

**AKENTEN APPIAH- MENKAH UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT (AAMUSTED)**

**THE IMPORTANCE OF TRAINING ON EMPLOYEE JOB SATISFACTION
AND RETENTION AMONG ADMINISTRATIVE STAFF - A CASE STUDY OF
AAMUSTED**

BY

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SEPTEMBER, 2023

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**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
EDUCATION, AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS
TRAINING AND ENTREPRENEURIAL DEVELOPMENT IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER
OF BUSINESS ADMINISTRATION DEGREE IN HUMAN RESOURCE AND
ORGANIZATIONAL BEHAVIOR.**

SEPTEMBER, 2023

DECLARATION

STUDENT'S DECLARATION

I hereby declare that the preparation of this thesis is the result of my own original research work with the exception of quotations and references contained in published works which have all been identified and acknowledged and that no part of it has been presented for another degree in this University or elsewhere.

SIGNATURE

DATE

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this thesis work was supervised by me in accordance with the guidelines on supervision of thesis as laid down by Akenten Appiah-Menkah University of Skills Training.

SIGNATURE

DATE

(DR. CHARLES B. CAMPION)

ACKNOWLEDGEMENTS

Unless the Lord builds the house, those who build it labour in vain. I wish to express my profound gratitude to the Almighty God for blessing me with knowledge and understanding to put this piece of work together successfully.

My heartfelt gratitude goes to my able supervisor, Dr. Charles Baba Campion who guided me and made immeasurable suggestions in this project work.

I greatly appreciate the efforts of all my learning mates especially, Ernest, Fausti, Bismark and Harriet for their contributions in one way or the other and Grace for her advice.

I am also grateful to my colleague, John Yarkoh for his motivation and encouragement that helped me to pursue this programme. Bro I am grateful.

Finally, I wish to express my sincere gratitude to my family especially my husband for accepting to take care of my children when I had admission and my grandmother, Obaapanin Mary Boadi who sacrifice her happiness to educate me.

God bless you all.

DEDICATION

This piece of work is first dedicated to Almighty God for His divine protection and accomplishing what He has started in my life.

I sincerely dedicate this project to my lovely husband, Mr. Yaw Osei for the support he gave me throughout this programme.

Lastly, I dedicate this work to my adorable children, Mavis Owusuaa Osei, Winston Kwabena Osei, Alice Antwiwaa Osei and Jeyson Yaw Osei, I love you all and may God richly bless you!!!!!!

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ABSTRACT

The study was carried out to investigate importance of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Methodologically, the study was a descriptive survey that involved the use of questionnaires to collect data from the target population. The research population was employees (senior staff and senior members) of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. The accessible population in the area of research was one hundred and forty-one (141). Purposive and Convenience sampling techniques were used to sample one hundred and twenty-two respondents. The findings showed that study that employees perceive that training actually benefits them and job satisfaction influence their work habit. At the individual level, it was discovered that respondents perceive that job satisfaction increases the confidence and commitment of staff, that training improving the skills of employees, that training helps in the acquisition of new knowledge, that job satisfaction changes the attitude and behaviours of employees. It was recommended that Management should through it research department conduct a periodic research into the training needs of the staff at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. This would help management of the university to be always abreast with issues for employee retention.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

The impact of training, compensation and job satisfaction on employees' perceived performance, commitment, turnover intention and citizenship behaviour cannot be overlooked. All these employees' outcomes have very significant bearings on the operation of organization and institutions regardless of its size (small, medium and large). Increased job satisfaction, organizational commitment, organizational citizenship behaviour, performance and decreased turnover intention help the organization achieve its goals and objectives and vice versa. Employees' dissatisfaction also culminates in low level of employees' commitment to the organization (Harris & McMahan, 2015).

The impact of training on employee attitudes and retention has been a leading area of study for years. Employee turnover intention is therefore most likely to affect the organization's operations and effectiveness. The importance of recruiting to increase competitiveness of organizations has therefore become vital in the success of all organizations including the hospitality industry. Proper management of people is therefore crucial in the building of organizational excellence, since employees have been established as the most valuable asset to organizations (Bailey et al, 2018). Good people management has also been identified as one of the factors which promotes job embeddedness and reduces turnover intention (Boxall & Purcell, 2016). It is therefore important to implement practices which would make employees have the feeling of being part of the organization at all times and therefore influence their intention to stay with the organization.

Faced with a complex environment, it has been extensively discussed in the Human Resource Management literature that organizations manage and retain employees by instituting a variety of Human Resource Management practices. These practices typically include providing extensive training and development opportunities, designing fair job and recruitment and developing incentive pay systems and so forth (Dessler, 2015).

Recently, there has been widening recognition that Human Resource Management strategies, practices and activities have an impact on organizational performance and bottom line results (Yingying, 2017). However, researchers have argued that several Human Resource policies expressively described by senior managers exist only on paper and not in practice and this has been attributed to account for the gap between effective Human Resource Management policies and practices and causes of employee dissatisfaction and turnover (Maha, 2015). Huge costs associated with employee turnover has become a burning management concern in recent times and steps need to be taken to address them. Service organizations are seriously looking into staff retention strategies as a means of administrating turnover of talented and committed employees (Sanders &Yang, 2016).

De-Cenzo, Robbins, and Verhulst (2016), noted that several other factors had affected Human Resource Management practices, like lack of internal efficient manpower to complete all necessary tasks and poor application of Human Resource Management practices. In this regard, Khan, Raziq, and Ghouri (2019) stressed that any organization without a well-tailored and structured Human Resource Management policies/practices risk poor performance of employees. Organizations are today facing increasingly competitive challenges to achieve the

organizational goals. To be successful, a firm must be able to improve performance by reducing costs, creating new products and processes, enhancing quality and productivity, increasing speed to market (DeNisi & Smith, 2014). Thus organizations need to focus on capabilities of their workforce/working in organization towards common goals. DeNisi & Smith (2014) suggested that effective management of a firm's human resources would be able to generate and increase knowledge, motivation, synergy, and commitment to achieve competitive advantage for the firm. Human Resource Management practices more or less create conditions where employees become highly involved in the organization and work hard to accomplish the organization's goals.

1.2 Statement of the Problem

According to Dessler (2015) higher institutions of learning can adopt various Human Resource practices to enhance employee skills as well as motivate them to work harder towards achieving the set targets. Higher institutions of learning can improve the quality of current employees by providing comprehensive training and development activities. The connection between Human Resource Management practices and employee performance has been supported by a number of research. Since improving employee performance is essential to improving corporate performance, studies have found a significant correlation between Human Resource Management practices and employee performance on a global scale (Kumari & Pradhan, 2014).

Training can have a considerable impact on company finances as there are several potential training costs that companies may incur. There are two types of training cost. These are direct cost and indirect cost. Direct cost may include instructor salary,

materials, and follow-up supervision. The second type of training related cost is indirect costs, and it is related to worker output and productivity during and upon completion of the training. Along these lines, the completion of a training programme is expected to bring about increase in worker productivity. The benefits of training is in two folds; to the company, an increase in worker output and productivity, may lead to high profitability and to the worker, the increase in output is expected to translate into higher wages and opportunities for career advancement (Sam- Arisal, 2018).

Training programmes do not only develop employees but also help an organisation to make best use of their human resources in favour of gaining competitive advantage (Shantanu, 2017). Therefore, it is important for firms to plan for such training programmes for its employees to enhance their abilities and competencies that are needed at the workplace (Shantanu, 2017). Training does not only develop the capabilities of the employee but also sharpen their thinking ability and creativity in order to take better decision in time and in a more productive manner (Stamolampros & Korfiatis, 2019). Lai, Saridakis & Johnstone (2016) argued that the ineffectiveness of training of employees in the organization reduces the organization's productivity, as organizations depend on having people with the right skills, attitudes and capabilities in order to reach goals effectively. Institutions depends on their capacity to boost output and performance through cost-cutting measures, the development of new programs and procedures, improvements in quality and productivity, and faster time to market. But regrettably, these human resource-related practices do not receive the attention they deserve. A brief interaction with the staff of the of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante

Mampong Campus revealed that management effort on training programs and job satisfaction have not been remarkable. This is an evidence that due importance is not given to this practices related to human capital. The college performance of its employees will come down steadily if proper importance is not given to human resource section.

Considerable evidence suggests that investments in training job satisfaction produce beneficial organizational outcomes. The effectiveness of skilled employees will be limited, however, if they are not motivated to perform their jobs. It is against this background that a study on importance of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus is being undertaken.

1.3 Purpose of the Study

The main objective of the study is to ascertain the importance of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

1.3.1 Specific Objectives

The research objectives of this study are to:

1. To identify the training needs of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.
2. To examine perception of employees on relevance of training and job satisfaction at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

3. To examine the effect of training and job satisfaction on employees retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

1.3.2 Research Questions

The study would be guided by the following research questions:

1. What are the training needs of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.
2. What is the perception of employees on relevance of training and job satisfaction at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.
3. What are the effect of training and job satisfaction on employees retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

1.4 Significance of the Study

The knowledge gained in this study would enable Universities to be able to identify the human resources practices that are key in contributing to the University's performance and aim for formulation of appropriate university policies.

This study seeks shape management understanding on attraction, recruitment, and retention of labour in the public universities. Management also would benefits from the recommendations on the link between Human Resource Management practices and Job Performance and how to enhance employees job satisfaction in public universities.

This research will be beneficial to all the public and private universities in Ghana that sought to improve on the Job satisfaction of their employees by highlighting the fundamental human resource practices they put in place to ensure the retention of staff.

The findings of this study would contribute to the existing literature on Human Resource Management practices such as training and determinants of job satisfaction.

1.5 Scope of the Study

The scope of this study covers how employee training impacts on job satisfaction and their retention at the AAMUSTED-M. First, the correlation between training and job satisfaction shall be looked at and job satisfaction and staff retention in the job will also be looked into. Lastly, the scope would cover the types of training programmes that would help the organization in getting their employees satisfied and staying in that job till retirement.

