the realism and actuality of knowledge in research since it combines ontological and interpretivism. The author adds that out of these philosophical orientations are developed. Sekeran & Bougie (2016) mention that this allows scientific suggestions to be objectified through empirical testing by propositioning theories to support the study where generality of the findings will be made.

3.2 Research Design

The study deployed quantitative research design. Cluster grouping was used to organize the geographically dispersed population of 605. The study used a single-stage sampling design to collect data within each defined cluster. A sampling frame was prepared for each unit, and respondents were randomly selected using the lottery method.

According to Ryan (2018), a research design is a comprehensive strategy for gathering, quantifying, and interpreting data in response to the research problem understudy. It

can also be described as a framework for defining the connections between the variables under investigation and a guide that describes the different steps involved in the process, from formulating the study's hypothesis to preparing the data for analysis. The positive approach holds that a given research design needs to give the scientific community enough confidence that the results produced by using that design accurately represent the facts and have very high standards for validity and reliability (Creswell, 2014).

3.3 Target Population

The target population as shown in Table 3.1 was 605, which constituted all the teaching hospitals. Human Resource units in the teaching hospitals in Ghana represent the unit of observation in this study. These hospitals are dispersed in various regions. Cape Coast Teaching hospital is found in Central region of Ghana; Ho hospital is found in the Volta region of Ghana; Komfo Anokye Teaching hospital is found in the Ashanti region; Korle-Bu is found in the greater Accra region that is southern part of Ghana and Tamale hospital is situated in the northern region (Ministry of Health, 2017).

Table 3.1: Target Population

	Facility	Target Population	Percentage
1	Cape Coast Teaching Hospital	50	8.3
2	Ho Teaching Hospital	65	10.7
3	Komfo Anokye Teaching	130	21.5
4	Korle-Bu Teaching Hospital	270	45
5	Tamale Teaching Hospital	90	15
		605	100

3.4 Sample Size

Yamane's (1967) formula was used in determining the sample size. Cluster grouping was used to organize the geographically dispersed population. Within each unit,

respondents were sampled directly using proportionate allocation. Respondents within each unit were selected using simple random sampling to ensure every member had an equal chance of being selected. A sampling frame was prepared for each unit, and respondents were randomly selected using the lottery method.

Mugenda and Mugenda (2003) observe that cluster sampling is a sampling technique that allows a researcher to use cases that have the required information with respect to the objectives of the study.

Cooper and Schindler (2006) say a sample is representative of the number of objects of the population that is being studied. The main criterion that employed when deciding the size of sample is the degree to which the size of sample represents the entire population. According to Cooper and Schindler (2014), the sample size of any study is expected not to be too large or too small.

Following Nyongesa and Kasobya (2018), the sample size was determined based on two elements: level of precision (confidence interval) and acceptable margin of error (confidence level). This research adopted a confidence interval of $\pm 5\%$ because most social sciences research use alpha level of 0.05 (Saunders & Thornhill, 2016). Further Yamane' formular was used to determine the sample size since the formulae is best suited for continuous variables at 95% confidence level with a population proportion of 0.05.

3.4.1 Determination of Sample Size

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{605}{1 + 605(0.05)^2}$$

$$n = 605 / 1 + 605(0.05)^2$$

Where:

n - represents desired sample size

N - represents population

e - represents margin of error at 5% (standard value of 0.05)

The sample size for the study was thus: 240

The sample size is illustrated in table 3.2 below.

Table 3.2: Sample Size

Facility	Sample Size	Proportionate Target population
1. Cape Coast Teaching Hospital	20	$8.3/100 \times 240$
2. Ho Teaching Hospital	25	$10.7/100 \times 240$
3. Komfo Anokye Teaching Hospital	52	$21.5/100 \times 240$
4. Korle-Bu Teaching Hospital	107	$45/100 \times 240$
5. Tamale Teaching Hospital	36	$15/100 \times 240$
Total	240	

The study used proportionate sampling to obtain a representative sample from the study population to ensure that the sample reflects the composition of different clusters within that population. This was calculated by dividing the population in each cluster by the total population and multiplied by one hundred.

3.4.2 Sampling Technique

Following Mugenda and Mugenda (2013), cluster sampling was used for the unit of observation. Cluster was chosen because these teaching hospitals are geographically dispersed. The study grouped the population into sixteen clusters out of which only five clusters had teaching hospitals that were used for the study. The unit of observation was HR units. The study used a single stage cluster sampling for the unit

of observation. Mugenda and Mugenda (2003) observe that cluster sampling is a sampling technique that allows a researcher to use cases that have the required information with respect to the objectives of the study.

3.5 Data Collection

The data collection instrument was administered through structured questionnaire. The study used telephone calls to follow up on the respondents to ensure that they complete the questionnaire and submit.

3.5.1 Data Collection Instrument

The questionnaire consisted of seven parts: Part A, which sought participants' details and those of the organization. Parts B, C, D, E, F and G, sought to establish specific information related to the variables presented in the conceptual framework. The questionnaires were administered individually to all respondents and a register of sent out and received questionnaire to guide the response rate was maintained.

3.5 2 Data Collection Method

Before the data collection, an introductory letter from the school of Business and Entrepreneurship and all other protocols were followed for permission to carry out the study. Ethical clearance was obtained from all the teaching hospitals

Ogutu (2012) says collection of data in empirical research incurs time and cost and in this way a researcher can choose the best way to gather original data. Sekaran (2013) says collecting data is about collecting information from study units.

3.6 Pilot Study

Ensuing Creswell and Creswell (2018) on the pilot study, questionnaires were administered to the district and regional hospitals all comprising a total of 24 which represents 10% of the sample size were used. This helped to determine availability of data in the sector, efficient, appropriate, reliable, and consistent, as well as to check whether data collection instruments measure what they are supposed to measure and

check the consistency of results. Also, indicators with no readily available data for their measurement were excluded this assisted the current study to test the effectiveness of the instruments to be used in the data collection, the time and cost that were involved in the main research. Again, it helped to identify the flaws and logistical issues in the main study. This enabled the researcher to be familiar with the study and identify items that required modification. The pilot conducted used the questionnaire method where participants were asked to participate in filling the questionnaires and findings were not included in the actual study.

Malmqvist et al. (2019) emphasize that a pilot study is done to examine flaws and constancy in the research instruments. Cooper and Schindler (2003), cited in Saunders et al. (2011) suggest that the research instrument is piloted and tested to detect inaccuracies to suit the objectives.

3.6.1 Reliability Testing

According Gujarati and Porter (2010), Cronbach's alpha is a measure of internal consistency, or how closely related a collection of items are. It is an indicator of scale reliability. A "high" alpha value does not indicate that the measure is unidimensional. Cronbach's alpha is a metric for determining the reliability, or internal consistency, of a set of scale or test items. The reliability of any given measurement refers to the extent to which it is a consistent measure of a concept. Cronbach's alpha is one way to measure the strength of that consistency

Bryman (2016) affirms that a researcher can increase reliability by incorporating several similar items on measure, testing many respondents, and using similar testing procedures. The reliability of a study is guaranteed when the inferences or findings of a particular study can be replicated in other studies. The reliability of a study can be affected by the participant's lack of knowledge concerning the study phenomenon or the respondent's attitude when answering the survey questions. Collins and Hussey (2014) propose that there are different methods to measure reliability depending on the research design as well as the competency of the researcher in testing reliability using the method.

According to Saunders, Lewis, and Thornhill (2012), the overall scale of reliability should be above the acceptable level of 0.70, which was also the basis for the current study. However, Sekaran (2013) also notes that a coefficient of between 0.6-0.7 is common and is accepted reliability measure and that a coefficient of 0.8 or higher further indicates good reliability. Ketchen & Bergh (2014) recommend that consistency enables the eradication of any forms of biases in the research.

3.6.2 Validity Testing

According to Gujarati and Porter (2010), validity can be established using content and construct validity. The factor analysis was used to test construct validity. Muthoka (2017) opined that content validity is achieved by evaluating the data collection instruments by an expert in the field of study to give their opinions constructively. The suggestions and clarifications by the experts were used to improve the instruments designed. The questionnaires were given to some professionals who included my supervisors to critique. Finally, an improved version of the question was developed. Saunders et al. (2009) say at this point, the questionnaires should be abreast of the study objectives.

Mwingirwa et al. (2024) say the statistical values of the construct validity is to be retained and use purposefully for the variables under study. Inferring from Creswell and Plano (2011) on consistency to which a research study accurately assesses the study concept, the principles were followed where the researcher measured what were intended to measure. Mugenda (2011) says it is the degree to which findings accurately represent the study phenomenon. In both pilot study and the main one the raw data were converted to data that can be meaningful. Further, it checked to ascertain if the targeted respondents answered all the questions. Also, if all procedures in the collection of data were followed to ensure completeness in responding to the questions. The results of pilot are presented in chapter four.

3.7 Data Analysis and Presentation

After all the complete questionnaires were received, several measures and procedures were used to ensure a credible and coherent analysis was carried out. First, the

questionnaires were edited for completeness. This was followed by cleaning and compilation into a dataset to facilitate subsequent exploration and analysis. Unique identifiers were assigned to each questionnaire that collaborates with the study variables and in data entry the questionnaires were entered sequentially. To facilitate entry into the SPSS and analysis, data coding was done. Hence, to create a basis for undertaking the different types of analyses and to facilitate an accurate and efficient data entry, each of the nominal, ordinal and scale variables were entered with numeric expressions. This further created the ease of subsequent analysis and data re-coding.

3.7.1 Descriptive Statistics

Ensuing Deshpande et al. (2016), the study fixed descriptive statistics which gives a detailed and concise findings from the questionnaires. Patterns in the data were identified as well as outliers. Basically, in this study the central tendency- mean, measure of dispersion – standard deviation and frequency distribution were discussed. These statistics paved the way for inferential statistics. Deshpande et al. (2016) say minimum and maximum are used to show the range of dataset. These results were presented in chapter four.

3.7.2 Inferential Statistics

Under this section, following Greenland et al. (2016), the analyses were fixed to include correlation which tested for relationship of the predictors on the constant variables. It also fitted the model summary of co-efficient determinants, the ANOVA for significance of the model and finally the test of the null hypotheses. The significance level for the statistical tests was set at 5%.

3.7.3 Correlation Analysis

Akoglu (2018) recommends researchers to measure the degree to which an independent variable relates to dependent variable. Relationships among independent variables are also crucial to examine to avoid multicollinearity. This can be measured through Spearman's Rho or Pearson (r). According to Rebekić et al. (2015), the values of correlation coefficient are set between negative and positive one. This depicts that

there is a strong negative correlation if it is close to negative one and a strong positive correlation if it close to positive one. Inferring from Wanyama et al. (2020) in examining the magnitude of the relationship on the variables bivariate association analyses were deployed.

3.7.4 Multiple Regression Analysis

Multiple Regression analyses were used to examine how changes in the independent variables influenced changes in the dependent variable. The predictor variables that were regressed on the constant variable (employee retention) were HR recruitment, HR training, HR employee appraisal, HR data management and HR Policy. Regression model fitness was estimated using coefficient of determination, which helps explain how closely the predictor variable explains the variations in the dependent variable. Steps that were followed are:

Firstly, Test of assumptions on normality, multicollinearity and autocorrelation were done. All these met the assumption for further analyses No adjustment were made in these tests. A model summary was fit to determine the R, R square and R square adjusted together with F change statistic; these results showed a change in dependent variable which explained by change in the independent variables. All the predictor variables were significant, and this is shown in chapter four. In addition, ANOVA table was fit, all the predictor variables regressed on the constant variable proved to be significant. Lastly, coefficients of unstandardized beta which were used for the hypothesis testing was also fit. It was concluded that if P-value is less than a 0.05, the study rejects the null hypothesis, and if P-value is greater than alpha 0.05 then the study failed to reject the null hypothesis.

The first objective was to examine the effect of HR recruitment on employee retention in the teaching hospitals in Ghana. A model summary was fit to determine the percentages in R, R square and adjusted R square, which explained by change in the independent variables. F change statistic and its significance was associated. Secondly ANOVA table was fit to check whether the model is significant with the F-test and the sums of squares are distributed according to source of variation together with mean sum of squares.

The second objective was to determine the effect of HR training on employee retention in the teaching hospitals in Ghana. A model summary was fit to determine the percentages in R, R square and adjusted R square, which explained by change in the independent variables. F change statistic and its significance was associated. Secondly, the ANOVA table was fit to check whether the model is significant with the F-test and also the sums of squares are distributed according to source of variation together with mean sum of squares.

The third objective was to investigate the effect of employee appraisal on employee retention in the teaching hospitals in Ghana. A model summary was fit to determine the percentages in R, R square and adjusted R square, which explained by change in the independent variables. F change statistic and its significance was associated. Secondly ANOVA table was fit to check whether the model is significant with the F-test and the sums of squares are distributed according to source of variation together with mean sum of squares.