1.6 Limitations

The foremost limitation was time constraint. Because time and somehow funding difficulties coupled with work schedule of researchers, otherwise all the two campuses of the Akenten Appiah-Menka University of Skill Training and Entrepreneurial Development would have been used. Besides that every employee should have been captured in the study but that could not be possible for the reason stated. In view of this not everybody who matters opinion could be sought on the issues discussed.

1.7 Organisation of the study

The dissertation comprises five chapters. Chapter one contains the introduction, which dilates on the background to the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, overview of the research methodology, limitations and the organisation of the study. Chapter two reviews related literature on employee training and its impact on job satisfaction and staff retention. Chapter three takes a look at the methodology used in data collection and analysis. Furthermore, Chapter four presents the results and discussion of the findings. Finally, Chapter five is devoted to the summary of the findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter two examines literature on Concept of Human Resource Management, Human Resource Management Practices, and Relationship between Human resource management and Job satisfaction, Employee Retention and Effects of Training on Employee Retention. It also covers Concept of Employee Retention, Theoretical Review and Empirical Review.

2.2 Theoretical Review

Over the past decades, research on organizational effectiveness and human resource management has produced different theories of both organizational effectiveness and human resource management from diverse perspectives. Human resource management and organizational effectiveness researches concentrate on the analyze of the process of achieving excellent performance in the business life and this consists of the methods, motives and behavior theories of building more effective organizations. The foundation and the background of these theories are performance theories which explain the steady process of organizational effectiveness. Among the theories being considered in this thesis are Traditional Human Resource Management Model, Soft and Hard Models of Human Resource Management, Harvard Model of Human Resource Management, Harvard Model of Human Resource Management, Guest Model.

2.2.1 Traditional Human Resource Management Model

This model of Human Resource Management is considered to be practiced by most company managers because they rarely explicitly state the models used when making

decisions and managing their companies. It is ideal to say that managers are limited creating decisions on the basis of the previously incorporated the value assigned to the personnel and the concept of the organization makes the model independent. This said traditional model is made in a unique way to serve as guidelines to the managers in order to protect their motives and values. It is important to note that this model represents the image of the managers and not the image the company wanted to portray in reality (Al Mehrzi& Singh, 2016).

2.2.2 Soft and Hard Model of Human Resource Management

Human Resource Management has often been explained as a concept with two forms, which are the soft and hard model. The soft model emphasizes individuals, places commitment and self-direction, trust, ethical behaviour as the strategic importance applied to the employees while the hard model is said to lay it emphases on performance management and an instrumental approach to the management of individuals (Harwiki, 2016). Siahaan, Gultom&Lumbanraja (2016) compared and contrasted the soft and hard modes of human resource management. Storey concluded his writing by saying, ‘The hard lay importance on the quantitative, calculative and business-strategic aspects of managing human resources in as ‘rational’ a way as for any other economic factor. By contrast, the soft model traces its roots to the human-relations school; it emphasizes communication, motivation and leadership.’

2.2.3 The Matching Model

Ogbonnaya & Messersmith (2019) proposed the ‘matching model’, which pin pointed that the human resource system and the company structure should align with the company strategy. This point was made in their statement: ‘The analytical management duty is to align the formal structure and human resource systems so that

they drive the strategic objectives of the company. This supports organizational effectiveness and aims at Strategic human resource management. Being the first model, it lays importance to four functions and their interrelatedness. The four functions were said to be selection, appraisal, development and rewards. It is essential to note that these aforementioned four elements of human resource management are believed to have great effect on organizational effectiveness.

2.2.4 The Harvard Model

Wang, Kim & Lee (2016) produced what has become known as the 'Harvard framework'. The Harvard framework claims superiority or better version than that of the Matching Model because it comprises six critical factors of human resource management. It started with the proposition that: 'Human resource management involves all management decisions and actions that affect the nature of the relationship between the organization and employees. The components included in the model are: interests, situational factors, Human Resource Management policy choices, Human Resource outcomes, long-term consequences, stakeholders and a feedback loop through. The outputs flow directly into the organization and the stakeholders and it neglects the people or pays minimal attention to them.

Wang, Kim & Lee (2016) believed that: 'In the business world of today, there are lots of tensions that are demanding a wider, more comprehensive and more strategic perspective with regard to the company's human resources. It likewise lays strong emphasis on the importance to adopt 'a longer-term perspective in managing people and consideration of people as a potential asset rather than merely a variable cost. This model reduces cost and goals is believed to be obtained.

2.2.5 *The Guest Model*

Yang, Lee & Chen (2016) guest model claims that the human resource manager has a definite strategy to start with, which requires specific practices and when executed, will result in outcomes. These results include behavioural, performance related and financial rewards. It is important to know that the Guest Model laid it emphasizes on the logical sequence of six components: Human Resource strategy, Human Resource practices, Human Resource outcomes, behavioural outcomes, performance results and financial consequences. Taking all things into consideration, financial results rely on workers' performance, which in turn is the result of action oriented employee behaviours. Behavioural outcomes, again, are the result of employee commitment, quality and flexibility, which, in turn are impacted by Human Resource Management practices. It is essential for Human Resource practices to correspond with human resource strategy which will in no time align with the company strategies.

2.3 Human Resource Management Practices (HRMP)

Human Resource Management Practices (HRMP) is a method used in managing people, and organizations ought to execute best Human Resource Management Practices that suit how it operates (Ramaprasad et al, 2017). Sanders & Yang (2016) described Human Resource Management Practices as internally dependable policies that are designed and executed to ensure that organizations human resources add in to the realization of the set goals. Sanders & Yang (2016) explained Human Resource Management Practices as techniques an organization uses in order to manage their human capital by ensuring the competency and skills are specific to the firm needs and in turn foster competitive advantage. For an organization to survive, attracting qualified staff, motivating, coaching and mentoring as well as retention should be the key focus. Lai, Saridakis & Johnstone (2016). Arduini & Zanfei (2014) argues that

Human Resource Management Practices should be aligned with the strategy of the organization so as to encourage organizational and personal performance. Human Resource Management Practices have considerably changed in the preceding two decades owing to global environment, privatization, competition and technological advancement as well as the unstable social, political and economic factors that have ensured organizations implement innovative practices that guarantee performance that is top notch. Ambrosius (2016) postulates that human resource (HR) practices are fundamental for any organization to grow and recognized several crucial HR practices such as; rewarding enhanced training, procurement of employees, evaluations, and security in employment. Ambrosius (2016) further notes that Human Resource Management Practices has become an important facet to attain and sustainable competitive advantage. Human resource management opts for the finest recruits and coaches them with the precise expertise and capabilities that can notably equal the firms. AL-Qudah *et al.*(2016) argue that procuring, training, rewarding and retention of employees is a crucial aspect in ensuring the survival of any organization. HRMP should be consistent with the strategies of the organization so as to stimulate enhanced performance. This study used best Human Resource Management Practices identified by Bailey *et al.* (2018) which include: performance review; internal career development; training & development; retention strategies; employee relations and compensation strategies. The practices used in this study are listed and defined as follows:

2.3.1 Compensation

Compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the performance, encourage company loyalty by reduce turnover. Compensation may include Basic Pay, Overtime, Bonuses, Travel/Accommodation Allowance, Stock Options, Medical Allowance, Commissions, and Profit Sharing. A recent study conducted by Hay points out that 20% employees plan to switch their current positions in at least five years. Employee retention turnover has become a more prominent aspect of organizational life. The implementation of retention compensation strategies has seen significant growth over the last several years (Delery & Gupta, 2016). A research study by Florea & Mihai (2014) showed a significant relationship between compensations and employee performance. An effective Human Resource Management Practices strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently.

2.3.2 Career Planning

Career planning is process of setting career goals and identifies the ways to attain them. Career planning is a process of planning individual's life work. Career planning is a tool used to motivate employees to work for the development of the organization (Francoeur et al.,2017). The career planning focused on motivating the employees to achieve a desired match between personal goals and organizational goals. A process of developing human resources to increase organizational performance is referred as career planning (Hee & Jing, 2018). Career development process is useful in identifying employee's skills and experience and assigning them tasks accordingly. Individuals prefer to join those organizations where they get enough opportunities to

pursue their career goals and exploit their potential fully. Career planning serves as a tool to motivate employees to work effectively and efficiently in order to achieve the goals of the organization. Career planning is a deliberate process of providing opportunities for successful development (Garg, 2014).

2.3.3 Employee Involvement

Employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and contributing. Employee contribution influence employee's performance positively (Langwell & Heaton, 2016)). Employee involvement increase job satisfaction, motivation and employees' commitment as employees feel themselves more involved in the success of the organizational goals (Lardner, 2015). According to Mazagatos (2017) Empowering the employees by involving them in decision making contribute to the success of organization as it increases the productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers.

2.3.4 Performance Appraisal

Performance appraisal is a systematic evaluation of an employee's performance in his assigned tasks. The overriding purpose of performance appraisal is to increase motivation and employees self-esteem. Mayanja & Perks (2017) stated that performance evaluation increase the employee's productivity that in turn increases organizational performance. Performance appraisal enhances professional growth by pointing out the area of performance enhancement. Transparent performance

evaluation motivates employees to work more in order to achieve the organizational objectives. Hee & Jing (2018) reported that merit based performance appraisal increase employee's motivation and commitment that has a significant effect on organizational performance. The key to organization's success relates to the willingness of employees to play extra role. Satisfied employees lead towards reduced turnover and absenteeism.

2.3.5 Efficiency and flexibility

Training and development should be combined with efforts to improve employee efficiency and quality of life. Employees in our days need to balance life with work. A good way to help them achieve such balance is to offer flexible work arrangements. Therefore, another significant human resource management challenge that organizations will face in the next three years is efficiency and flexibility. Flexible or non-standard working patterns have become a significant element of the reality of employment in many organizations in the 1990s and all the indications suggest that this challenge is set to continue well into the twenty-first century (Marginson, 2015). A key aspect of the growth of flexible working practices is its role in enabling an organization to meet the diverse needs of its workforce. Flexible working patterns are widely perceived to offer an effective way of combining successfully home and work commitments and to be a stepping-stone towards achieving equality of opportunity (Ogbonnaya & Messersmith, 2019).

2.3.6 Communication

Managers and human resource specialists must work in partnership to ensure that the communication policies and procedures bolster employee relations, since to develop and sustain such relations, employers must keep employees informed of company

policies and strategies (Swart & Kinnie, 2019). Additionally, to foster good employee relations, managers must listen to and understand what employees are saying and experiencing and provide employees with the freedom to express grievances about management decisions. Such employer-employee behavior is part of the corporate culture, which can have an impact on employee expectations and in turn productivity (Troth & Guest, 2019).

2.3.7 Management style

Additionally, the management style of line managers directly affects employee relations, since line managers are crucial links to the human resource function and the ones who must orchestrate the distinctive skills, experiences, personalities, and motives of individuals. Managers also, must facilitate the interactions that occur within work groups. In their role, managers provide direction, encouragement, and authority to evoke desired behaviors (Wilkinson, 2019). In addition, managers reinforce desirable behavior so that it is sustained and enhanced. The manager is an important source of knowledge about the tasks, the organization, and the human resource management policies, programs, and goals (Baek & Kim, 2014).

2.3.8 Empowerment

Likewise, empowerment is another important part of employee relations. In essence, the process of empowerment entails providing workers with the skills and authority to make decisions that would traditionally be made by managers (Sheehan, Garavan & Carbery, 2014). The goal of empowerment is an organization consisting of enthusiastic, committed people who perform their work because they believe in it and enjoy doing it (Gold & Bratton, 2014). This situation is in stark contrast to an

organization that gets people to work as an act of compliance to avoid punishment, for instance being laid-off or qualifying for a pay check (AL-Qudahet *al.*, 2014).

2.4 Impact of training on employee performance

According to Delery & Gupta (2016) training has a significant positive relationship with employee performance. Training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals Dessler (2015). As cited in Garg (2014) training and development is the organization's strategic instrument to improve employee performance by acquiring and equipping employees with the cutting-edge skills and knowledge along with the right organization attitude by the best practice to do their tasks within the planned goals and objectives. Training is the main pillar that is significantly predicting employees' performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties.

According to certain studies, a number of characteristics are related between employee performance and training. For instance, Dessler (2015) looked at the moderating effect of interpersonal assisting while examining the relationship between training, supervisory mentoring, work satisfaction, and task performance. The findings indicate that training and supervisory mentoring have a considerable impact on task performance and job satisfaction. Interpersonal assisting also has a moderating influence on task performance along with supervisory mentoring. According to Gaarg (2014) analysis into the relationship between front office worker performance, information technologies (IT), service encounters, and critical occurrences, front office staff heavily rely on IT to complete their tasks.

2.5 Relationship between Human resource management and Job satisfaction.

2.5.1 Compensation Practices and Job satisfaction

According to Moccia (2016) Compensation is defined as the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. Essentially, it was a combination of the value of your pay, vacation, bonuses, health insurance, and any other perk you may receive, such as free lunches, free events, and parking. These components were all encompassed when defining compensation.

Platis, Reklitis & Zimeras (2015) explain that there is a positive relationship among compensation practices and Job satisfaction. There was a need to examine further the relationship between Employee job satisfaction and compensation practices which the researcher sought to do. After reviewing the above literature it was expected that there is positive relationship with the satisfaction among employees.

Previous research found mixed support for the relationship between salary and Job satisfaction. Shmailan (2016) found that equal amounts of money yields different effects on job satisfaction for different people. In other words, two or more individuals earning the same salary may perceive very different levels of satisfaction at the job. To conceptualize the impact of salary on Job satisfaction, one could have referenced the spill over model of job and life satisfaction (Abid, Khan & Hong, 2016) which suggested that satisfaction in one life domain spills over into other domains. In other words, if an individual experienced satisfaction in the job domain, then this satisfaction would spill over into the individual's general life satisfaction as well. To the extent that salary impacted job satisfaction, the same relationship held for salary and Job satisfaction.

2.5.2 Performance Evaluation Practices and Job satisfaction

Evaluation of employee performance brought about improvement of productivity of organizations and it was significant to monitor the performance (Kim, & Lim, 2017). Productivity and employee performance was increased through appraising the employee performance (Kim, & Lim, 2017). Performance appraisal was more enhanced by other Human Resource Management Practices like formal training and financial incentive. This led to increased organization's productivity, an indicator of employees job satisfaction (Kim, & Lim, 2017). Performance evaluation might be less beneficial for innovative behaviors on the job. Stamolamproset *al.* (2019) found that performance evaluation caused teachers to rehearse task strategies and familiar task components until they became rapid and automatic. Such focus on practicing job components interfered with innovation and learning as individuals possess a fixed number of intentional resources that can be allocated to a variety of job components. Ahmad & Manzoor (2017) argue that Performance-Oriented employees tend to devote their attention to surface processing and practicing in-role job components that may help them to outperform others. This focus on surface processing and practicing in-role job components further refines and establishes the existing framework for doing things and is likely to prevent employees from devoting intentional resources to developing innovative ideas for doing things differently. Furthermore, performance-oriented employees had an extrinsic work motivation in the sense that they defined success on the job primarily where they outperformed others and demonstrated superiority. As a consequence, employees with performance orientations kept away from innovation because innovative tasks implied the risk of failure, which demonstrated their inferiority rather than the superiority they pursued.

2.5.3 Promotion and Job satisfaction

Promotion was defined as the shifting of an employee to a job of higher significance and higher compensation. The movement of an employee upward in the hierarchy of the organization, typically that led to enhancement of responsibility and rank and an improved compensation package was the other promotion definition. Many researchers gave their opinion that Job satisfaction was strongly correlated with promotion opportunities and there was a direct and positive association between promotional opportunities and job satisfaction. The reliance of the positive correlation between promotion and job satisfaction was perceived justice by workers. A significant facet of career of an employee was promotion that affected other aspects of experience of work. They were made up of a vital facet of mobility of labour related to workers, most frequently having considerable increment of wages (Aino, Mika & Pia, 2016).

A worker who is not satisfied with his current employment situation was more likely to stay with his current employer if he believed a promotion would place in him in a position where he would be happier. Believing a promotion was possible one was convinced the person not to quit but necessarily made him any happier in his current position. Likewise, individuals who believed a promotion would be possible in the next two years were also more likely to remain employed with the same firm. Thus, the literature provided actually understated the importance of promotion in predicting Job satisfaction (Guest, 2017).

2.6 Employee retention

Employee retention is still a very serious issue facing managers in different organisations and in every sector of the economy across the globe. This is due to inadequate managerial skills on the part of the leadership of many businesses across the world (Mazagatos et al.2020). While considering the above assertion, Marginson (2015) opined that the reasons why organizations strive to retain their employees are to avoid leaking their business secrets to competitors. This is very crucial and must be avoidable by managers, especially as the industry is intensely occupied with competitiveness. In addition, researchers were of the view that when it comes to retaining employees, management should look beyond cultural affiliation and focus on providing support to their subordinates as they value it more than rewards (Mazagatos et al. 2020). The above argument may be true in the industry where employees prefer to acquire new knowledge that would give them a competitive edge in the future. In line with the above, Naz et al. (2020) stressed that employees that do not receive support from their supervisors or coworkers are usually tempted to engage in social loafing at work. Kigathi and Esther (2017) also added that to retain employees in the industry, managers and human resource professionals should consider the deployment of flexible working arrangements, coworker support, supervisor support, and working environments. In addition, Kundu and Gahlawat (2016) posited that due to the competitive nature of sector, employees in the industry do not necessarily pay attention to financial motivation but prefer a work environment that provides them with the opportunity to work from the comfort of their homes. Some authors have linked employee retention to management's ability to compensate workers in terms of injury, economic disruption, and other factors that may lead to changes in their living standards.

Nevertheless, studies have shown that employee retention is the function of the human resource department (Naz et al. 2020). This may be the reason why Dessler (2015) elucidated that the major responsibility of the human resource department is to ensure that recruited employees do not leave the organization due to management deficiencies. Therefore, to retain employees in the sector, Naz et al. (2020) strongly advocated for the implementation of a flexible working period and support from supervisors and colleagues. Corroborating with the above submission, Gajendra et al. (2021) contended that every industry has its peculiarity when it comes to employee retention and, hence, suggested that managers of businesses should provide supervisory support to their subordinates to avoid high employee turnover. Drifting away from the various arguments about employee retention, Dessler (2017) clarifies that employee retention refers to a process of ensuring that employees are provided with necessary policies that would make them happy to stay with their enterprise rather than allowing them to quit. In this manner, what inspires employees to stay in the organization depends on the industry and not necessarily the amount of money they receive at the end of the day. Drawing from the review above, it is pertinent to note that in the institutions, especially those operating in sub-Saharan Africa, employees prefer to remain with their employers if they are supported by their supervisors separate from their co-workers, including the provision of working from their homes

2.7 Importance of Employee Retention

Retaining competent employees has a positive impact in the advancement of an organization by involving employees in decision-making process, providing avenues to develop their skills and ensuring work-life balance (Ohunakin, Adeniji, & Oludayo, 2018). An organization is able to build good image if their turnover rate is

low. This in turn gives the organization the competitive strength to outwit its rivals. Retaining skilled employees helps an organization to survive in the competitive business environment (Ohunakin, Adeniji, & Oludayo, 2018).