The fourth objective was to identify the effect of HR data management on employee retention in the teaching hospitals in Ghana. A model summary was fit to determine the percentages in R, R square and adjusted R square, which explained by change in the independent variables. F change statistic and its significance was associated. Secondly ANOVA table was fit to check whether the model is significant with the F-test and the sums of squares are distributed according to source of variation together with mean sum of squares.

The study further evaluated the effect of human resource policy as a moderating variable on the Human resource management practices on employee retention in the teaching hospitals, Ghana. A model summary was fit to determine the percentages in R, R square and adjusted R square, which explained by change in the independent variables. F change statistic and its significance was associated. Secondly ANOVA table was fit to check whether the model is significant with the F-test and the sums of squares are distributed according to source of variation together with mean sum of squares. The study used the unstandardized coefficients to ascertain the interaction effect.

3.7.5 Regression Model

The estimated regression model was as follows:

$$\hat{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots\dots\dots \text{Equation 3.1}$$

Where:

$\hat{Y}$ = Employee Retention

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$, represents the regression to be estimated

X_1 - represents Human Resource Recruitment

X_2 - represents HR Training

X_3 - represents HR Employee Appraisal

X_4 - represents HR Data Management

E - represents Error Term

After moderating, the multiple linear regression was given as

$$Y = \beta_0 + Z [\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4] \dots\dots\dots$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 \dots\dots\dots \text{Equation 3.2}$$

Where Z was the moderating variable.

3.8 Test of Assumption

The study tested multicollinearity, autocorrelation, and normality to examine if the results will support the idea of using multiple linear regression models or another statistical method needs to be applied. Shapiro-Wilk test was used for normality, Durbin Watson used for autocorrelation and VIF & Tolerance used for multicollinearity test. The tests met the threshold which paved way for further analyses.

To draw conclusions on the objectives the study tested for hypotheses based on the findings of statistical modeling. The study used various OLS Models to test the significance at 0.05. The correlation co-efficient was also used to test to ascertain the level of significance if the p-values are less than 0.05. Coefficient determinants models were used to test goodness of fit by computing the R- square statistics to express explanatory status of the model. The R- square, change in its corresponding F- change, is associated with a P-value of less than 0.05. ANOVA test was done on all the variables to ascertain its significance by calculating the F- statistics, regression models with P-values of less than 0.05 indicating a significant. The study hypotheses were tested from multiple regression coefficients unstandardized values. If P-value is less than 0.05 of the t- statistics, there is significant influence of the predictor variable on employee retention in teaching hospitals.

3.8.1 Multicollinearity Checks

Multicollinearity model was fit and the variables were not highly correlated. Variance Inflation Factor (VIF) values were used. Apart from the VIF, tolerance was proved to be okay. According to Saunders et al. (2009), multicollinearity is detrimental state where independent variables are strongly correlated. When this happens the standard errors and the beta coefficients tend to have large values leading to instability. When ($r = 0.9$ and above). Multiple regressions are very sensitive on this. Bryman and Cramer (2014) suggest that you ‘think carefully before including two variables with a bi-variate correlation of, say, 0.7 or more in the same analysis. Multicollinearity increases the standard errors of coefficients and makes some variables statistically not significant while they should be significant (Saunders et al., 2009). Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related. Multicollinearity of the distribution indicated if one or more independent variables can be expressed in terms of other variables (Mart, 2013). Variance inflation (VIF) was used to test for Multicollinearity. If there is no correlation among independent variables all the VIF will be equal to 1. If the VIF of the variable is closer to or greater than 5 then the Multicollinearity associated with that variable and in this case the variable is removed from the regression model (Cohen et al., 2013). Nevertheless, severe multicollinearity is a problem because it can increase

the variance of the coefficient estimates and make the estimates very sensitive to minor changes in the model. The result is that the coefficient estimates are unstable and difficult to interpret.

Multicollinearity is detected by looking at the Variance Inflation Factor (VIF) and tolerance in regression analysis. VIF measures how much variance the regression coefficient is inflated by multicollinearity and wrong standard errors. Absence of multicollinearity to tolerance in regression values should not be less than 0.10. While the VIF should be more. Tolerance is the amount of variance in independent variable that is not explained by the other independent variable (Gujarati & Porter, 2010).

3.8.2 Autocorrelation Checks

Ensuing Gujarati and Porter (2010) autocorrelation first order was used to detect non randomness in the data which helps realize the appropriate time series models. It measured the relationship between a variable's current value and its past values. An autocorrelation of +1 represents a perfect positive correlation, while an autocorrelation of negative 1 represents a perfect negative correlation. Durbin-Watson test was applied. Without getting too technical, the Durbin-Watson is a statistic that detects autocorrelation from a regression analysis.

3.8.3 Normality Checks

Normality was tested by the Shapiro- Wilk's "W test" and Kolmogorov – Smirnov "D test". Through this, an absolute value of the score greater than 1.96 or lesser than - 1.96 is significant at $P < 0.05$ (Paul & Zhang, 2009). A p-value greater than 0.05 indicated the residual values for the multiple regression model as normally distributed.

CHAPTER FOUR

RESULTS, FINDINGS AND DISCUSSION

4.1 Introduction

The study general objective was to examine the effect of Human Resource on Employee Retention. This chapter focuses on presenting: preliminary report, the main findings, the descriptive, inferential statistics and data analysis focusing on testing of the study hypotheses. Two hundred and forty questionnaires were distributed to participants in Human Resource unit in the teaching hospitals and table 4. 1 shows the response rate.

From table 4.1 of the response rate, 177 questionnaires were returned out of which 175 were successfully filled, which gives a 73% response rate. This study's response rate is considered very good for survey research as recommended by Creswell and Creswell (2017) who proposes a score of 70-85% as good response rate. According to Baruch and Holtom (2008) a minimum average level of response rate of 50.0 percent is good; with any rate above 70% is deemed to be excellent. Therefore, the response rate obtained for this study (73%) was excellent for data analyses.

Table 4.1: Response Rate

	CCTH	HTT	KATH	KBTH	TTH	Total
Administered	20	25	52	107	36	240
Returned	18	17	42	80	20	177

4.2 Demographic Characteristics

The respondents were asked in the questionnaires to provide information based on their gender, age, level of academic qualifications attained, marital status, years of service, and years since last promotion.

4.2.1 Respondents Gender

The respondents were required to indicate their gender by ticking against the option of either male or female. The data obtained was analyzed to produce results in Table 4.2. The study found that majority of the respondents were male of 52.6% with infinitesimal difference in female of 47.4% who were female. From the results, it was evident that most of the employees were male. However, it is not skewed. The study of Ferrary and Déo (2022) concur with the study that any institution that embrace diversity embrace teamwork where experiences, knowledge are shared which breeds a kind of network for a strong retention. Diversified gender is pertinent in most institutions to be able to move abreast with digital transformation. They support Becker (1957), human capital theorist, that institution should consider diversity of gender to bring in their rich experiences. Barney (1991) of resource-based view aligns with the study that diversity improves decision making where team members disagree to agree.

Tables 4.2: Results of Respondents Gender

Gender	Frequency	Percent
Male	92	52.6
Female	84	47.4
Total	175	100

4.2.2 Age of the Respondents

The respondents were required to indicate their age bracket by ticking against the options of 30 and below, 31-40 years 41-50 years, 51-60 years. The data obtained was analyzed to produce results in Table 4.3.

Based on the presented data, in table 4.3, the study established that the highest age bracket was 31-40 years representing 30.3% and the lowest age bracket was 51-60 years representing 13.1 %. The study noted that respondents of 30 and below, 41-50 were fairly represented. The findings agree with the study of Strenitzerovaa and

Komackova (2023) that the age distribution determines the sustainability of the work such that skills could be shared among different age groups but if concerns of different age group are not considered it will induce them to leave. Stirpe et al.'s (2018) study agrees with the current study that the older workers do not make up the greater proportion of workforce.

Table 4.3: Results of Age of the Respondents

Age Bracket	Frequency	Percent
30 and below	49	28
31-40	53	30.3
41-50	50	28.6
51-60	23	13.1
Total	175	100

Based on the presented data, in table 4.4, the study established that the highest level of marital status was 56% representing 98 respondents and 2.9 % representing 5 respondents who were divorced. The study noted that 65 respondents representing 37.1 were single. The study established that 7 respondents representing 4 % have separated. Halamma and Prasad (2020) study concurs with the current study that married workers have high retention rate. This group of people considers many things such as job security and family ties. Duah (2022) says the high retention attributed to married people stems from the support they receive from their family especially when they have similar roles.

4.2.3 Marital Status of the Respondents

Table 4.4: Results of Marital Status of the Respondents

Marital Status	Frequency	Percent
Single	65	37.1
Married	98	56.0
Divorced	5	2.9
Separated	7	4.0
Total	175	100

4.2.4 Highest Education Level

The study sought to determine the respondents' level of education. The data obtained was analysed to produce results in Table 4.5.

The study established that majority and the highest qualification of the respondents had bachelor's degree representing 47.4% and 1.7% had other qualifications. The study established that 17 respondents representing 9.7 percent had diploma certificate and that 83 respondents representing 37.1 had master's degree. Seven respondents representing 4 percent had PhD.

Aliata and Ligare (2021) study is in line with the study that when employees have the requisite qualification for employment it serves as foundation to pursue their career path to attain the full potential. In similar vein the study of Welber (2022) shows that performance of every institution depends on the knowledge of the employees acquired through education which gives them the ability and motivation to work as a team. Kariuki (2014) findings indicate that education reflects cognitive abilities and qualities. High levels of formal education are associated with a high ability to process information and for decision making. It helps to adjust to changes and to the culture of the institution.

Table 4.5: Results of Level of Education of the Respondents

Level of Education	Frequency	Percent
Diploma	17	9.7
Bachelor's degree	83	47.4
Master's Degree	65	37.1
PhD	7	4.0
Other	3	1.7
Total	175	100

4.2.5 Duration in the Service

The respondents were then required to state the number of years they had been in service. The data obtained was analyzed to produce results in Table 4.6

Table 4.6 shows that 41.1% representing 72 respondents had been in service for 5 years and below which indicates that majority had not been in service for long as compared to 4% who had been in service for more than 4years. This rate of in service showed that retention was at palisade and it could be attributed to limited training or compensation issues that needs to be addressed. The results shows that 49 respondents representing 28 % have been in service for six to ten years. Respondents who have been in service for 11 – 15 years were 47 representing 26.9 % The findings disagree with the findings of Lakshmita et al. (2022) that employees have more experience in the workplace when they serve for longer years, their contribution towards decision making and the long-term planning of workforce for retention.

Respondents were requested to indicate the number of years elapsed since last promotion and below are the responses obtained.

Table 4.6: Results of Duration in the Service

Duration	Frequency	Percent
Below 5 years	72	41.1
6-10 years	49	28
11-15 years	47	26.9
Above 16 years	7	4
Total	175	100

Analysing the years of last promotion, table 4.7 showed that 85.1% representing 149, which is many of the respondents falls within below five years. While above 16 years had zero. The response implies that the employees are promoted. However, there were participants who differed. Twenty respondents representing 12.6 percent were of the view that last promotion happened between 6-10 years. Four respondents representing 2.3 % identified that promotion happened between 11 -15 years.

The findings aligned with Obunga et al.'s (2024) study that when employees are promoted because of their contribution to achieving institutional goals, either of them induces retention. In line with this, Ratemo et al.'s (2021) study findings indicate that rewarding staff through job promotion turned out to be efficient which enhances retention.

Table 4.7: Results of Years Elapsed Since Last Promotion

Duration	Frequency	Percent
Below 5 years	149	85.1
6-10 years	22	12.6
11-15years	4	2.3
Above 16	0	0
Total	175	100

4.3 Pilot Test Results

A pilot test was done to establish the measure of reliability and validity of the data collection instrument. 10% of the sample of 240 questionnaires was used for the study.

According to Mugenda and Mugenda (2003), a pre-test sample should be between 1% and 10%, depending on the target population. Thus, the questionnaires were administered to 24 respondents in district health sector in Ghana. Twenty-four questionnaires were collected fully filled and completed, representing a response rate of 100%. A review was done where the instruments were adjusted for the main data collection but not to be included in the main findings. (Saunders et al., 2011). These health sectors were excluded from participating in the main study.

Table 4.8: Response Rate

Total Questionnaires	Response rate	Percentage
Issued	24	100%
Returned	24	100%

4.4 Reliability Test Results

In this study, reliability tests were conducted to assess whether the five -point Likert scale used in the questionnaire to measure the study constructs were reliable. Therefore, the Cronbach Alpha coefficient of 0.7 was used as a cut-off of reliability (Russell, 2013). Summary results for reliability test are indicated in Table 4.9.

Reliability measured the degree to which a research instrument yields consistent results or data after repeated testing. On the other hand, reliability in quantitative depends on measurement of survey items on a Likert scale (Flick, 2006).