Furthermore, Ohunakin, Adeniji, & Oludayo (2018) posit that retention of competent employees is very important because it saves the organization the cost of recruiting new employees. Any successful organization that desires to reduce the loss of the business income is to improve the retention rate of its employees and this helps organization to be in a competitive advantage in the industry.

2.1.6 Employees Performance indices

2.1.6.1 Quality of Work

Work quality is the value of work delivered by an individual, team or organization. This can include the quality of task completion, interactions and deliverables. The quality of an employee's work is very important. Poor quality can result in lost customers or inferior products. Therefore, it makes sense to incorporate this as an important employee performance management metric. Quality metrics should be in sync with the type of work an employee does. What and how it is measured is dependent on the industry and the specific duties and tasks of the employee. In a setting where productivity matters, quality can be gauged by the percentage of work output that is rejected or must be redone. Employees whose work quality is poor can cause frustration for both customers and co-workers. Also, these employees may struggle to meet their performance goals because their work quality is not meeting standards. When this is corrected, they can more easily achieve their goals. So the ability to gauge a team member's work quality is very useful (Lu & Gursoy, 2016).

2.1.6.2 Quantity

The quantity of Work is the amount of work accomplished by an employee against the expectations set by the employer. This variable discriminates between two employees who do equally good quality work, achieving their job performance requirements, but have different levels of output. For example, two code cutters in an Information Technology (IT) company may have similar quality of work with regard to rework and fixes required. However, one employee may take 30% longer to create code to the same quality. Or a restaurant server may be able to handle twenty covers with good feedback and revenue per customer, but other struggles to handle more than ten covers to get the same result. Discriminating between quality and quantity allows a manager and the employee to focus on what needs to change, rather than getting involved in a poor-quality discussion about “performance”. One can praise the quality and seek suggestions to improve quantity or vice-versa (Lu & Gursoy, 2016).

2.1.6.3 Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. Colleagues who work effectively together on group projects and initiatives are generally seen as strong and contributing team players. Examples of ways in which employees exhibit a strong sense of team commitment include: Participating in group brainstorming, volunteering for roles on team projects, supporting others ideas and approaches and being willing to step into roles others do not want. Indications of poor teamwork, on the other hand, include: An unwillingness to participate in group undertakings, A poor attitude toward project objectives or approaches, Lack of participation, Efforts to undermine group work, An unwillingness to share credit and a propensity to place blame or shift responsibility (Raju & Banerjee, 2017).

2.1.6.4 Attendance

Attendance and punctuality are essential if an employee is to perform effectively. There is a need to arrive at work on time, attend meetings and take the allocated time for breaks. Provided there is efficient timekeeping, it is easy to review an employee on their punctuality and attendance. Measuring attendance doesn't always make sense. If you are a results driven team, counting minutes or sick days might be a waste of time. Measuring attendance makes sense for time- and location-sensitive roles. If you have customer inquiries flooding in, you expect your customer support reps to be available. If they are not, your response time and customer experience may suffer (Rudman, 2020).

2.1.6.5. Dependability

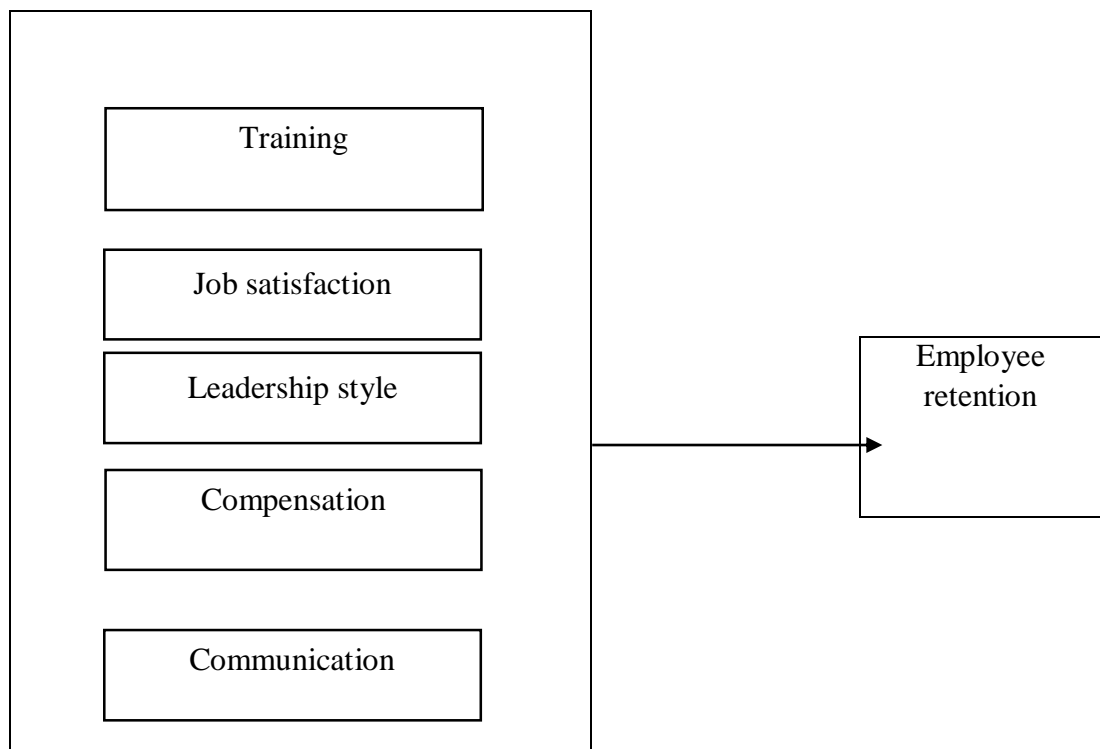
The fifth variable is dependability. Dependability is doing what you said you would do. Directly, this means completing projects, assignments, and tasks on time and on budget. Indirectly this means coming to work every day, attending meetings you are supposed to attend, not making mistakes, and staying out of trouble. People who regularly do not meet agreed deadlines are a drag on team culture and productivity. The same is true for people who regularly arrive late at work. People who deliver high quantities of good quality work without help and who use their initiative, still need help to improve their performance if they are not dependable (Cappelli & Tavis, 2016).

2.8 Conceptual framework

The conceptual framework of this study includes five independent variables and one dependent variable. Independent variables are factors that (probably) cause, influence, or affect outcomes. They are also called treatment, manipulated, antecedent, or predictor variables while dependent variables are factors that depend on the independent variables or outcomes or results of the influence of the independent variables. The independent variables in the study consisted of Compensation, Training, Job Satisfaction, Communication and Leadership Style . The dependent variable is employee retention.

**Independent variables
variable**

Dependent



2.9 Empirical study

2.9.1 Effects of Compensation on Employee Retention

Several studies have addressed the impact of employee compensation and rewards on turnover and retention (Rahman et al, 2020). Employee compensation includes all forms of pay and rewards received by employees for the performance of their jobs. Direct compensation includes employee wages and salaries, incentive-payments, bonuses and commissions. Whiles indirect compensation comprises the many fringe benefits provided by employers and non-financial compensation including health care, life insurance, subsidized lunch, leave policy, overtime, pension plan and transportation policies (Banks et al, 2016). According to DeCenzo et al (2016), direct compensation serves as the most critical issue when it comes to attracting and retaining talents. Shmailan (2016) also assert that there is an underlying assumption that money can influence behavior, hence a fair remuneration is understood to be the cornerstone of the contractual and implied agreement between employees and employers. As a result, some companies may even provide remuneration packages which are well above the market rate to attract and retain critical talents. Most managers believe that money is the prime retention factor and many employees cite better pay or higher compensation as the reason for leaving one employer for another (DeNisi & Smith (2014)). DeNisi & Smith (2014) argues that comprehensive compensation and rewards augmented by an effectual system of disbursement can play an effective role in attracting the best candidates, shaping employee behavior and performance outcome, and facilitating retention of talents.

Indirect compensation such as benefits could also affect employee attraction and retention. The absence of adequate benefits is thus one of the main factors contributing to employee intention to leave (Farndale & Paauwe, 2018). Employee

benefit packages increase worker commitment to the organization and reduce the tendency to think about other job opportunities (Glaister, 2018). Troth & Guest (2017) in a study of the relationship between HRM practices and organizational performance found out that companies providing incentive plans to employees are more likely to experience lower turnover rates among non-managerial employees. Also, a firm would further reduce its labour turnover rate if it applies reward systems in the form of incentive plans to more employees across the organization (Marginson, 2015).

Organizations must see rewards as essential and increase their commitment to the use it as an effective tool in retaining talents. In a study conducted by Marginson, (2015) remuneration or compensation positively predicted organizational commitment and intention to stay. The results of this study can be generalized in Australia and Europe because it involved nine large organizations from both private and public sectors and had about 475 respondents.

This result was based on 278 respondents in Malaysia's education sector. This result could hold true for other similar organizations but probably not the banks because the business of the two institutions is by no means identical. Compensation offers employees some level of security, autonomy, recognition and improved self-worth, which consequently increases their sense of self-worth, leading to affective commitment and retention (Sanders and Yang, 2016)

In spite of the fact that compensation and benefit enhance retention, some studies have also found that compensation in the form of base or variable pay may not be sufficient to attract or retain employees. For instance, Ogbonnaya & Messersmith (2019) concluded that the most significant predictors of retention included intrinsic fulfilment and working conditions rather than monetary rewards. Similarly, the study

by Baek (2014) revealed that although compensation is important, it is the absence of opportunity for professional growth and development that affects retention and turnover of management level employees.

2.9.2 Effects of Career Management on Employee Retention

In a knowledge economy, developing competencies forms an essential part of organizations competitiveness. Knowledgeable and highly skilled employees improve productivity, enhance quality of products and services, effect positive changes in processes and deliver quality service to customers (Troth & Guest, 2019). Most organizations may use career management programmes to assist their employees to properly plan their careers because it is believed that, generally, employees react positively to career development and advancement opportunities.