As shown in table 4.9, the alpha coefficients for all the variables are above the 0.7 thresh hold. This was confirmation of reliability of the data used to assess the credibility of the study that the collected is dependable to draw conclusions. Cronbach's alpha coefficient ranged from 0.780 - HR employee appraisal to 0.851 - employee retention, revealing a high degree of reliability of the instrument. The results indicate that all constructs had high scores of reliability coefficients. HR Recruitment = 0.827 > 0.7. HR Training = 0.796 > 0.7, HR Data management = 0.791 > 0.7). HR

Policy = 0.830 > 0.7. This implies that all the variables had a reliable index measure indicating that the instruments were reliable in collecting data. The findings of this study were consistent with the findings of Creswell and Clark (2017) who asserted that the reliability score of more than 70% was sufficient for performing other statistical tests. According to Kothari and Garg (2014), two aspects of reliability, namely stability and equivalence, deserve special mention. For quality control a pre-test of the research instruments was done to check the validity and reliability.

Table 4.9: Summary of Reliability Test

Variable	Components of Variables	Cronbach's Alpha	Number of items	Decision
Recruitment	• Mode of recruitment • Advertisement • Attrition rate • Absence rate	.827	4	Accepted
Training	• Employee Skills • Resources • Institutional Support • Curriculum Content	.796	4	Accepted
Employee Appraisal	• Onboarding • Performance standard • Feedback	.780	4	Accepted
Data Management	Reward • Data quality • Digital transformation • Data accessibility	.791	4	Accepted
HR Policy	Data confidentiality • Recruitment Policy • Training policy • Compensation Policy • Exit Policy	.830	4	Accepted
Employee Retention	• Intention to Leave /stay • Job satisfaction • Teamwork • Work Efficiency	.851	4	Accepted

4.5 Validity Results

Construct validity was determined through Factor Analysis (FA), where a validity index of 0.5 and above was accepted (Leech, Barrett, & Morgan, 2014). The appropriateness of using factor analysis was further substantiated by Bartlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy. The value for KMO measures of sampling adequacy should be greater than 0.5, and it is considered inadequate if it is less than 0.5, as Leech et al. (2014) recommended. Validity is concerned with the truthfulness or accuracy of the results and refers to the extent to which it measures what it was intended to measure.

Construct validity was used to summarize data to be more manageable without sacrificing any valuable details and thus promote the testing of hypotheses (Arnold & Fletcher, 2015). This research used items with 0.4 and above values.

From table 4.10, loading factors of 0.5 and above were considered excellent and were retained for further analysis. The four items had a factor loading greater than 0.5. The KMO of HR Recruitment = 0.782 > 0.5 indicated the sample was adequate. Bartlett's test of Sphericity = 0.000 < 0.05 and, therefore, significant.

The KMO of human resource training = 0.741 > 0.5 indicating an adequate sample with a Bartlett's test of Sphericity = 0.000 < 0.05 which depicts a significance. The KMO of human resource employee appraisal = 0.781 > 0.5 indicated the sample was adequate. Bartlett's test of Sphericity = 0.000 < 0.05 and, therefore, significant. The KMO of human resource data management = 0.777 > 0.5 indicated the sample was adequate and the Bartlett's test of Sphericity was significant = 0.000 < 0.05. The KMO of HR Policy = 0.806 > 0.5 indicating the sample was adequate and Bartlett's test of Sphericity = 0.000 < 0.05, therefore, significant.

The KMO of Employee Retention = 0.582 > 0.5 with a Bartlett's test of Sphericity = 0.000 < 0.05 and therefore, significant. The study concluded that the statements for all the variables were retained for further analysis.

Table 4.10: Validity Test

Variables	KMO and Bartlett Test of Sphericity	Sig
HR Recruitment	0.782	.000
HR Training	0.741	.000
HR Employee Appraisal	0.781	.000
HR Data Management	0.777	.000
HR Policy	0.806	.000
Employee Retention	0.582	.000

4.6 Descriptive Statistic Results

To describe a distribution of the scores of measurements of the data, the study involved the use of descriptive statistics to present findings using percentages. Descriptive analysis simply forms the basis of every quantitative analysis of data and includes the mean and standard deviation (Conradie & Paduri 2015). The study examined the influence of human resource management practices on employee retention in the public health sector in Ghana, specifically in the teaching hospitals. This section contains descriptive analysis for HR recruitment, HR training, HR employee appraisal, HR data management and human resource policy as a moderating variable and the dependent variable employee retention in the teaching hospitals in Ghana. The mean was used as a measure of central tendency while standard deviation was used as a measure of dispersion to inform how the responses were dispersed from the mean. The study used a Likert scale of 1–5 for answering the questions to show the extent of agreement or disagreement with each of the statements with respect to the antecedents of employee retention in the teaching hospitals in Ghana. In the scale, the following keys were used: SA=Strongly Agree, A= Agree, NAD= Neither Agree nor Disagree, D=Disagree, SD=Strongly Disagree.

The study administered 240 questionnaires and 177 were returned. However, the valid were 175, representing 73 percent.

4.6.1 Recruitment Results

The first objective of this study was to examine the effect of HR recruitment on employee retention in the teaching hospitals in Ghana. To accomplish this, the researcher sought from the respondents' experiences about HR recruitment. Descriptive analysis of HR recruitment findings is shown in Table 4.11.

From Table 4.11, the respondents differed in their views on the institution mode of recruitment was within a fixed time. 22.9 percent representing (40) respondents, strongly agreed to the statement.. 40.6 percent representing (71) respondents, agreed, 23.3 percent. representing (39) respondents neither agreed nor disagreed, 12 percent representing (21) disagreed and 2.3 percent representing (4) respondents strongly disagreed. This had a mean of 3.70 and standard deviation of 1.025.

On the statement of institution rate of advertisement of vacancies to the general public is higher than internal, 33.1% representing (58) respondents strongly agreed 44.6% representing (78) respondents also agreed on this. On the other hand, 9.7% representing (17) respondents neither agreed nor disagreed. 10.3% representing (18) respondents disagreed on this and 2.3% representing (4) respondents also strongly disagreed and this account for a mean of 3.96 and standard deviation of 1.025. This implies that respondents were in agreement of this statement.

Further 19.5% representing (34) respondents strongly agreed that the institution measures attrition rate which helps to check turnover issues. 51.1% representing 89 respondents also agreed on the same. 21.3% representing 37 respondents neither agreed nor disagreed that their institution measures attrition rates which helps to a check turnover issues. 7.5% representing (13) respondents disagreed. 0.6% representing one respondent strongly disagreed that the institution measures attrition rates which helps to check turnover issues. This accounted for a mean of 3.82 and a standard deviation of 0.854.

Furthermore, 24.6 percent—representing (43) respondents strongly agreed that the institution investigates employee absences, and this helps to discover other factors impacting workforce.

Forty eight percent representing (84) respondents also agreed on the same. 19.4 percent representing (34) respondents neither agreed nor disagreed that that the institution investigates employee absences, this helps to discover other factors impacting workforce.

6.9 percent representing (12) respondents disagreed. One percent representing two respondent strongly disagreed that that the institution investigates employee absences, which helps to discover other factors impacting workforce. This accounted for a mean of 3.88 and a standard deviation of 0.899. The average mean of HR recruitment stands at 3.84 and this implies that most of the respondents agreed to the statements and when everything is taken into consideration with little adjustment in recruitment process, it will help check or boosts retention of the employees. The study of Bagchi and Pattnaik (2022) affirmed that recruiting and retaining can be a challenge in this case the factors that contribute to the best recruitment should be adopted since when employees are committed to their institution it makes it a unique to be competitive which leads to retention. They further said recruiting the best human resources will help the institution achieve its goals.

Table 4.11: Recruitment

Statement	5	4	3	2	1	Max	Min	Mean	Std Dev.
Our institution mode of recruitment is within a fixed time.	40 (22.9)	71 (40.6)	39 (23.3)	21 (12)	4 (2.3)	5	1	3.70	1.025
Our institution rate of advertisement of vacancies to the general public is higher than internal	58 (33.1)	78 (44.6)	17 (9.7)	18 (10.3)	4 (2.3)	5	1	3.96	1.025
Our institution measures attrition rate which helps to check turnover issues	34 (19.5)	89 (51.1)	37 (21.3)	13 (7.5)	1 (0.6)	5	1	3.82	0.854
Our institution barely investigates employee absences rate to discover other factors impacting workforce	43 (24.6)	84 (48.0)	34 (19.4)	12 (6.9)	2 (1.0)	5	1	3.88	0.899
Valid N	175								
Average mean									3.84

4.6.2 Training Results

The second objective of this study was to determine the effect of HR training on employee retention in the teaching hospitals in Ghana. The descriptive analysis of the HR training is shown in table 4.12.

The second independent variable is HR Training, 58.9% representing (103) respondents strongly agreed that the employees skills are rated for comprehensive skills set toward institutional goals. 34.3% representing (60) agreed on the same 3.4% representing six neither agreed nor disagreed. 3.4% representing six disagreed, with a mean of 4.49 and standard deviation of 0.726.

Further 29.3% representing (51) respondents strongly agreed that the institution provides employees with limited resources to undertake further education, 47.1% representing 82 agreed on the same, 15.5% representing 27 respondents neither agreed nor disagree while 6.9% representing 12 respondents disagreed on this view then 1.1% representing two strongly disagreed with a mean of 3.97 and standard deviation of 0.912.

Moreso, 30.6 percent representing (53) respondents strongly agreed that the institution supports employees by given equal opportunity for training, 38.7 percent representing (67) respondents agreed on the same statement. 17.3 percent (30) respondents neither agreed nor disagreed, 12.1 percent representing (21) disagreed and on the other hand 1.2 percent representing two strongly disagreed. This has a mean of 3.86 and a standard deviation 1.027.

In addition, 20.7 percent representing (36) respondents strongly agreed that the institution sets curriculum that provides technological development. 46.6 percent represented by (81) respondents agreed on the same. 22.4 percent representing (39) respondents neither agreed nor disagreed, while 8.6 percent representing (15) respondents disagreed then 1.7 percent representing (3) respondents strongly disagreed. This accounted for a mean of 3.76 and standard deviation of 0.937. The average mean of Training is 4.02. This explains that human resources are the health sector intellectual capital so if priority is given to training, it will boost retention.

The findings were line with the study of Shama (2021) that HR convert the role of HR as tactical partner. HR improves retention of employees, enable better workforce planning, it helps employee for training and development which has influence on to reduce the attrition rate in the organization. Xuecheng et al.'s (2023) study in China affirms the current study that training and development, work environment, and job satisfaction influence employee retention.

Table 4.12: Training

Statement	5	4	3	2	1	Ma x	Mi n	Mean	Std Dev
Our employees' skills are rated as comprehensive skills set toward institutional goals.	103 (58.9)	60 (34.3)	6 (3.4)	6 (3.4)	0 (0)	5	2	4.49	0.726
Our institution provides employees with limited resources to undertake further education	51 (29.3)	82 (47.1)	27 (15.5)	12 (6.9)	2 (1.1)	5	1	3.97	0.912
Our institution's allocated budget for training is limited to give equal opportunity for all cadres of staff training	53 (30.6)	67 (38.7)	30 (17.3)	21 (12.1)	2 (1.2)	5	1	3.86	1.027
Our institution sets curriculum that provides technological development	36 (20.7)	81 (46.6)	39 (22.4)	15 (8.6)	3 (1.7)	5	1	3.76	0.937
Average mean								4.02	

4.6.3 Employee Appraisal Results

The third objective was to investigate the effect of employee appraisal on employee retention in the teaching hospitals in Ghana. The findings of the descriptive statistics are presented in the table 4.13.

From the table 4.13, there are differing views on the questions on HR employee appraisal, 10.9 percent representing 19 respondents strongly agreed that the institution has a structured onboarding system. 64.4% represented by (112) agreed on the same. Further 17.8% representing (31) neither agreed nor disagreed on this statement. 6.3 percent represented by (11) respondents disagreed and 0.6 percent strongly disagreed. This accounted for a mean of 3.79 and standard deviation of 0.74.

Further 20.0% representing (35) respondents strongly agreed that the institution sets performance standard for individuals and teams. 59.4% representing 104 respondents agreed 14.9% representing (26) respondents neither agreed nor disagreed. 5.7% representing 10 respondents disagreed and no one strongly agreed. This brought the mean to 3.94 and a standard deviation of 0.759.

Furthermore, 9.2% representing (16) strongly agreed that the institution provides feedback on all evaluation of appraisals to employees. 60.3% agreed represented by (105) and 19.5 percent representing (34) neither agreed nor disagreed. 9.8% representing (17) respondents disagreed 1.1% representing two strongly disagreed. This accounted for a mean of 3.67 and standard deviation of 0.821

In addition, 17.1 percent representing (30) respondents strongly agreed that the institution rewards employees with non financial and financial incentives. 53.1 percent representing (93) averred. 17.1 percent represented by (30) neither agreed nor disagreed. On the other hand 9.1 percent representing (16) respondents disagreed, and 3.4 percent representing 6 respondents strongly disagreed. This accounted for an average mean of 3.71 and standard deviation of 0.970.

Average the mean for HR employee appraisal is 3.78 This indicates that appraisal not only helps the employee to achieve targeted goals. It is a two way fold it helps

organization and employees. Employees are recognized while it helps organization to set achievable goals which boosts employee retention. Kavitha and Saravanan (2019) study corresponds with the current study that proper management of employees through frequent appraisals and giving feedback on performance should be adopted to retain employees. Thus, in the workplace employees compare themselves as to their performance and reward attached to it tends to boost their moral to be committed and thereby retention.

Table 4.13: Employee Appraisal

Statement	5	4	3	2	1	Max	Min	Mean	Std. Dev
Our institution has a structured onboarding system	19	112	31	11	1	5	1	3.79	0.74
	(10.9)	(64.4)	(17.8)	(6.3)	(0.6)				
Our institution sets performance standards for individuals and teams	35	104	26	10	0	5	2	3.94	0.759
	(20)	(59.4)	(14.9)	(5.7)	(0)				
Our institution provides feedback on all evaluation of appraisal to employees	16	105	34	17	2	5	1	3.67	0.821
	(9.2)	(60.3)	(19.5)	(9.8)	(1.1)				
Our institution reward employees using non-financial and financial incentives	30	93	30	16	6	5	1	3.71	0.970
	(17.1)	(53.1)	(17.1)	(9.1)	(3.4)				
Average mean								3.78	

4.6.4 Data Management Results

The fourth objective is to identify the effect of data management on employee retention in teaching hospitals in Ghana. The findings of the descriptive statistics are presented in the table 4.14.

On data management descriptive statistics 32% representing (56) respondents strongly agreed that the institutions data quality enables decision making. 42 percent representing (75) respondents asserted. On the other hand, 19.4 percent representing (34) respondents neither agreed nor disagreed, also 5.6 percent representing (10) disagreed while none strongly disagreed This accounted for a mean of 4.01 and standard deviation of 0.864. This implies the data quality aids decision making on employee retention.

Further, 29.1 percent representing (51) respondents strongly agreed that the institution's employees use digital transformation in customer service delivery. 44.6 percent representing (78) respondents acquiesced. However, 18.3 percent representing (32) neither agreed nor disagreed While 6.3 percent representing (11) respondents disagreed and 1.7 percent strongly disagreed representing (3) respondents. This accounted for a mean of 3.93 and standard deviation 0.938. This portrays that majority concurred with the usage of digital transformation in service delivery which reduces manual work.

Furthermore, 41.7 percent representing (73) respondents strongly agreed that the institution's information on employee is easily retrieved. 40% representing (70) agreed. Nevertheless 10.3 percent representing (18) neither agreed nor disagreed while 6.9 percent representing (12) disagreed. 1.1percent representing (2) respondents strongly disagreed. This accounted for a mean of 4.14 and a standard deviation of 0.939. This implies that easily retrieval of data for decision making enhances the work of HR team

Additionally, 38.9 percent representing (68) respondents strongly agreed that the institution maintains confidentiality of employees data which can be used remotely for decision making. 45.1percent representing 79 respondents agreed. Then 10.3 percent

representing (18) respondents neither agreed nor disagreed, while 4.6 percent representing (8) disagreed 1.1 percent representing (2) strongly disagreed. This brought the mean to 4.16 and a standard deviation of 0.869. The overall average mean of this variable is 4.06 which implies that data management has influence on employee retention, employees feel secured on their data. The study of Thirathon et al. (2017) aligns with the current study that HR department has the voluminous data of employees, but it has to be analyzed for decision making thus the data acquisition block should be transformed into meaningful information to predict on employees with intentions to leave and prescribe plans for retention.

Table 4.14: Data Management

Statement	5	4	3	2	1	Max	Min	Mean	Std Dev
Our institution data quality enables decision making	56 (32)	75 (42)	34 (19.4)	10 (5.6)	0 (0)	5	2	4.01	0.864
Our institution's employees use digital transformation in customer service delivery	51 (29.1)	78 (44.6)	32 (18.3)	11 (6.3)	3 (1.7)	5	1	3.93	0.938
Our institution information on employees is easily retrieved	73 (41.7)	70 (40)	18 (10.3)	12 (6.9)	2 (1.1)	5	1	4.14	0.939
Our institution maintains confidentiality of employees' data which can be used remotely for decision making	68 (38.9)	79 (45.1)	18 (10.3)	8 (4.6)	2 (1.1)	5	1	4.16	0.869
Average mean								4.06	

4.6.5 HR Policy Results

The fifth objective was to find the relationship between the HRM practices and the Employee retention through the moderating variable of HR policy in the teaching hospitals in Ghana. The findings of the descriptive statistics are presented in the table 4.15.

From the table 4.15 on descriptive statistics on HR Policy 25.3 percent represented by (44) respondents strongly agreed that the institution's recruitment policy ensures equity in participation. 47.1 percent representing (82) respondents agreed. However, 19 percent representing (33) respondents neither agreed nor disagreed. Additionally, 6.9 percent representing (12) respondents disagreed and 1.7 percent representing (3) strongly disagreed. This is accounted for by a mean of 3.87 and a standard deviation of 0.929. This implies that recruitment policy is in place.

Moreover, 18.4% representing (32) respondents strongly agreed that the institution training policy provides relevant training to employees. Additionally, 59.8 percent representing (104) respondents also agreed. Meanwhile, 14.9 percent representing (26) says neither agreed nor disagreed. Also, 6.9 percent represented by 12 respondents disagreed and zero percent strongly disagreed. This is represented by a mean of 3.90 and standard deviation 0.776. This also implies that the institution has training policy is in place.

11.4% representing (20) respondents strongly agreed that the institution's compensation policy provides employees with relevant benefits. 54.9% representing (96) agreed on the same. Though, 21.1 percent neither agreed nor disagreed. 9.1 percent representing (16) disagreed and 3.4 percent representing (6) strongly disagreed. This has a mean of 3.62 and a standard deviation of 0.926. This depicts that majority agreed that there is a compensation policy in place which provides relevant benefits.

Further, 16.2 percent represented by (28) respondents strongly agreed that the institution exit policy ensures structured procedures on exiting. 53.2 percent representing (92) respondents agreed. 17.9 percent representing (31) neither agreed nor disagreed and 10.4 percent representing (18) disagreed and 2.3 percent representing

(4) respondents strongly disagreed. This has a mean of 3.71 and standard deviation of 0.940. The overall mean of this mediating variable is 3.78. This implies that the institutions have exit policy is in place.

The findings on descriptive statistics aligns with study of Carolina, and Paschoal (2018) that when HR policies are in place to guide work related issues it helps HR team to not sway from guidelines set and it thus gives employees a sense of security on their employer and in turn commit to stay.

Table 4.15: HR Policy

Statement	5	4	3	2	1	Max	Min	Mean	Std Dev.
Our institution's recruitment policy ensures equity in participation	44 (25.3)	82 (47.1)	33 (19)	12 (6.9)	3 (1.7)	5	1	3.87	0.929
Our institution's training policy provides relevant training to employees	32 (18.4)	104 (59.8)	26 (14.9)	12 (6.9)	0 (0)	5	2	3.90	0.776
Our institution's compensation policy provides employees with relevant benefits	20 (11.4)	96 (54.9)	37 (21.1)	16 (9.1)	6 (3.4)	5	1	3.62	0.926
Our institution exit policy ensures structured procedures on exiting.	28 (16.2)	92 (53.2)	31 (17.9)	18 (10.4)	4 (2.3)	5	1	3.71	0.940
Average mean								3.78	

4.6.6 Employee Retention

The table 4.16 explains the analysis of the dependent variable in this study. 14.9 percent represented by (26) respondents strongly agreed that the institution provides favourable working conditions which influences employees to stay. 29.7 percent representing (52) agreed to this. On the other hand, 26.3 percent representing (46) respondents, 22.9 percent representing (40) respondents and 6.3 percent representing (11) respondents strongly disagreed to this statement. With a mean of 3.24 and standard deviation of 1.150 which shows how deviated the respondents and how they differ on this.

Further 47.7percent representing (83) respondents strongly agreed that employees leave for a competitive offer from other countries. 29.9 percent representing (52) respondents agreed to this statement. Though, 8.6 percent representing (15) neither agreed or disagreed. Then 13.2 percent representing (23) respondents disagreed and 0.6 percent representing (1) strongly disagreed. This account for a mean of 4.11 and a standard deviation of 1.067. Majority agreed that employees leave for a competitive offer in other countries which has negative effect on employee retention.

Furthermore, 18.4 percent representing (32) strongly agreed that the amount of work expected of workers in the institution is reasonable which gives employees job satisfaction. 40.2 percent representing (70) respondents agreed. However, 21.8 percent representing (38) respondents neither agreed nor disagreed, and 16.7 percent representing (29) respondents disagreed then 2.9 percent representing (5) strongly disagreed on the statement. This accounted for a mean of 3.55 and a standard deviation of 1.062

Additionally, 24.7 percent representating (43) respondents strongly agreed that the institution promotes teamwork, which enables employees to solve complex tasks. Also 49.4percent representing (86) respondents agreed. However, 20.7percent representing (36) neither agreed nor disagreed and 4 percent representing (7) respondents disagreed then 1.1percent representing (2) respondents strongly disagreed. This accounted for a mean of 3.93 and standard deviation of 0.847.

Similarly, on the last statement of the employee retention, 14.9 percent representing (26) respondents strongly agreed. 30.3 percent representing (53) respondents agreed, 25.7 percent representing (45) respondents neither agreed nor disagreed 24 percent representing (42) respondents disagreed and 5.1 percent representing 9 respondents strongly disagreed. The overall mean of this variable is 3.62 and standard deviation of 1.133. Which implies that majority concur with the sub-variables that employee retention is enhanced when all these are in place. Kodom et al. (2018), aligns with our study that when institutions embrace a unique strategy to curb the willingness of low retention it helps to cut down the cost on hiring and training. They further said employees are the intellectual capital to help organization achieve its goals so training to upskill good incentive package giving feedback on performance should not be overlooked.

Table 4.16: Employee Retention

Statement	5	4	3	2	1	Max	Min	Mean	Std Dev
Our institution provides favorable working conditions which influence employees to stay	26 (14.9)	52 (29.7)	46 (26.3)	40 (22.9)	11 (6.3)	5	1	3.24	1.150
Our employees leave for a competitive offer from other countries	83 (47.7)	52 (29.9)	15 (8.6)	23 (13.2)	1 (0.6)	5	1	4.11	1.067
The amount of work expected in our institution is reasonable which gives employees job satisfaction	32 (18.4)	70 (40.2)	38 (21.8)	29 (16.7)	5 (2.9)	5	1	3.55	1.062
Our institution promotes teamwork which enable employees solve complex tasks	43 (24.7)	86 (49.4)	36 (20.7)	7 (4.0)	2 (1.1)	5	1	3.93	0.847
Our institution acknowledges notable Work efficiency	26 (14.9)	53 (30.3)	45 (25.7)	42 (24)	9 (5.1)	5	1	3.26	1.133
Average mean								3.62	

4.7 Diagnostic Results

Multiple Linear Regression Model was adopted in this study to test the model on the relationship between the HRM practices (Independent Variable) and Employee Retention (Dependent Variable). The study dataset was tested for purposes of inference or prediction if it satisfied all the assumptions of this model which included: Normality, multicollinearity, and autocorrelation. This is critical because scientific insights yielded by a regression model that has violated these assumptions may be at best, inefficient or at worse, seriously biased or misleading (Oteki, 2019). The findings of these assumptions' tests were as shown below.

4.7. 1 Normality Results

Ensuing Ghasemi and Zahediasl (2012) Normality was tested using the Shapiro-Wilk test. When the value of the statistic is between $+1.96 - 1.96$ then normality assumption has been violated. Shapiro-Wilk test has power to detect departure from normality due to either skewness or kurtosis or both. Normality assumption was tested using Shapiro-Wilk Test (S-W). When the value of significance level is less than 0.05 then normality assumption has been achieved From Table 4.17, normality was achieved and therefore, the study used parametric tests.

Table 4.17: Test of Normality Results

	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
1. HR Recruitment	.166	.000	.935	.000
2. HR Training	.119	.000	.939	.000
3. HR Employee Appraisal	.224	.000	.913	.000
4. HR Data Management	.145	.000	.911	.000
5. HR Policy				
6. Employee Retention	.191	.000	.940	.000
	.138	.000	.965	.000
a. Lilliefors Significance Correction				

4.7.2 Multicollinearity Results

Following Gujarati and Porter, (2010), the study tested whether two or more conceptualized independent variables are highly correlated with each other. Atimes there is a problem with understanding which independent variable contributes to the variance explained in the dependent variable, as well as technical issues in calculating a multiple regression model. This assumption was tested using VIF where values were less than 10.0 as indicated in Table 4.18. The small r was also considered in this, when tested it was realized that none were more than 0.9. or two variables with $r = 0.7$ When the independent variables are highly correlated ($r = 0.9$ and above). Multiple regressions are very sensitive on this.