By providing opportunities for training and career development which forms part of career management, organizations are supporting their employees to more knowledgeable as well as achieve their personal career goals. Career management is defined as an ongoing process of preparing, implementing and monitoring career plans undertaken by individuals alone or in concert with the organization's career systems (Hee & Jing, 2018). It may include activities that help the individual develop and carry out career plans, however, the focus is on taking actions that increase the chances that the organization's anticipated HR needs are met. According to Hee & Jing (2018) a well-functioning organizational career planning system may also encourage employees to take more responsibility for their own development, including the development of skills viewed as significant to the organization. It must however be noted that the economic returns of training employees are more likely to

be captured by an organization if employees are motivated to stay longer and contribute to its success.

Career management presents several immediate and longer-term benefits such as obtaining higher salary, improving one's marketability, positioning oneself for future job opportunities and enhancing job satisfaction. Glaister (2018) argues that training and development generate tangible outcomes such as improved productivity, quality products and services, and resource optimization as well as intangible outcomes such as enhanced self-esteem, high morale, and satisfaction of employees due to acquisition of additional knowledge, skills and abilities. Hence it has been suggested that organizations should pursue participative mechanism to develop career related objectives for employees, make effective plans, implement and monitor the effectiveness of these plans to achieve employees' career objectives (Boxall& Purcell, 2016).

Similarly, Armstrong (2016) report that in organizations where employees receive the training needed to assume greater responsibilities, turnover rates are generally lower. However, there are some limitations with their study. Regression analysis was used to examine the relationships between predictor and response variables. Although the study was looking at relationship between variables and could use regression analysis, it only had 71 responses out of 232 total surveys distributed among ten management companies. About 100 or more respondents would have been ideal for that kind of analysis. Also due to the low response rate of about 30 percent, the findings of the study cannot be generalized. The self-administered mail survey instrument used included 103 items or questions which falls under nine employee retention initiative domains. The total number of questions could have contributed to the low response rate.

2.9.3 Effects of Employee Engagement on Employee Retention

Employees want to work and remain with organizations in which they are valued and appreciated. The challenge today is not just retaining capable and talented employees, but fully engaging them, capturing their minds and hearts at each stage of their work lives (Sanders & Yang, 2016). According to AL-Qudah, (2014), employers are now becoming aware that by focusing on employee engagement, they can create more efficient and productive workforce. Not only does engagement have the potential of significantly affecting employee retention and loyalty, but it is also a key link to overall stakeholder value.

According to Shubha & Gopal (2016) Engagement is the key to the retention of talent and is an area in which the lead has been taken by some HR practitioners. Susan (2014) noted that although there are numerous definitions of the construct, they all agree that employee engagement is desirable, has an organizational purpose, and has both psychological and behavioral facets in that it involves energy, enthusiasm and focused effort. Academic research on the employee engagement is however scarce and most references to employee engagement are research firms and consultancies. Hence some researchers believe it is an area where rigorous academic research is required (Susan, 2014).

Sam Arisal (2018) assert that engagement is the positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication and absorption. Employee engagement is the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment. According to Shantanu -Kumar (2018) engagement is the willingness to invest oneself and expand one's discretionary effort to help the employer succeed,

which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Engagement creates a sense of loyalty in a competitive environment and also increases employees' trust and subsequent retention. Employee engagement has been shown to have a significant relationship with productivity, profitability, and employee retention (Ondokuz, 2019). Alwiya (2016) contend that, engaged employees consistently demonstrate three general behaviors which improve organizational performance, namely say, stay and strive. Say means that the employee advocates for the organization to co-workers, and refers potential employees and customers. Stay implies that the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere. Strive also connotes that the employee exerts extra time, effort and initiative to contribute to the success of the business

Rose & Raja (2016) explains that employee engagement is a multidimensional construct different from other role constructs such as job involvement, commitment to organizations or intrinsic motivation. Although Employee Engagement is built on the foundation of some earlier concepts such as job satisfaction, employee commitment and organizational citizenship behavior, it encompasses these concepts, and is broader in scope. The defining distinction is that employee engagement is a two-way interaction between the employee and the employer, whereas the earlier focus tended to view the issues from only the employee's point of view. Siddiqui (2015) also distinguishes between job satisfaction and engagement and contend that employee satisfaction is not the same as employee engagement and since managers cannot rely

on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept.

As a complex concept, engagement is influenced by many factors from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation (Ahmad &Manzoor (2017)). Engaging employees especially by giving them participation, freedom, and trust is the most comprehensive way of increasing values of self-realization and self-actualization (Ahmad &Manzoor (2017)). Alwiya(2016) indicate that engaged employees are strong organizational assets for sustained competitive advantage and a strategic asset. Both practitioners and academics tend to agree that the consequences of employee engagement are positive.

2.9.4 Effects of Job Satisfaction on Employee Retention

According to Ahmad &Manzoor (2017) job satisfaction is a result of an individual's perception and evaluation of their job influenced by their own unique needs, values and expectations, which they regard as being important to them. Thus job satisfaction can be said to be a set of favorable or unfavorable feeling with which employees view their work and it is affected by both the internal and external environment of the organization.

Also, according to Aino (2016) employee satisfaction is not an absolute measure but rather multidimensional characteristics comprising constructs such as satisfaction with supervision of work, work itself and other work conditions. Some researchers have approached job satisfaction from the perspective of need fulfilment whiles others describe it as a combination of psychological and environmental circumstances that cause a person to be satisfied with his or her occupation.

Additionally, most employees expect that the organization will provide facilities such as equipment and machinery for business purpose. Thus, the more a person's work environment fulfills his or her needs, values, or personal characteristics, the greater the degree of job satisfaction the reverse is also true. Also, each element of the organization's environment can contribute to or detract from job satisfaction (Abu-Shamaa, 2015). According to Abu-Shamaa, (2015) research has shown that employees, who perceive high levels of constraints in terms of their work environment, tend to be dissatisfied with their jobs. It is improving employee's work environment that will influence service climate and eventually influence job satisfaction.

Based on social exchange relationships, supervisor support can be explained as perception of employees regarding their relationship with their supervisor and how well they can rely on the supervisor to care for their individual concerns. Dessler (2015) stressed that supervisors are usually the crucial persons or agents responsible for maintaining the psychological contract of employees. Thus, supervisory support has a significant effect on employees well-being. Hence employees are more likely to remain with an organization if they feel that their supervisors value their contributions and well-being, communicate well with them, and treat them with respect and recognition. Yingying (2017) described perceived supervisor support as the degree to which an employee feels that they are supported by their supervisor. In other words, a high supervisor support climate produces a reciprocal relationship in which employees feel emotionally connected and obligated to "repay" their supervisor and/or organization by staying in the company.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Research methodology outlines how the investigation will be conducted. The researcher must select up front whether he will gather data in a quantitative or qualitative approach. Studies using mixed methods may also be conducted. This chapter provide details related to the methodology of this present research. It will include the Research Design, Data Collection Approach, Research Population, Sample Size, Sample Selection Procedure, Research Instruments, and Data Analysis Method.

3.2 Research Design

A descriptive survey was adopted. According to Mills & Gay (2016) descriptive research design seeks to determine the bond that exists between variables, that is, to identify how one variable affects the other; it also seeks to provide a clarification to the causes and/or effects of one or more variables. According to Norashady (2016) descriptive studies describe a given state of affairs as fully and carefully as possible. In descriptive research the event or conditions already exists or occurred and the researcher merely selects the relevant variables for an analysis of their relationship.

The descriptive sample survey is appropriate when a researcher attempts to describe some aspects of a population by selecting unbiased sample of individual who are asked to complete questionnaire tests or respond to observed, describe and document aspects of a situation as it occurs naturally. As indicated by Creswell (2015) descriptive research seeks to determine the answers to who, what, when, where and how questions. Its major purpose, as designed, is to describe characteristics of a

population or a phenomenon. The study is therefore conducted to investigate effect of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Descriptive research design was adopted in training and job satisfaction effect on employee retention because these objectives are descriptive in nature. The study adopted quantitative research design since structured questionnaires were used in collecting data for the study.

3.3 Population

According to Setia (2016) target population is the units of whatever nature that a researcher intends to study. A population element is therefore the subject on which the measurement is being taken. The population refers to the group of people or study subject who are similar in one or more ways and which forms the subject of the study.

The research population comprised of senior staff and senior members of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. The target population in the area of research was one hundred and forty-one (141).

3.4 Sample and sampling techniques

According to Wilson (2016) sampling is the procedure of choosing a number of study units from a predetermined population. This proves that when doing complete population surveys is not practical, samples of the study population are taken. According to Bedard (2016) non-probability sampling involves using human judgment to choose a sample. In a non-probability sampling technique, samples are

chosen based on stated questions or the goal of the investigation. The amount of knowledge the researcher has regarding the identified case is also a factor.

According to Cora (2018) non-probability sampling involves human judgment in the sample selection process. The selection of samples using a non-probability sampling approach is based on stated questions or the study's objective. It also includes the amount of information regarding the identified case that the researcher has access to. According to Vehovar, Toepoel & Steinmetz (2016) Non-probability sampling is classified into five types by. Convenience sampling, snowball sampling, quota sampling, self-selection sampling, and purposive sampling are the different types of sampling.

Purposive sampling technique was used to select the fifty-nine senior members. With purposive sampling technique, the researcher sampled with the purpose and objectives of the study in mind. With this technique, researchers normally have one or more specific predefined groups they are seeking. This therefore called for sampling specific groups or types of people who are experts or knowledgeable in a given area.

Convenience Sampling Method was used to select 63 senior staff. Convenience sampling, according to Alhassan (2007), is used when respondents for a study are simply chosen because they are accessible or available. The sample was chosen using the convenience method. This was due to the fact that senior staff were available at the time the questionnaire was administered. The Krejcie and Morgan (1970), Sample Size Table was used to select a total of 122 respondents from the population.