Table 4.18: Multi-Collinearity Results

	Tolerance	VIF
HR Recruitment	.426	2.348
HR Training	.522	1.915
HR Employee Appraisal	.483	2.069
HR Data Management	.427	2.340
HR Policy	.475	2.107

4.7.3 Autocorrelation

Inferring from (Legendre, 2017), the study adopted a first order autocorrelation test, where Durbin Watson test statistic was used to detect autocorrelation in the observed and the mean value or the residuals from the regression analysis with a cut off values between 1.5 and 2.5 Autocorrelation refers to the correlation of a time series with its own past and future values that correlate between members of a series of numbers arranged in time. The results are indicated in Table 4.19

Table 4.19: Autocorrelation Statistics Results

Variables	Durbin Watson
HR Recruitment	1.62
HR Training	1.72
HR Employee Appraisal	1.56
HR Data Management	1.65
HR Policy	1.55

4.8 Regression Analyses

4.8.1 Correlation Analysis

Following Bryman and Cramer (2014), Pearson correlation was used to measure the strength and direction of the relationship of the independent variables, (HR Recruitment, HR training, HR Employee Appraisal, HR Data Management, HR Policy as moderating variable) and dependent variable (Employee retention) Pearson correlation coefficients range from -1 to +1. Negative values indicate negative correlation, and positive values indicate positive correlation where Pearson coefficient $r < 0.3$ indicates weak correlation, Pearson coefficient $0.3 > r < 0.5$ indicates moderate correlation and Pearson coefficient $r > 0.5$ indicates strong correlation. The results are shown in table 4.20.

The analysis showed that all the relationships were positive, and significant ($p\text{-value}=.001$) implying that HRM practices positively and significantly related to employee retention.

The most significant and strong relationship was between HR Policy and employee retention ($r= 0.660$, $p\text{-value}= 0.000 < 0.05$), the findings agree with Mahama et al. (2022) that to address employee retention issues, policy should be formulated to support all plans.

This is followed by HR Recruitment ($r=.609$, $p\text{-value} = 0.000 < 0.05$). The findings agree with the study by Mahjoub and Kruyen (2021) that institutions should be, because the more the objective of the process the better the retention.

In addition, HR employee appraisal had a strong positive and significant relationship with employee retention ($r=.583 > 0.5$) P value $0.000 < 0.05$. The findings concur with Muriuki and Wanyoike (2021) study on performance appraisal and its impact on employee performance, that organizations achieve success through the employees who are committed to the task and this calls for organizations to set performance appraisal standards that are attainable, and also communicate to the employees for feedback.

Further, HR training had a positive and significant relationship with employee retention ($r=.568 > 0.5$) P-value $0.000 < 0.05$, implying that it has strong correlation on the dependent variable. The finding is consistent with (Armstrong, 2020a). that it is through training in which skills are developed to enhance employees.

Among the predictors data management has the least correlation on the dependent variable. However, $r=.556 > 0.5$ and P value $=.000 < 0.05$ which shows a positive and significant relationship. The findings concur with Matimbwa and Orest (2019), that data management has been helpful in updating and maintaining employee biodata, and other HR related issues. However, challenges of underutilization are documented.

Table 4.20: Correlation Summary Matrix

			ER	HRR	HRT	HREA	HRDM
ER: Employee Retention	Pearson Correlation		1				
	P-value						
HRR: HR Recruitment	Pearson Correlation		.609**	1			
	P-value		.000				
HRT:HR Training	Pearson Correlation		.568**	.598**	1		
	P-value		.000	.000			
HREA: HR Employee Appraisal	Pearson Correlation		.583**	.601**	.530**	1	
	P-value		.000	.000	.000		
HRDM: HR Data Management	Pearson Correlation		.556**	.651**	.635**	.631**	1
	P-value		.000	.000	.000	.000	
HR Policy	Pearson Correlation		.660**	.655**	.533**	.623**	.576**
	P-value		.000	.000	.000	.000	.000
Valid N		175					

**, Correlation is significant at the 0.01 level (2-tailed).

4.8.2 Test of Hypotheses

The study used the Multiple linear regression analysis to assess the influence of HRM practices (HR Recruitment, HR training, HR Employee Appraisal, HR Data Management) HR Policy and Employee retention). The significance of the unstandardized and standardised coefficients were used to test the hypotheses.

Interpretations of results and subsequent discussions also considered Pearson (r) correlation. Correlation of the sub constructs coefficients of determinations (R^2), F-Statistic values (F) and beta values (β). R^2 indicated the change in dependent variable explained by change in the independent variables combined. Further, the higher the F-Statistic, the more significant the model. The negative or positive effect of the independent variable on the dependent (either negative or positive) was explained by checking the beta (β) sign. The R-value shows the strength of the relationship between the variables, t-values represent the significance of individual variables. The findings are presented along with the study objectives and corresponding hypotheses.

4.8.3 Regression Analysis: Recruitment and Employee Retention

The first objective of the study was designed to examine the effect of HR recruitment on employee retention in the teaching hospitals in Ghana. The literature that was reviewed in this study as well as theoretical reasoning associated HR recruitment with employee retention. Employee retention in the teaching hospitals was indicated by intention to leave or stay, job satisfaction, teamwork and work efficiency while the HR recruitment was indicated by mode of recruitment, advertisement, attrition rate and absence rate. Following the theoretical argument the following hypothesis was formulated and tested.

H₀₁: HR recruitment has no significant effect on employee retention in the teaching hospitals in Ghana.

The model (HR recruitment was able to explain 37.1 % of the variation in the Employee retention in teaching hospitals in Ghana as indicated by R which tells the strength of linear association between X and Y. 60.9% linear association between the

predictor variables and dependent variable. The adjusted R square also explains the sample adequacy of the model at 36.8 % and therefore, the model is significant at -000 as shown in table 4.21.

Table 4.21: HR Recruitment Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.609 ^a	.371	.368	2.75950	.000

a. Predictors: (Constant), HR Recruitment

b. Dependent Variable: Employee Retention

The ANOVA was used to show the overall model significance. The P-value was less than 0.05 which shows that HR recruitment has significant explanatory power on employee retention (F=102.225) and p-Value =0.000 which is less than 0.05. As depicted in table 4.22.

Table.4.22: ANOVA for Recruitment and Employee Retention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	778.428	1	778.428	102.225	.000 ^b
	Residual	1317.367	173	7.615		
	Total	2095.794	174			

a. Predictors: (Constant), HR Recruitment

b. Dependent Variable: Employee Retention

The regression equation shows that when recruitment is held constant at 0, employee retention would be 3.464 units. There is a positive and significant relation between HR recruitment and employee retention in the teaching hospitals in Ghana. A unit increase in HR recruitment increases employee retention by 0.684 units. Since the P-value of 0.000 was less than 0.05, there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect on HR recruitment on employee retention. The results shown in table 4.23.

The study of Karim et al. (2021) aligns with the current study that recruitment should be carried out so that it will be cost efficient with the intention of attracting and retaining employees to meet the organizational objective. The finding also agrees with Fomude et al. (2020) which elucidated that globalization has called for business to ensure effective operations, which calls for management to recruit highly skilled personnel to bridge the gap emanated from globalization.

Table 4.23: HR Recruitment and Employee Retention Model Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	β	Beta		
1 (Constant)	3.464		3.270	.001
HR Recruitment	.684	.609	10.111	.000

a. Dependent Variable: Employee Retention

With reference to table 4.23, the following equation can be derived

$Y = B_0 + B_1X_1$ which can be conceptualized as follows:

Employee Retention = $3.464 + 0.684 X_1$

4.8.4 Regression Analysis: Training and Employee Retention

The second objective of the study was designed to determine the effect of HR training on employee retention in the teaching hospitals in Ghana. The literature that was reviewed in this study as well as theoretical reasoning associated HR training with employee retention. Employee retention in the teaching hospitals was indicated by intention to leave or stay, job satisfaction, teamwork and work efficiency while the HR training was indicated by skills, resources, management support and curricular content.

H₀₂: HR training has no significant effect on employee retention in the teaching hospitals in Ghana.

The model (HR Training) was able to explain 32.1% of the variation in the Employee Retention retention in the teaching hospitals in Ghana. as indicated by the R which

tells the strength of linear association between X and Y. 56.7% linear association between the predictor variables and dependent variable. The adjusted R square also explains the sample adequacy of the model at 31.7 % and therefore, the model is significant at -000. The results are indicated in table 4.24.

Table 4.24: Training and Employee Retention Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.567 ^a	.321	.317	2.86797	.000

a. Predictors: (Constant), HR training
b. Dependent Variable: Employee Retention

According to the ANOVA results in Table 4.25 ($F = 81.800$, $P = 0.000 < 0.05$), the linear regression model is a robust fit for the dataset. The F-value's significance level of 0.000, which is below 0.05, endorses that the model reliably predicts the outcome variable. As a result, this highlights a statistically significant relationship between HR Training and Employee Retention.

Table 4.25: ANOVA for HR Training and Employee Retention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	672.827	1	672.827	81.800	.000 ^b
	Residual	1422.968	173	8.225		
	Total	2095.794	174			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), HR training

The regression equation of HR training shows that when HR training is held constant at 0, employee retention would be 2.870 units. There is a positive and significant relation between HR training and employee retention in the teaching hospitals in

Ghana. A unit increase in HR training increases employee retention by 0.690 units. Since the P-value was less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect on HR training on employee retention.

The findings of the current study confirmed the study of Narendar and Mishra (2021) on HR training and development with technological aid that organization that trains its employees benefit from increase in employee retention. Further Elsafty and Oraby (2022) findings on the impact of training on employee retention. This is in line with the current study that organizations need not only attract experienced and talented employees to the organization, but they also need to keep them for a long time to help them cut down on cost in recruitment and training of new employees to be commendable for the task at hand. As organizations train and develop their workforce, they gain the knowledge and skills which encourages retention.

Table 4.26: HR Training and Employee Retention Model Coefficients

	Unstandardized		Standardized			
	Coefficients		Coefficients			
		Std.				
Model	β	Error	Beta		T	Sig.
1 (Constant)	2.870	1.246			2.304	.022
HR Training	.690	.076	.567		9.044	.000

a. Dependent Variable: Employee Retention

The findings of the study revealed that HR training significantly influenced employee retention in the teaching hospitals in Ghana.

With reference to table 4. 26 the following equation can be derived

$$Y=B_0+B_2X_2.$$

$$\text{Employee Retention}= 2.870+0.690X_2.$$

4.8.5 Regression Analysis: Employee Appraisal and Employee Retention

The third objective of the study was designed to investigate the effect of HR employee appraisal on employee retention in the teaching hospitals in Ghana. The literature that was reviewed in this study as well as theoretical reasoning associated with HR employee appraisal with employee retention. Employee retention in the teaching hospitals was indicated by intention to leave or stay, job satisfaction, teamwork and work efficiency while the HR appraisal was indicated by onboarding, performance standard, feedback and reward. Following the theoretical argument the following hypothesis was formulated and tested.

H₀₃: HR employee appraisal has no significant effect on employee retention in the teaching hospitals in Ghana.

The findings of Model Summary- HR Employee Appraisal was shown in Table 4.27. The model (HR Employee Appraisal) was able to explain 34% of the variation in the employee retention in the teaching hospitals in Ghana as indicated by the R, which tells the strength of linear association between X and Y. 58.3% linear association between the predictor variables and dependent variable. The adjusted R square also explains the sample adequacy of the model at 33.7 % and therefore, the model is significant at -000.

Table 4.27: HR Employee Appraisal and Employee Retention Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig F Change
1	.583 ^a	.340	.337	2.82664	.000

a. Predictors: (constant) HR Employee Appraisal

b. Dependent Variable: Employee Retention

The ANOVA results from Table 4.28 of ($F = 89.307$, $P = 0.000 < 0.05$) show that the linear regression model fits the dataset well. The F-value's significance level ($P = 0.000$) is less than the 0.05 threshold, confirming the model's statistical ability to predict the outcome variable. As a result, the findings highlight a significant link between HR Employee Appraisal and Employee Retention.

Table 4.28: HR Employee Appraisal and Employee Retention Model ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	713.548	1	713.548	89.307	.000 ^b
	Residual	1382.247	173	7.990		
	Total	2095.794	174			

a. Dependent Variable: Employee retention

c. Predictors: (Constant), HR Employee Appraisal

The regression equation of HR employee appraisal shows that when employee appraisal is held constant at 0, employee retention would be 2.049 units. There is a positive and significant relation between HR employee appraisal and employee retention in the teaching hospitals in Ghana. A unit increase in HR appraisal increases employee retention by 0.789 units. Since the P-value was less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect on HR training on employee retention.