Table 3.2 Population and sample distribution

AAMUSTED-MAMPONG Campus	Study population	Sample
Senior staff	72	63
Senior members-teaching and Non-Teaching	69	59
Total	141	122

Source: Fieldwork, 2023

Table 3.3 Sample Size Table

N	S	N	S	N	S	N	S
10	10	150	108	460	210	2200	327
15	14	160	113	480	214	2400	331
20	19	170	118	500	217	2600	335
25	24	180	123	550	226	2800	338
30	28	190	127	600	234	3000	341
35	32	200	132	650	242	3500	346
40	36	210	136	700	248	4000	351
45	40	220	140	750	254	4500	354
50	44	230	144	800	260	5000	357
55	48	240	148	850	265	6000	361
60	52	250	152	900	269	7000	364
65	56	260	155	950	274	8000	367
70	59	270	159	1000	278	9000	368
75	63	280	162	1100	285	10000	370
80	66	290	165	1200	291	15000	375
85	70	300	169	1300	297	20000	377
90	73	320	175	1400	302	30000	379
95	76	340	181	1500	306	40000	380
100	80	360	186	1600	310	50000	381
110	86	380	191	1700	313	75000	382
120	92	400	196	1800	317	100000	384
130	97	420	201	1900	320		
140	103	440	205	2000	322		

Source: Krejcie & Morgan (1970)

3.5 Research Instrument

Data collecting involves the use of a variety of devices and technologies. These consist of an attitude scale, an interview, and a questionnaire. Questionnaires were employed to gather original data from the chosen sample groups for this study. According to Wilson (2016) a questionnaire is a type of research tool that includes "all strategies of data collecting in which each participant is asked to respond to the same set of questions in a preset order."

In this study, a questionnaire was used to achieve a variety of goals that support the study's validity on a number of fronts. Additionally, it is a cost-effective way of data collecting, especially for studies that call for a high sample size. Other benefits include ease of distribution, the ability to evaluate results using various statistical software, and the fact that it is a technique of data gathering (Creswell & Plano (2018).

When a questionnaire is given to a participant, they are free to complete it whenever the opportunity presents itself without interruptions that could happen with other methods, such phone interviews (Mishra & Alok, 2017). Because all participants receive the same uniform groups of questions and are not influenced by the researcher's vocal or visual cues when responding to the questions, as can frequently happen with face-to-face interviews, subscriber bias is at its lowest degree with written questionnaires.

Also, a written questionnaire is not an appropriate data collection method for poorly-educated people. In addition, a written structured questionnaire, as described by Kumar (2020), loses the flavour of response because participants usually want to clarify their views qualitatively when answering specific questions.

3.5.1 Structure of the Questionnaire

When creating study questionnaires, various question types are used. The open and closed questions are those. Closed-ended questionnaire was utilized for this study. The sample candidates were required to select from a range of prepared options by means of closed-ended questions. Closed questions are a practical way to gather information in a way that a variety of options find simple to assess (Mills and Gay, 2016). The questionnaires were created using the research questions, findings from the literature, and input from the researcher's supervisor. The questionnaires were compiled from the research questions and literature findings and through consultation with the researcher's supervisor.

3.7 Ethical issues

Typically the researcher must acknowledge that a participant's ethical rights are their right to anonymity, confidentiality, and voluntary engagement. Regular activities of research subjects are frequently interrupted, and participation may result in privacy invasions (Bilous, Hammersley & Lloyd, 2018). Participants in study must voluntarily participate, and they must have the choice to withhold certain personally identifying information. Participants in research are frequently required to divulge personal information that may not be known to their peers and acquaintances (Bilous, Hammersley & Lloyd, 2018).

3.8 Data Analysis

In this research, descriptive analysis from the Statistical Package for Social Science (SPSS) version 25 was used to analysis the data collected from the field. All the answers to the questions were edited and statistical tables, frequencies, and graphs were prepared to arrive at percentages corresponding to absolute figures. Also,

multiple regression analysis was used because there are independent and dependent variables. This technique was used to come out with findings of the research. The significance level was 0.05 considering the anticipated degree of correctness of the responses to be gathered. This was to ensure that data were analyzed accurately and verified in order to draw reliable conclusions.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

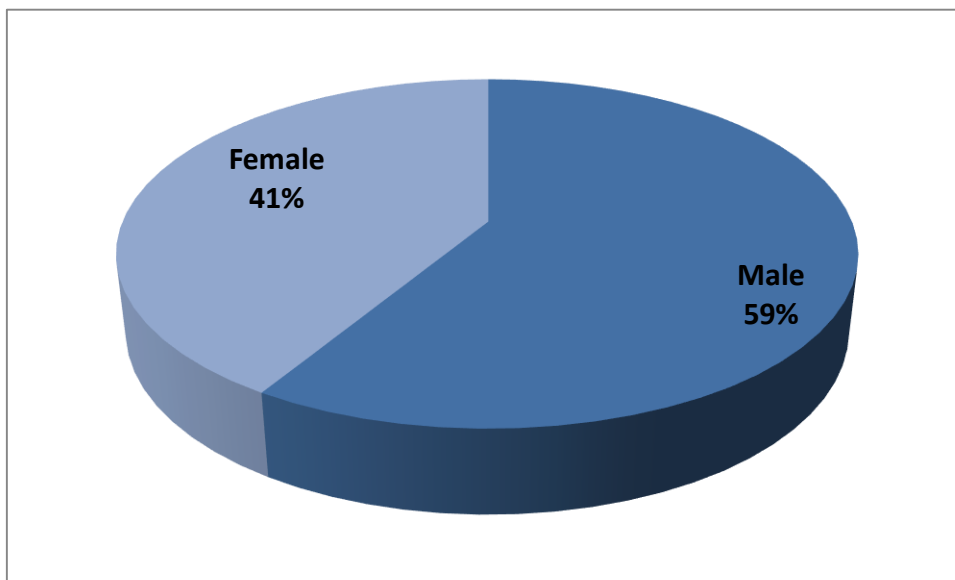
4.0 Introduction

This chapter focused on presentation of the results, analysis and discussions of the data collected from the field. The first aspect of the results deals with the background information of the respondents. The second section of this chapter demonstrates the actual data collected on the variables that constitute the core of this research.

4.1 Demographic Data

The demographic variables of respondents that were analyzed included their gender, age and qualification of the respondents. The result is presented below.

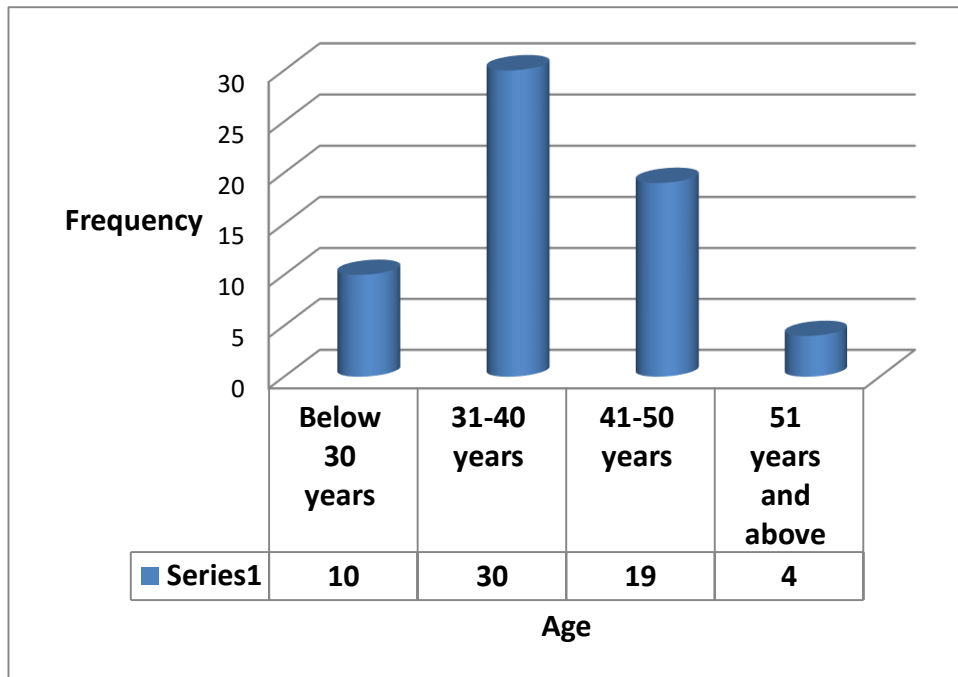
Figure 4.1 Gender distributions of Senior Staff



Source: Field data, 2023

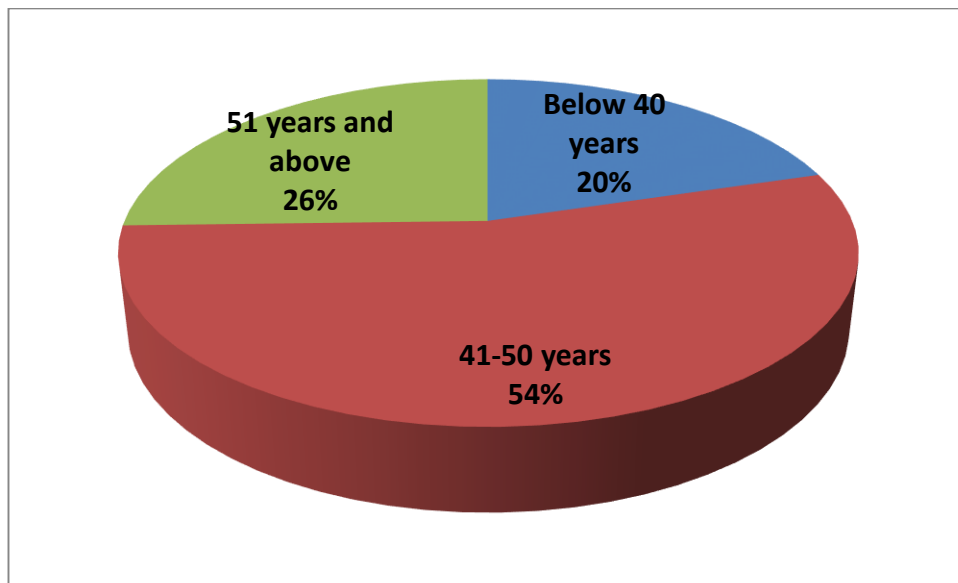
The data in Figure 4.1 revealed that 37 (59%) of the respondents with the highest percentage figure were males, while the twenty-six representing (41%) were females.