The above findings demonstrate that employee retention is positively influenced by Employee Appraisal. The study findings affirm previous findings of the study of Jerusha and Alexander (2021) who examined the influence of performance appraisal on employee retention. When organizations set performance standard, communicate it to employees and give feedback on actual performance they influence employee retention. However, Abboud (2021), expounds that employee appraisal system affects workers and their decision to leave or stay in an organization and therefore management should not only dwell on increase in rewards with regards to high performance but rather create a balance between workers wanting cash incentives and those wanting a strong career path.

Table 4.29: Appraisal and Employee Retention Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	β	Std. Error	Beta			
1 (Constant)	2.049	1.279			2.602	.011
HR Employee Appraisal	.789	.083	.583		9.450	.000

a. Dependent Variable: Employee Retention

With reference to table 4.29 the following equation can be derived

$$Y=B_0+B_3X_3$$

$$\text{Employee Retention} = 2.049 + 0.789 X_3$$

4.7.6 Regression Analysis: HR Data Management and Employee Retention

The fourth objective of the study was designed to identify the effect of HR data management on employee retention in the teaching hospitals in Ghana. The literature that was reviewed in this study as well as theoretical reasoning associated with HR data management with employee retention. Employee retention in the teaching hospitals was indicated by intention to leave or stay, job satisfaction, teamwork and work efficiency while the HR data management was indicated by data quality, digital transformation, data accessibility and data confidentiality. Following the theoretical argument the following hypothesis was formulated and tested

H₀₄: HR data management has no significant effect on employee retention in teaching hospitals in Ghana.

The model HR data management was able to explain 30.9% of the variation in the employee retention in the teaching hospitals in Ghana as indicated by the R which tells the strength of linear association between X and Y. 55.6% linear association between the predictor variables and dependent variable. The adjusted R square also explains the sample adequacy of the model at 30.5 % and therefore, the model is significant at -000. The results are shown in table 4.30.

Table 4.30: Data Management and Employee Retention Model Summary

		Std. Error of the		Sig
		Estimate		F Change
Model R	R Square	Adjusted R Square		
1	.556 ^a	.309	.305	2.89258
				.000

-
- a. Predictors: (Constant), HR data management
 - b. Dependent Variable: Employee retention

Table 4.31 displays the results of the ANOVA test, which show that the linear regression model fit the dataset well with $F = 77.482$ and $P = 0.000 < 0.05$. According to the results, the regression model is a good fit for the data because it statistically significantly predicts the outcome variable with a significance level of 0.000, which is less than 0.05. This suggests that HR data management and employee retention have a substantial relationship.

Table 4.31: Data Management and Employee Retention Model ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	648.296	1	648.296	77.482	.000 ^b
Residual	1447.498	173	8.367		
Total	2095.794	174			

- a. Dependent Variable: Employee retention
- b. Predictors: (Constant), HR data management

Table 4.32: Data Management on Employee Retention Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	β	Std. Error	Beta		
1 (Constant)	2.897	1.276		2.269	.024
HR data management	.681	.077	.556	8.802	.000

- a. Dependent Variable: Employee retention

With reference to table 4.32, the following equation can be derived.

$$Y = B_0 + B_4 X_4$$

$$\text{Employee Retention} = 2.897 + 0.681 X_4$$

The regression equation in table 4.32 shows that when HR Data management is held constant at 0, employee retention would be 2.897 units. There is a positive and significant relation between HR Data management and employee retention in the teaching hospitals in Ghana. A unit increase in HR Data management increases employee retention by 0.681 units. Since the P-value was less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR data management on employee retention. The findings of the current study align with the study of Chinyere and Ikoromassoma (2021).

That HR data management gives insights that aid strategic planning by in decision making. This helps organizations to find the efficiency and cost reduction when organization manages employee data. Further studies that align with the study are Obodai et al. (2021) who found that digital transformation has made it possible for data analysis to be done remotely. Online channels and processes that are instituted in facilities help employees manage data issues and challenges and this has added value to the robustness of data generated.

4.8.7 Overall Model Summary

Inferring from table 4.33, the results showed that 48.3% of the variability observed in the target variable is explained by regression model: R informs the strength of linear association between X and Y at 69.5 % linear association between the predicted variable and dependent variable. The adjusted R square also explains the sample adequacy of the model at 47.1 % and therefore, the model is significant at -000.

Table 4.33: HRM Practices and Employee Retention Model Summary

Model	R	R Square	Adjusted	Std. Error of the	Sig F
			R Square	Estimate	Change
1	.695 ^a	.483	.471	2.52494	.000
a. Predictors: (Constant), HR Recruitment, HR Training, HR Employee., Data Management					
b. Dependent Variable: Employee retention					

As displayed in Table 4.34, the ANOVA test results ($F = 39.684$, $P = 0.000 < 0.05$) prove that the regression model is a good fit for the dataset. The significance of the F-value ($P = 0.000$), which is below 0.05, suggests the model's capacity to statistically predict the outcome for the overall variables. This further confirms the existence of a significant relationship between HR and Employee Retention

Table 4.34: HRM Practices and Employee Retention Model ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1011.987	4	252.997	39.684	.000 ^b
Residual	1183.807	170	6.375		
Total	2095.794	174			

a. Dependent Variable: Employee retention
b. Predictors: (Constant), HR Recruitment, HR Training, HR Employee., Data Management

In the overall equation in table 4.35, when all the independent variables are held constant at 0, employee retention would drop by -1.782. However, there is a positive and significant relation between HR recruitment and employee retention. A unit increase in HR recruitment increases employee retention by 0.310. Since the P-value was less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR Recruitment and Employee Retention.

Similarly, a unit increase in HR training increases employee retention by 0.265. Since the P-value was less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR Training on employee retention.

Further, there is a positive and significant relation between HR employee appraisal and employee retention. A unit increase in Appraisal increases employee retention by 0.341. Since the P-value was less than 0.05 there is enough evidence to warrant the

rejection of the null hypothesis and concludes that there is a significant effect of HR employee appraisal on Employee retention.

Moreso, there is a positive and insignificant relation between HR data management and employee retention. A unit increase in HR data management increased employee retention by 0.096. Since the P-value was higher than 0.05 there is enough evidence to warrant the acceptance of the null hypothesis and concludes that there is insignificant effect of HR Data management on Employee retention. Here we see an aspect of data management in all the other independent variables which has made it more correlated with other variables.

$Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4$ which was conceptualized as follows:

Eqn 1

Employee Retention= $-1.782+0.310x_1+0.265x_2+0.341x_3+0.96x_4$

Table 4.35: HR and Employee Retention Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	β	Std. Error	Beta			
1 (Constant)	-1.782	1.305			-1.365	.174
HR Recruitment	.310	.089	.276		3.471	.001
HR Training						
HR Emp. Appraisal A	.265	.092	.218		2.873	.005
HR Data Management	.341	.102	.253		3.336	.001
	.096	.103	.078		.933	.352

a. Dependent Variable: Employee retention

In Table 4.36, the results were 48.5% of the variability observed in the target variable is explained by regression model; R tells the strength of linear association between X and Y ,69.6% linear association between the predictor variables and dependent variables. The adjusted R square also explains the sample adequacy of the model at 47 % and therefore, the model is significant at -000.

Table 4.36: Moderating effect on HRM Practices and Employee Retention

Model	R	R Square	Adjusted	
			R Square	Std. Error of the Estimate
1	.696 ^a	.485	.470	2.52761

a. Predictors: (Constant), Interaction with Z*HR Recruitment, *HR Training, *HR Empl.,* Data Management,
b. Dependent Variable: Employee Retention

The ANOVA results in Table 4.37 (F = 31.808, P = 0.000 < 0.05) indicate that the regression model fits the dataset well. The significance level of F (P = 0.000) is below 0.05, signifying that the model can statistically predict the influence of interaction variable on the overall variables. This suggests a significant relationship between HR and Employee Retention.

Table 4.37: Moderating effect on HR and Employee Retention Model ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
¹ Regression	1016.087	5	203.217	31.808	.000 ^b
Residual	1079.708	169	6.389		
Total	2095.794	174			

a. Predictors: (Constant), Interaction with Z*HR Recruitment, *HR Training, *HR Empl.,* Data Management,
b. Dependent Variable: Employee Retention.

Table 4.38: Regression Coefficients for Moderation Effect on the Relationship between HR M Practices and Employee Retention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	13.938	.194		71.795	.000
HR Rec.	.947	.277	.273	3.419	.001
HR Training	.749	.264	.216	2.843	.005
HR Appraisal	.909	.266	.262	3.416	.001
HR Data	.355	.310	.102	1.146	.254
Interaction	-.026	.033	-.052	-.801	.424

Employee Retention= -13.938+0.947X₁+0.749X₂+0.909X₃+0.355X₄ +(.026)X₅
Eqn 2

4.8.9 Moderating Analysis Between HRM Practices And Employee Retention

The study sought to understand the moderating effect of HR Policy on HRM practices (HR Recruitment HR Training HR Employee, HR Data Management on employee retention. The Multiple Linear Regression Model was used. From the results obtained, and shown in table 4.38, when all the variables are held constant at 0, that is when moderated by the HR Policy employee retention would be 13.938 units. There is also a positive and significant relationship between HR recruitment when moderated by HR Policy on employee retention by 0.947. Since P value is less than 0.05 there is enough evidence to warrant the idea that HR Policy moderates HR recruitment and therefore concludes that there is a significant relationship of HR Policy and recruitment on employee retention.

Similarly, the study found a positive and significant relationship between HR training when moderated by HR Policy on employee retention by 0.749. Since P value is less than 0.05 there is enough evidence to warrant the idea that HR Policy moderates HR

training and therefore concludes that there is a significant relationship of HR Policy and recruitment on employee retention.

Likewise, there is also a positive and significant relationship between HR appraisals when moderated by HR Policy on employee retention by 0.909. Since P-value is less than 0.05 there is enough evidence to warrant the idea that HR Policy moderates HR training and therefore concludes that there is a significant relationship of HR Policy and HR employee Appraisal on employee retention.

Furthermore, there is a positive and insignificant relationship between HR data management when moderated by HR Policy on employee retention by 0.355. Since P-value is more than 0.05 there is enough evidence to warrant the idea that HR Policy does not moderate HR data. The study of Kremer (2018) supports the current study that the success of HR depends on the moderating factor that supports or hinders it

Biriowu, and Kalio, (2020) study on talent support the current study that practices of in line with HRM practices helps to determine corrective actions in addressing retention issues in the organization. Similarly, Xuecheng et al.'s (2023) study affirms the current study that training and development, work environment, and job satisfaction influence employee retention.

Reference to table 4.39, when a moderating variable is added to the function as independent variable, the study found out that when the variables are held constant at 0, employee retention drops by -2.399. Meanwhile there is a positive and significant relationship between HR Recruitment and Employee Retention. A unit increase in HR recruitment increases employee retention by 0.176. Since P-value is equal to 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR recruitment on employee retention.

There is also a positive and significant relationship between HR training and Employee Retention. A unit increase in HR training increases employee retention by 0.206. Since P-value is less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR training on employee retention.

Again, there is a positive and significant relationship between HR employee appraisal and Employee Retention. A unit increase in HR appraisal increases employee retention by 0.221. Since P-value is less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR appraisal on employee retention.

Furthermore, there is a positive and insignificant relationship between HR data management and Employee Retention. A unit increase in HR data management increases employee retention by 0.059. Since P-value is more than 0.05 there is enough evidence to warrant the acceptance of the null hypothesis and concludes that there is insignificant effect of HR data management on employee retention.

There is also a positive and significant relationship between HR Policy and Employee Retention. A unit increase in HR Policy increases employee retention by 0.400. Since P-value is less than 0.05 there is enough evidence to warrant the rejection of the null hypothesis and concludes that there is a significant effect of HR Policy on employee retention.

Table 4.39: HRM Practices, Moderating and Employee Retention Model Coefficients

Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	β	Std. Error	Beta	t	
(Constant)	-2.399	1.246		-1.925	.056

1 HR Recruitment	.176	.090	.157	1.958	.052
HR Training	.221	.088	.181	2.504	.013
HR Emp. Appraisal A	.206	.102	.153	2.027	.044
HR Data Management	.059	.098	.048	.601	.548
HR Policy	.400	.090	.337	4.440	.000

a. Dependent Variable: Employee retention

From table 4.40....53.7% of the variability observed in the target variable is explained by regression model: R informs the strength of linear association between X and Y at 73.3 % linear association between the predictor variables and dependent variable. The adjusted R square did not show any increase as the variable was increasing.