Figure 4.2 Age distribution of Senior Staff



The also shows that 10(16%) of the senior staff were between the ages of below 30 years, 30(48%) of the senior staff with the highest percentage figure were between the ages of 31-40 years, 19(30%) of the senior staff were between the ages of 41-50 years, 4(6%) of the respondents were 51 years and above.

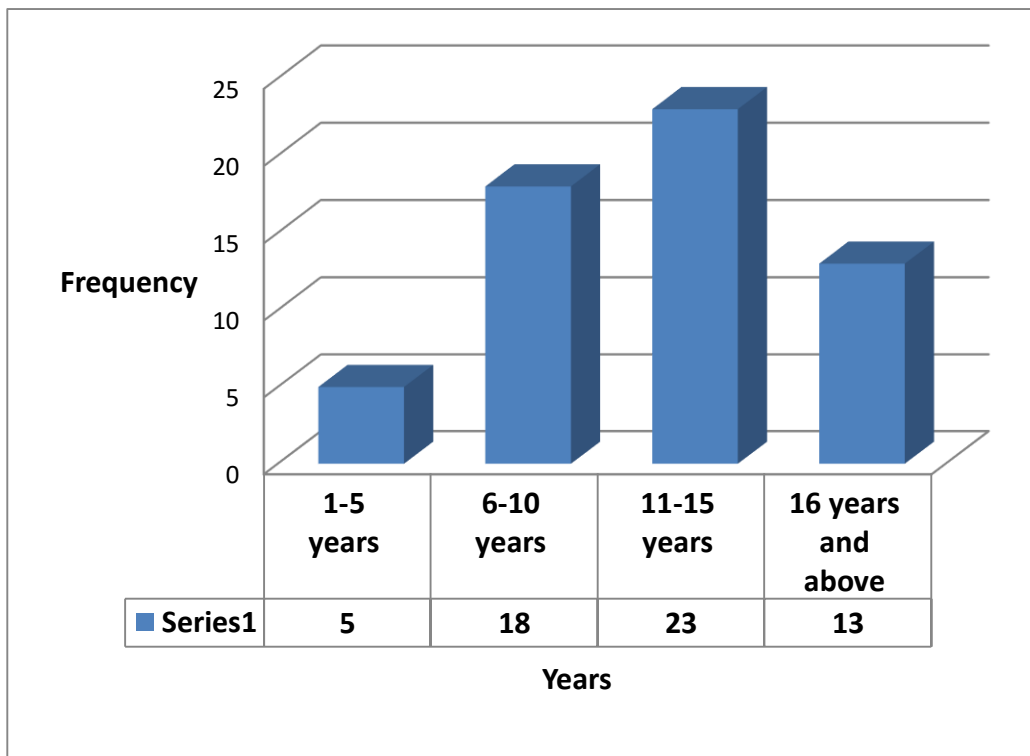
Figure 4.3 Age distribution of Senior Members



Field data; 2023

The Figure that shows, twelve of the senior members (20%) were below 40 years, thirty-two of them representing (54%) were between 41-50 years, while nine forming (26%) were 51 years and above.

Figure 4.4 Number of years Senior Member worked in the university



Concerning the years of respondents have worked with the university, 5(8%) were 1-5 years, 18(31%) of the senior members have worked with the university between the ages 6-10 years, 23(39%) of the senior members have also, worked between 11-15 years, while 13(22%) of the senior staff members have worked for 16 years and above.

strongly disagree represented 4(3%) and 8(7%) respectively. The table also showed mean value 3.7213 and standard deviation of 1.10043

Regarding, Communication skills, 28(23%) of the respondents indicated strongly agree, 58(47%) of them stated agree, 11(9%) ticked uncertain, while disagree and strongly disagree represented 12(11%) and 7(12%) respectively. The table also showed a mean value of 1.3528 and standard deviation of 1.33723.

The analysis of the revealed that respondent agreed that managerial skills one of the training needs of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Table 4.1 shows that, 37(30%) of the respondents indicated strongly agreed, 53(44%) agreed, while 16(13%) and 7(6%) ticked strongly disagreed and disagreed respectively. The mean value and standard deviation representing managerial value were 3.9098 and 1.06797 respectively.

The Table also shows that 30(25%) of the respondents strongly agree that customer service forms part of the training needs of employees at the university, 50(41%) agreed, 12 (10%) said disagreed, while 9(7%) ticked agreed. The table revealed mean value of 3.8689 and standard deviation of 1.10559

Moreover, from Table 4.1, twenty-six respondents forming (21%) indicated strongly agreed that Problem solving strategies are significant aspect of training needs of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus, 63(52%) of them indicated agree, while disagree and strongly disagree represented 12(10%) and 9(7%)

respectively. The table also showed mean value 3.6967 and standard deviation of 1.13465

In this study the results showed that there were strong positive assertions from majority of the respondents identifying that they needed the following training skills: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training. The pace at which development is occurring recently is almost as the speed of light. Every organization's dream is to be the leader in the industry in which they find themselves and as a result they are employing tactical strategies necessary for the actualization of such goal. Development of skills happens to be one of those vital strategies required by an organization to remain competitive. It is therefore relevant for both organizations and individual stakeholders to possess skills that are relevant to performing an efficient task (Bailey, 2018).

Being evident that the respondents require the above training skills, management of the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus, therefore ought to focus their attention on the relevant training needs skills identified by the respondents. And also as management of the university employ this strategy to provide and improve the skills of employees, the retention rate would improve which would give the university a competitive edge over its rivals. Other studies have discovered that meeting the skills need of employees is vital in every organization (Armstrong, 2016). And universities should identify and provide the regular skill training to meet their employees' skill needs to remain competitive which is a result of employees' retention.

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

4.3 Research Questions Two: What is the perception of employees on relevance of Training and Job Satisfaction to AkentenAppiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus?

Table 4.2. Employees perception on relevance of Training and Job Satisfaction

Variable	SA	A	U	DISA	SDISA	Mean	SD
Job Satisfaction increase the employees commitment to which lead improved performance in the university	37(30%)	68(56%)	7(6%)	5(4%)	5(4%)	4.0410	1.10892
Job Satisfaction boost the morale of the employees in the university	44(36%)	63(52%)	-	6(5%)	9(7%)	4.3115	.78290
Training increases job knowledge of employees in the university	44(36%)	61(50%)	8(7%)	6(5%)	3(2%)	4.0410	.97402
Training enhances the skills of employees on the job	50(39%)	68(53%)	-	-	4(3%)	4.0410	.94823
Training improves the quality of work of employees and leads to increased productivity in the university	38(31%)	67(55%)	7(6%)	4(3%)	6(5%)	4.1230	.91433

**S= Sample SA= Strongly Agree A=Agree U=Uncertain
DISA=Disagree SDISA= Strongly Disagree M= Mean
SA= Standard Deviation**

From Table 4.2, thirty-seven respondents forming (30%) indicated strongly agreed that Job satisfaction increases employee commitment thereby leading to improved performance of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus, 68(56%) of them indicated agree, while disagree and strongly disagree represented 5(4%) and 5(4%) respectively. The table also showed mean value 4.0410 and standard deviation of 1.10892. According to Kabungaidze, Mahlatshana, & Ngirande (2013) Training that attempts to increase employee commitment may serve to counter the numerous direct and indirect costs associated with turnover. High labour turnover destroys the organisation through increased costs of recruitment and selection, delayed service delivery and low morale amongst employees.

From Table 4.2, forty-four respondents forming (36%) strongly agreed that Job Satisfaction boost the morale of employees in the university, 63(52%) of them indicated agree, while disagree and strongly disagree represented 6(5%) and 9(7%) respectively. The table also showed mean value 4.3115 and standard deviation of 0.78290. Hee & Jing (2018) argue that the general benefits received from employee training include increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

The analysis of the revealed that respondent agreed that Training increases job knowledge of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Table 4.2 shows that, 44(36%) of the respondents indicated strongly agreed, 61(50%) agreed, while 6(5%)

and 3(2%) ticked strongly disagreed and disagreed respectively. The mean value and standard deviation represented were 4.0410 and 0.97402 respectively.

Also, From Table 4.2, fifty respondents representing (39%) strongly agreed that Training enhances skills of employees on the job, in the university, 50(39%) of them indicated agree, while strongly disagree represented 4(3%). The table also showed mean value 4.0410 and standard deviation of 0.94823.

Furthermore , from Table 4.2, thirty-eight respondents forming (31%) indicated strongly agreed that training improves the quality of work of employees and lead to increased productivity in the university , 67(55%) of them indicated agree, while disagree and strongly disagree represented 4(3%) and 6(5%) respectively. The table also showed mean value 4.1230 and standard deviation of 0.91433. Hee & Jing (2018) argue that the general benefits received from employee training include increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

4.4 Research Questions Three: What is effect of Training and Job Satisfaction on retention of employees AkentenAppiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus?