Table 4.40: HRM Practices, Moderating Variable as Independent Variable and Employee Retention Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.523	2.39650

a. Predictors: (Constant), HR Recruitment, HR Training, HR Empl. Data Management, HR Policy

b. Dependent Variable: Employee retention

The ANOVA test results as indicated in Table 4.41 were $F = 39.183$, $P = 0.000 < 0.05$; an indication that there was a good fit to the dataset. The results indicate that the significance of the F is 0.000 which is less than 0.05, this, therefore, implies that the regression model statistically significantly predicts the outcome of the predictor variables and moderator variable and, therefore, a good fit for the data. This is an indication that there exists a significant relationship between HRM practices, moderator variable and employee retention.

Table 4.41: HRM Practices, Moderating Employee Retention

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1125.188	5	225.038	39.183	.000 ^b
Residual	970.606	169	5.743		
Total	2095.794	174			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), HR Recruitment, HR Training, HR Empl., Data Management, HR Policy

4.8.10 Summary of Hypothesis Tested

Deducing from the study objectives, hypotheses were formulated and tested using unstandardized coefficients in multiple regression analysis for relationships in hypotheses one, two, three, four and five. The hypotheses were tested at 95 % confidence level ($\alpha=0.05$), hence decision points to reject or fail to reject a hypothesis was based on the p-values. Where $p<0.05$, the study failed to reject the hypotheses, and where $p>0.05$, the study rejected the hypotheses.

Table 4.42: Results of the Hypothesis Tests

S/No	Hypothesis	Decision
H ₀₁	HR recruitment has no significant effect on employee retention in the teaching hospitals in Ghana Since P-value = 0.001 is less than 0.05	Reject H ₀₁
H ₀₂	HR training has no significant effect on employee retention in the teaching hospitals in Ghana. Since P-value = 0.005 is less than 0.05	Reject H ₀₂
H ₀₃	HR employee appraisal has no significant effect on employee retention in the teaching hospitals in Ghana Since P-value = 0.001 is less than 0.05	Reject H ₀₃
H ₀₄	HR data management has no significant effect on employee retention in the teaching hospitals in Ghana Since P-value = 0.254 is greater than 0.05	Fail to reject H ₀₄

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study assessed the influence of HRM practices on employee retention in the teaching hospitals in Ghana. The summary of the findings of the research objectives, conclusion of each variable from knowledge and contribution to the research as well as recommendation of each variable to policy makers and health sectors is presented in this chapter. Suggestion for further research to augment retention is also captured in this section.

5.2 Summary of the Study Findings

The objectives of the study focused on the five variables and its impact on employee retention. The study achieved this impact by empirically testing each variable on the dependent variable. Again, the study established a combined model effect of the predictors and constant variable. Further, the moderation effect of the independent variables and the dependent variable was ascertained as presented in chapter four. Several significant associations emerged from the study's analyses. The diagnostic test met the threshold which gave the merit to proceed with further analyses. The study provided a quantified measure of most of the current factors affecting employee retention. The correlation matrix yielded a significant relationship. The study analyses supported some well-established variables that are associated with employee retention such as intention to leave, job satisfaction and teamwork. There was a positive and significant relation among and between HR recruitment, HR Training, HR Employee appraisal and HR data management on employee retention in the teaching hospitals in Ghana. However, in the overall model summary data management positively related but was not statistically significant on employee retention. In similar manner, when the overall was moderated by the HR policy, data management was positively related but was insignificant. The coefficients result showed that when policy is held at constant employee retention will be dropped.

The first objective of the study was to examine the effect of recruitment on employee retention in the teaching hospitals in Ghana. The study established that recruitment is in place. The findings revealed that more than half of the respondents say recruitment is within a specified time, which is not flexible. In addition, the rate at which it is opened to the public is higher than the internal. Tracking of turnover is in place; however, employee absences are not regularly checked. The regression analysis established that there is a positive and significant relation between recruitment and employee retention in the teaching hospitals in Ghana. A unit increase in recruitment increases employee retention.

The second objective of this study was to determine the effect of training on employee retention in the teaching hospitals in Ghana. The study established that Training is in place and the findings revealed that skills are rated during training towards goals. The institution do well to set curriculum that provides technological training for its staff to be at par globally. However, majority were of the view that there are limited budget for training to cater for all cadres of staff. In addition, employees receive limited resources to further their education. Human intellect are the great assets of any institution, they should be upskilled and be given a training to stay relevant in the workplace. The regression analysis established that there is a positive and significant relation between training and employee retention in the teaching hospitals in Ghana. A unit increase in training increases employee retention.

The third objective of the study was designed to investigate the effect of employee appraisal on employee retention in the teaching hospitals in Ghana. The study established that the appraisal system in place has a structured on- boarding which majority agreed to that and this helps newly hired to be valued as part of the institution where they know what is expected of them. In addition, majority agreed that performance standards are set for all cadres of employees, which enables management to give feedback on appraisal. This assist management to give employees either financial or non-financial reward. The regression analysis established that there is a positive and significant relation between employee appraisal and employee retention in the teaching hospitals in Ghana. A unit increase in appraisal increases employee retention.

The fourth objective of this study was to determine the effect of data management on employee retention in the teaching hospitals in Ghana. The study established that the data management is in the system where majority agreed that the quality of it enables decision making. More than half of the respondents agreed that information on employees is retrievable without constraints where confidentiality is maintained on both employees and clients they serve. The underpinned theory - organizational information processing, aids the study that data is the bases of the day to day activities in institutions and should be processed to enable decision making to avoid assumptions. There is a positive and insignificant relation between data management and employee retention in the teaching hospitals in Ghana. A unit increase in Data management increases employee retention.

The fifth objective of the study which is HR policy was designed to find the relationship between HRM practices and employee retention in the teaching hospitals in Ghana. The study established that there are policies which include recruitment, training, compensation and exit. The findings revealed that majority were of the view that the recruitment policy ensures equity in participation this can be linked to the response in the gender where the percentages were almost the same. However, with the response on the advertisement there is no equity in participation. In addition, the findings show that most of the respondents agreed that the training policy provides relevant training as compared to the respondents who disagreed. Inferring from HR training descriptive statistics majority were of the view that institution provides technological advancement which in the real world makes health workers work commendably. Further the findings indicate that all relevant benefits include financial and non financial reward. Furthermore, the findings reveals that there is a structured exit system this indicate that when data is well kept on exiting it will help management to ascertain what actually triggers employees to leave for other jobs. The transformational leadership theory that underpins HR Policy in this study states that all plans related to work and employees should be communicated clearly to them this helps for feedback for management to adjust. Recruitment, training and employee appraisal were found to be positive and statistically significant when moderated by HR policy. The study further established that there was positive and insignificant relationship between data management when moderated by HR Policy on employee retention.

5.3 Conclusions

Employee retention is not a one-day wonder it demands institutions putting in place strategic algorithms to achieve this, in every institution human capital are the ones who put in their efforts to achieve organizational goals and for competitive advantage and thereby sustainability. Skills in managing employee lifecycle determines the growth of any organization. Employees are to be valued as being able to achieve organizational goals. Employees' voluntary turnover is contagious, which affects the business of any institution or organization. Therefore, human resources assert that in any organization, all-important decisions on recruitment, training, appraisal data management policies must be primarily evidence based. So, analyzing the data on employee work issues the organization will be able to pick the battles that are associated to retention, then with this information strategic actions can be taken to boost employee retention.

5.3.1 Recruitment and Employee Retention

The study examined the influence of recruitment on employee retention in the teaching hospitals in Ghana. From the findings, recruitment within a fixed has a bearing on employee's retention, checking of absenteeism, attrition rate, had influence on employee retention. The study concludes that recruitment statistically and significantly predicted employee retention. This is in line with the theory of resource-based view where good hiring algorithm increases employee retention.

5.3.2 Training and Employee Retention

The study determined the effect of training on employee retention in the teaching hospitals in Ghana. From the results, continuous skills development in all aspects has a significant impact on employee retention. The same is supported by the theory of human capital where if human resources are considered an asset to the organization, then investment in their training will not be burdensome. It is therefore evident that training has a positive and significant effect on employee retention in the teaching hospitals in Ghana.

5.3.3 Employee Appraisal and Employee Retention

The study investigated the effect of employee appraisal on employee retention in the teaching hospitals in Ghana. The results of the analysis showed that there is a structured onboarding, performance standards set for teams as well as individuals, providing feedback on appraisal and the reward system influenced employee retention and therefore concludes that employee appraisal statistically predicts employee retention positively. The coefficient determinant depicts causal relationship between the independent variable and dependent variable and more so the fitness of the sample adequacy which showed that the variable has the highest measurable. Inferring from this study's theory, employees expect equitable treatment in relation to feedback received during appraisal and reward attached to it tends to boost their moral to be committed and thereby retention.

5.3.4 Data Management on Employee Retention

The study explored the impact of data management on employee retention. From the findings, data quality, digital transformation in customer service delivery, information on employees data and its confidentiality had positive impact on employee retention and concludes that data management has a positive and insignificant effect on employee retention in the teaching hospitals in Ghana. Inferring from the theory, HR team is not an exception in digital savvy. There is a need for skill to decipher employee data by deploying statistical tools to analyze employee data in all spheres as data is the foundation of all activities that go on in employee related issues.

5.3.5 HR Policy

The study concludes that the moderating effect of HR policy on employee retention is statistically significant. In recruitment, if HR unit embraces equity in recruitment to increase wider talent pool it helps to remove factors like background, race or gender. Employees are more likely to remain with an institution that offers opportunities for professional or career growth. If they can develop their skills, then retention will increase. This ensures that employees are educated about best practices, upcoming changes and even new skills that can improve their productivity. They also have

evidence that they are valued. Further, a well and documented compensation plan can reduce voluntary exit. There should be insurance plan for workers and retirement plan. Furthermore, on exit, the employer should part on good terms with the employee where feedback on supervisors' attitude could be ascertained.

5.4 Recommendations for the Study

Based on the conclusions of the study the following recommendations were generally proposed. Employee retention continues to be challenged, and in this era of data driven savvy HR team cannot be left out. The team has the data of all employees and must be turned into a meaningful way for decision making.

The study recommends that the HR team use statistical tools to gradually and systematically make informed decisions, which is beneficial to the organization, so it will be expedient to have a group or team from HR department in collaboration with IT department who handles employee data and its processes.

5.4.1 Recruitment and Employee Retention

The study recommends that legislative body in Ghana look into the issues of recruitment of medics and paramedics and make a policy to curb the intention to leave. The recruitment of medics be reduced from 4 years to 2 years. Keeping these healthworkers for long without regular salary, no formalised employment agreement is actually causing them to leave for other countries. Again, internal recruitment should strictly be considered to enable employees change career path. The study further recommends back to office interviews to control absenteeism.

5.4.2 Training and Employee Retention

Construing from the conclusion, the study recommends the teaching hospitals to increase the allocated budget of training periodically though not on specific percentage. This will enable the hospitals to cater for the training of all cadres of staff, specifically the nurses for further education to become physician assistants since they form a major part of the workforce. Again, self-sponsored employees can be promoted after completion of training, all in the light of retention. The estimated doctor to

population ration does not meet the WHO standard and therefore there should be flexibility in the training. In other words, the ministry of health should embrace and support the medics who have decided to further their education. Again, the curriculum will not only embrace technological aspects but also include soft skills training. The study further recommends a qualitative approach to this kind of study.

5.4.3 Employee Appraisal and Employee Retention

The study recommends the teaching hospitals implement continuous feedback practice as a strategy for employee appraisal issues and retention. Regular reviews and providing feedback will help employees to know areas where they need to improve. The feedback is a two-way communication between the employer and employee. It fosters transparency and trust where employers give support to employees to develop themselves.

5.4.4 Data Management on Employee Retention

Data is the foundation of HRM practices making good decisions on employees. Poor data can hurt decision making and therefore the study recommends that management should pick the battles that are related to retention, such as biodata of workforce since more insights can be drawn from this to curb the issues of listing names for early retirement. Quality data should be maintained for analysis and for decision making. The study recommends that the sector recruits a group or team who handles data and its processes in an organization for easy accessibility. HR analysts should be employed to explore data to predict new hires who will leave the sector within two years or new hires becoming high performers in less than three years. Of all the variables without quality data, no decision can be made. The study also recommends management to invest in technological advancement that will help the employees to be at par globally.

5.4.5 HR Policy

The study recommends a compensation review committee to oversee the compensation plan, by incorporating the workload analysis for fair compensation. HR team can check with the workload of exiting employees to adjust to the existing

employees' workload. Having this information will help the sector change many procedures to retain employees.

5.5 Suggestions for Further Research

Following the findings of the study, the study suggests the consideration of other parameters that may contribute to higher employee retention. Longitudinal research is needed for comparing now and then to ascertain the improvement in retention and factors that trigger it. The study recommends a holistic approach on the health sector beyond the teaching and referral hospitals since the said units act as feeders to the main hospitals. The scope of the study should be extended to other Africa Countries to reduce brain drain from Africa to the European nations.

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APPENDICES

Appendix I: Approval Letter from the University



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

OFFICE OF THE DIRECTOR, GRADUATE SCHOOL

P.O. BOX 62000, 00200 • NAIROBI • KENYA • TEL: (067)-5870001-4 • Email: director@bps.jkuat.ac.ke

REF: JKU/2/11/ HDE412-C002-0851/2021

17th, AUGUST, 2023

DIANA ANOKYE-LARBEY
C/o SOBE
JKUAT

Dear, Diana

**RE: APPROVAL OF RESEARCH PROPOSAL AND APPOINTMENT OF
SUPERVISORS**

Kindly note that your PhD. research proposal entitled: "HUMAN RESOURCE ANALYTICS AND EMPLOYEE RETENTION IN THE PUBLIC HEALTH SECTOR IN GHANA." has been approved. The following are your approved supervisors:-

1. Dr. Josphat Kwasira
2. Dr. Elizabeth Nambuswa Makokha

Please be advised that you are expected to publish your research outputs in quality and indexed journals.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'L. Turoop', written over a horizontal line.

PROF. LOSENGE TUROOP
DIRECTOR, GRADUATE SCHOOL

Copy to: Dean, SOBE

/s/



JKUAT is ISO 9001:2015 and ISO 14001:2015 Certified
Setting Trends in Higher Education, Research, Innovation and Entrepreneurship



Appendix II: Questionnaire

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

Dear respondent, the questionnaire is designed to gather information on HRM practices and employee retention. Your sincere answers to the questions would be most appreciated. Any information you provide shall be used purely for academic purposes, it would be treated with confidentiality, and you will not be held responsible for the research outcome. Filling the questionnaires will take 7 – 15 minutes. Please tick [✓] answers where appropriate and provide answers where applicable.

SECTION A: DEMOGRAPHICS

1. Indicate the name of your institution

2. Indicate your gender:

A. Male ☐ B. Female ☐

3. Indicate your age group:

30 and below ☐ 31-40 ☐

41-50 ☐ 51-60 ☐

Above 61 ☐

4. Indicate your marital status

Single ☒ Married ☐

Divorced ☐ Separated ☐

5. Indicate your highest level of education

A. Diploma ☐

B. Bachelor ☐

C. Masters ☐

D. PhD ☐

Any Other –Specify

6. Indicate your length of service

A. Below 5 years ☐

B. 5-10 years ☐

C. 10-15 years ☐

D. Above 15 years ☐

7. Years since last promotion

A. Below 5 ☐

B. 6-10 ☐

C. 10-15 ☐

D. Above 16 ☐

SECTION B: HR Recruitment

Kindly respond to the following statements on human resource recruitment by using SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree. Please tick [☐] the appropriate box

S/N	Statement	SA	A	NAD	D	SD
17	Our institution mode of recruitment is within a fixed time.	☐	☐	☐	☐	☐
18	Our institution rate of advertisement of vacancies to the general public is higher than internal	☐	☐	☐	☐	☐
19	Our institution measures attrition rate which helps to check turnover issues	☐	☐	☐	☐	☐
20	Our institution barely investigates employee absences; this helps to discover other factors impacting workforce	☐	☐	☐	☐	☐

SECTION C: HR Training

Kindly respond to the following statements on human resource training by using

SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree.

Please tick [☐] the appropriate box

S/N	STATEMENT	SA	A	NAD	D	SD
9	Our employees' skills are rated for comprehensive skills set toward institutional goals					
10	Our institution provides employees with limited resources to undertake further education					
11	Our institution's allocated budget for training is limited to give equal opportunity for all cadres of staff training					
12	Our institution sets curriculum that provides technological development					

SECTION D HR Employee Appraisal

Kindly respond to the following statements on human resource employee appraisal by using SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree Please tick [☐] the appropriate box

	Statement	S A	A	NAD	D	SD
21	Our institution has a structured onboarding system					
22	Our institution sets performance standards for individuals and teams					
23	Our institution provides feedback on all evaluation of appraisal to employees					
24	Our institution reward employees using non-financial and financial incentives					

SECTION E: HR Data Management

Kindly respond to the following statements on human resource data management by using SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree. Please tick [√] the appropriate box

S/N	Statement	SA	A	NAD	D	SD
13	Our institution HR data quality enables decision making					
14	Our institution's employees use digital transformation in customer service delivery.					
15	Our institution's information on employees is easily retrieved.					
16	Our institution maintains confidentiality of employee data which can be used remotely for decision making.					

SECTION F: HR Policy

Kindly respond to the following statements on human resource policy by using SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree. Please tick [√] the appropriate box

	Statement	SA	A	NAD	D	SD
25	Our institution's recruitment policy ensures equity in participation.					
26	Our institution's training policy provides relevant training to employees					
27	Our institution's compensation policy provides employees with relevant benefits					
28	Our institution exit policy ensures structured procedures on exiting.					

SECTION G: Employee Retention

Kindly respond to the following statements on employee retention by using SA=Strongly Agree, A=Agree, NAD= Neither Agree nor Disagree, D=Disagree and SD=Strongly Disagree. Please tick [✓] the appropriate box

	Statement	S A	A	NAD	D	SD
29	Our institution provides favorable working conditions which influence employees to stay.					
30	Our employees leave for a competitive offer from other countries					
31	The amount of work expected of workers in our institution is reasonable, which gives employees job satisfaction.					
32	Our institution promotes teamwork which enable employees solve complex tasks Our institution acknowledges notable efficient work.					

Appendix III: Ethical Clearance

KOMFO ANOKYE
TEACHING HOSPITAL



P. O. Box 1934
Kumasi - Ghana
Tel: +233 - 3220 22391 - 4
Fax: +233 - 3220 24654 / 24621
Website: www.kathgh.org

KATH IRB/AP/022/23

Our Ref. No.:

Your Ref. No.:

Komfo Anokye Teaching Hospital Institutional Review Board

Mrs. Diana Anokye-Larbey
Jomo Kenyatta University of Agriculture and Technology
School of Business and Entrepreneurship

20th March 2023

Dear Mrs. Anokye-Larbey,

Ethics Approval

Protocol title: Human Resource Analytics and Employee Retention in the Public Health Sector in Ghana.
Study site: Human Resource Unit of the Komfo Anokye Teaching Hospital, Kumasi
Sponsor: Self-funded

We write in response to your correspondence of 15th February 2023 requesting the Komfo Anokye Teaching Hospital Institutional Review Board (KATH IRB) to review the research study referenced above.

The proposed research study went through the Board review of 7th March 2023 and we are pleased to inform you that KATH IRB has given approval for the following study documents:

- Protocol version 1.0 last updated 27th January 2023
- Informed consent form, version 1.0 last updated 15th February 2023
- Case report form version 1.0 last updated 15th February 2023

Approval for the study is in effect until 19th March 2024 and it is the responsibility of the Principal Investigator to maintain the study in good standing at the Komfo Anokye Teaching Hospital. The Board anticipates to be notified of the actual start date of your project.

Prior to the expiration of the study approval, you must submit to the KATH IRB an "Application for Continuing Review" along with provision of "Annual Report" when the study is ongoing, or a "Termination Report" if the research has been completed.

You must hastily report to the KATH IRB should a modification to the research be proposed, and without delay if an unanticipated development occurs before the next required review. Regulations do not permit you to modify conduct of the study in its present form prior to ethics approval; except where urgent action is required to eliminate an apparent immediate hazard to

A Centre of Excellence
Page 1 of 2

a study subject or other person. It is of utmost importance data generated from this study must be used for the intended purposes only.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Danso', written over a horizontal line.

Prof. Kwabena Antwi Danso, BSc, MB ChB, FWACS, FGCS, FACOG
Chairman, KATH IRB

**DEPARTMENT OF RESEARCH & DEVELOPMENT
TAMALE TEACHING HOSPITAL**

In case of reply the number and date
of this letter should be quoted



Box TL 16, Tamale
West Africa-Ghana
GPS: NT-0101-5331

Tel: 03720-00180
Our Ref: TTH/R&D/SR/275
Your Ref:

12th September 2023.

To whom it may concern

**CERTIFICATE OF AUTHORIZATION TO CONDUCT RESEARCH IN
TAMALE TEACHING HOSPITAL**

I hereby introduce to you **Ms. DIANA ANOKYE-LARBEY**, a PhD student at the Jomo Kenyatta University of Agriculture and Technology, Department of Business and Social Sciences.

The student has been duly authorized to conduct a study titled **"HUMAN RESOURCE ANALYTICS AND EMPLOYEE RETENTION IN THE PUBLIC HEALTH SECTOR IN GHANA"**.

Please accord the student the necessary assistance to enable her to complete the study. If in doubt, kindly contact the Research Unit on the second floor of the administration block or on Telephone 0209281020. In addition, kindly report any misconduct of the Researcher(s) to the Research Unit for necessary action.

Upon completion, the Principal Investigator is required to submit a copy of the final study to the Hospital.

Please note that this approval is given for a period of six months, beginning from 12th September 2023 to 11th February 2024.

Thank You.

**ALHASSAN MOHAMMED SHAMUDEEN
(DEPUTY DIRECTOR AND HEAD, RESEARCH & DEVELOPMENT)**

In case of reply the reference number and the date of this letter be quoted

Our Ref.: CCTH

Your Ref.:



P. O. Box CT, 1363
Cape Coast
CC-071-9967
Tel: 03321-34010-14
Fax: 03321-34016
Website:
www.ccthghana.org
email:
info@ccthghana.com

21st March, 2023

Diana Anokye-Larbey
Department of Entrepreneurship, Technology, Leadership and Management
School of Business and Entrepreneurship
Jomo Kenyatta University of Agriculture and Technology
Nairobi

Dear Madam,

ETHICAL CLEARANCE – REF: CCTHERC/EC/2023/050

The Cape Coast Teaching Hospital Ethical Review Committee (CCTHERC) has reviewed your research protocol titled, **"Human Resource Analytics and Employee Retention in the Public Health Sector in Ghana"** which was submitted for ethical clearance. The ERC is glad to inform you that you have been granted provisional approval for implementation of your research protocol.

The CCTHERC requires that you submit periodic review of the protocol and a final full review to the ERC on completion of the research. The CCTHERC may observe or cause to be observed procedures and records of the research during and after implementation.

Please note that any modification of the project must be submitted to the CCTHERC for review and approval before its implementation.

You are required to report all serious adverse events related to this study to the CCTHERC within ten (10) days in writing. Also note that you are to submit a copy of your final report to the CCTHERC office.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours sincerely,

Prof. Ganiyu Rahman
Chairman, ERC

In case of reply the number
And the date of this
Letter should be quoted

My Ref. No. KBTH/MD/G3/23

Your Ref. No. _____



KORLE BU TEACHING HOSPITAL
P. O. BOX KB 77,
KORLE BU, ACCRA.

Tel: +233 302 667759/673034-6

Fax: +233 302 667759

Email: Info@kbth.gov.gh

pr@kbth.gov.gh

Website: www.kbth.gov.gh

3rd July 2023

DIANA ANOKYE-LARBEY
DEPARTMENT OF ENTREPRENEURSHIP, TECHNOLOGY,
LEADERSHIP AND MANAGEMENT
SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY
NAIROBI

**INSTITUTIONAL APPROVAL: KORLE BU TEACHING HOSPITAL-SCIENTIFIC
AND TECHNICAL COMMITTEE/INSTITUTIONAL REVIEW BOARD (KBTH-
STC/IRB/00021/2023)**

Following approval of your study entitled: "Human Resource Analytics and Employee Retention in the Public Health Sector in Ghana" by the Korle Bu Teaching Hospital-Scientific and Technical Committee/Institutional Review Board.

I am pleased to inform you that institutional approval has been granted for the conduct of your study in Korle Bu Teaching Hospital.

Please contact the Heads of Departments to discuss the commencement date of the study.

Please note that, this institutional approval is rendered invalid if the terms of the Institutional Reviewed Board/Scientific and Technical Committee approval are violated.

Sincere regards,

Dr. Harry Akoto
Ag. Director of Medical Affairs
For: Chief Executive

Appendix IV: Locational Map of Hospitals in Ghana



Key

Cape Coast Teaching Hospital – Central Region (Cape Coast)

Ho Teaching Hospital -Volta Region (Ho)

Komfo Anokye Teaching Hospital – Ashanti Region (Kumasi)

Korle Bu Teaching Hospital –Greater Accra Region (Accra)

Tamale Teaching Hospital –Northern Region (Tamale)

Appendix V: Publications

Anokye-Larbey, D., Kwasira, J. & Nambuswa, E. M. (2024). Human resource employee appraisal analytics and employee retention in public health sector in Ghana. *International Journal of Business Management and Processes*, 6(2), 145-157. <https://journals.essrak.org/index.php/Business/article/view/304>

Anokye-Larbey, D., Kwasira, J. & Nambuswa, E. M. (2024). Human Resource Data Management Analytics and Employee Retention in Ghana. *The International Journal of Humanities and Social Studies*, 12(9), 43-49. <https://doi.org/10.24940/theijhss/2024/v12/i9/HS2409-018>