Table 4.3 Impact of Training and Job Satisfaction employee retention

Variable	S	Very Great Extent	Great extent	Moderate extent	Little extent	Mean	Standard Deviation
Skills Acquisition	122	44(36%)	52(43%)	10(8%)	16(13%)	2.5984	.90599
Improved job performance	122	20(17%)	48(39%)	39(32%)	15(12%)	3.0164	.98739
Knowledge acquisition	122	23(19%)	38(32%)	43(35%)	18(14%)	2.5164	.94680
Employee commitment	122	34(28%)	43(35%)	27(22%)	18(15%)	2.3525	.83254
Quality of service delivery	122	23(19%)	33(27%)	30(25%)	36(29%)	3.0328	1.09787

In the opinion of the respondents on the extent of skills acquisition influence employee retention, Table 4.3, showed that 44(36%) of the participants indicated very great extent, 52(43%) ticked great extent, while moderate extent and little extent represented 10(8%) and 16(13%) respectively.

The Table further showed that twenty percent of respondents indicated very great extent, 48(39%) ticked great extent, moderate extent formed 39(32%), while 15(12%) indicted little extent.

On the issue of to what extent has knowledge acquisition influence employee retention, the result in Table 4.3 showed that 23(19%) of the respondents in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), Asante Mampong Campus, indicated very great extent, 38(32%) ticked great extent, 43(35%) of them indicated moderate extent, while 18(14%) represented little extent.

From the result, 34(28%) of the respondents indicated very great extent that employee commitment influences contribute to employee retention, 43(35%) ticked great extent, moderate extent formed 27(22%), while 18(15%) indicted little extent.

Regarding, to what extent to which quality of service delivery contribute to employee retention 23(19%) of the respondents in the university ticked very great extent, 33(27%) indicated great extent, 30(25%) indicated moderate extent, 36(29%) ticked little extent.

4.4.1 Regression Analysis

In this study, a multiple regression analysis was conducted to Effect of Training and Job Satisfaction on Employee Retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. The research used Statistical Package for Social Sciences to code, enter and compute the measurements of the multiple regression.

Table 4.4 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.699 ^a	.489	.467	.69707	.489	22.214	5	116	.000	1.659

a. Predictors: (Constant), Employee commitment , Quality service delivery , Improved job performance , Skills acquisition, Knowledge acquisition

b. Dependent Variable: Employee retention

The data in Table 4.4 indicated that R-Square (coefficient of determination) is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R-square, also called the coefficient of multiple determinations, is the per cent of the variance in the dependent explained uniquely or jointly by the independent indicators Training and Job Satisfaction. R=0.699 indicate linear relationship between the dependent and the independent variables. R-Square (coefficient of determination)= 0.489 indicate that the independent variables can explain 48% of the dependent variable. Simply, Employee Commitment, Quality service delivery, improved job performance, Skills acquisition, and Knowledge acquisition can explain 48% of the dependent variable.

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.970	5	10.794	22.214	.000 ^b
	Residual	56.366	116	.486		
	Total	110.336	121			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Employee commitment , Quality service delivery , Improved job performance , Skills acquisition, Knowledge acquisition

The data in Table 4.4 indicated that the probability value of 0.000 indicates that the regression relationship is highly significant in predicting how Employee Commitment, Quality service delivery, improved job performance, Skills acquisition, and Knowledge acquisition influence on your employee retention. .

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.251	.312		.806	.422
	Skills acquisition	.184	.073	.190	2.533	.013
	Improved job performance	.227	.085	.216	2.678	.008
	Knowledge acquisition	.325	.079	.322	4.107	.000
	Quality service delivery	.081	.078	.070	1.035	.303
	Employee commitment	.198	.062	.228	3.217	.002

a. Dependent Variable: Employee retention

The regression equation in Table 4.5 has established that taking all factors into account (Employee Commitment, Quality service delivery, improved job performance, Skills acquisition, and Knowledge acquisition influence on employee retention) constant at zero application of employee retention will be 0.251.

The findings presented also show that taking all other independent variables at zero, a unit increase in Skills acquisition would lead to a 0.184 increase in employee retention. The result also showed that unit increases in Improved job performance would lead to a 0.227 increase on employee retention. The findings also shows that a unit increases in Knowledge acquisition would lead to a 0.325 increase on employee retention. It was evident that, a unit increases Quality service delivery would lead to a 0.081 increase on employee retention. It was evident that, a unit increases Employee commitment would lead to a 0.198 increase on employee retention.

The Coefficients Regression analysis of importance of Training and Job Satisfaction on Employee Retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus further shows revealed the following findings:

Skills acquisition influence Employee retention calculated p-value was found to be 0.013 which is statistically significant ($p < 0.05$) which is level of confidence. There is a positive correlation between Skills acquisition and Employee retention. According to Okafor (2019) Knowledge acquisition is the process through which knowledge is acquired or attracted to utilize it for organizational prosperity. In this regard, the acquired knowledge is expected to enhance the effectiveness of workers in the telecom sector, which would equip them to work at their homes according to the specified objective. Improved job performance influence on Employee retention calculated P-value was found to be 0.008 which is statistically insignificant since $P < 0.05$. There is a positive correlation between Improved job performance influence on Employee retention.

Knowledge acquisition calculated P-value was found to be 0.000 which statistically $P < 0.05$ hence significant. There is a positive correlation between Knowledge acquisition and Employee retention. According to Okafor (2019) Knowledge acquisition is the process through which knowledge is acquired or attracted to utilize it for organizational prosperity. In this regard, the acquired knowledge is expected to enhance the effectiveness of workers in the telecom sector, which would equip them to work at their homes according to the specified objective.

Quality service delivery calculated P-value was found to be 0.303 which statistically $P < 0.05$ hence insignificant. There is a negative correlation between Quality service delivery and Employee retention. Employee commitment calculated p-value was found to be 0.002 which is statistically significant ($p < 0.05$) which is level of confidence. Employee commitment has a positive significant influence on Employee Retention. The study concluded that overall Skills acquisition; improved performance, Knowledge acquisition and Employee commitment had the highest influence on employee retention, while Quality service had the least effect on employee retention.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the research and its key findings, draws conclusions, and provides recommendations. The study investigate importance of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus

5.4 Summary of findings

The findings of the study included the following:

5.2.1 Training needs of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

The study sought to identify the training needs of employees at the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Generally, majority of the respondents asserted that they needed certain training skills. On the individual level, it was discovered that leadership skills training was actually needed by the respondents, that interpersonal skills training was needed as well, communication skills training is also required, that the teamwork skills training is needed, that problem solving skills training and customer service skills training is required. However, managing change training need and the retaining employees training need was actually not needed by the employees of the university.

5.2.2 Perception of employees on relevance of training and job satisfaction at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

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

5.2.3 Effect of training and job satisfaction on retention of employees Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

The study sought to assess the effect of training and job satisfaction on employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Multiple regression analysis was conducted to that effect. A close observation of the findings shows that there was a statistically positive correlation between the predictors (Employee Commitment, Quality service delivery, improved job performance, Skills acquisition, and Knowledge acquisition) and the dependent variable employee retention. With respect to the predictive capacity of the model, it was discovered that the predictors accounted for 48% is explained by employee training. Again, it was discovered that training needs of employees are

identified, training is conducted for each employee every year, regular in-service training are provided for employees and training strategy and plans are known to all employees were statistically positive but made insignificant contributions to employee retention.

5.5 Conclusions

The findings of the study showed that there were strong positive assertions from majority of the respondents identifying that they needed the following training skills: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training. It is evidentially clear that the respondents perceive that the training system at the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus, positively affect the retention of employees

Additionally, the respondents asserted they require certain training skills at the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. However, it is now evidentially clear that training and job satisfaction are significant predictor of employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. Similarly, it can be concluded that training and training benefits jointly predict positive variance in employee retention at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus.

5.4 Recommendations

1. Employees of the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus identified certain training skills need that should be employed at the university which include: leadership skills training, interpersonal skills training, communication skills training, teamwork skills training, problem solving skills training and customer service skills training; the study therefore recommends that management provide the training needs identified to improve employee retention. Through that productivity would be high as labour turnover would be low, increase loyalty of employees, cause employee experience, cost saving, increase morale, maintaining institutional knowledge, have satisfied customers.
2. Again, employees perceived that these training packages (employees further studies, in-service training are provided for employees, training needs of employees are identified, training strategy and plans are known to all employees, training is conducted for each employee) is beneficial however, those predictors being positive made insignificant contribution to employee retention. The study recommends that personal need analysis should be conducted to identify what motivate the staff so as to have positive influence on the retention of employee.
3. The study recommends that periodic research be conducted to find among the predictors those still positive and improve them to make significant contribution to the retention of employee. Management should again through

it research department conduct a periodic research into the training needs of the staff at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus. This would help management of the university to be always abreast with issues for employee retention. Through that specific program such as employee recognition program to improve retention, building confident team, having opulence advancement opportunities could be introduced to suit the training needs of staff at any point in time. Once those needs are met, retention among staff will be increased.

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

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR RESPONDENT

AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT

Dear Respondent,

I am a final year student of **AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT**, as part of requirement of the course I am conducting a research into importance of training on employee job satisfaction and retention among administrative staff, a case study of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

I would therefore be grateful if you could take a moment of your time to answer the following questions. Kindly tick [] where applicable and fill in the blank spaces where appropriate. Please be assured of maximum confidentiality as the result is for academic purpose. Your honesty and complete responses will be most helpful. Thank you

I count on your co-operation and quick response. Thank you

PLEASE TICK () WHERE NECESSARY OR PROVIDE ANSWERS IN THE SPACES

PROVIDED

SECTION A: Demographic Information

Please read the following information carefully and provide the appropriate responses

1. Gender
 - a. Male []
 - b. Female []

2. Marital status

- a. Married []
- b. Unmarried []
- c. Divorced []
- d. Separated []

3. Age of respondents

- a. Below 35 years []
- b. 36-40 years []
- c. 41-45 years []
- d. 46-50 years []
- e. 50 years and above []

4. Level of Education:

- a. Certificate "A" []
- b. Diploma []
- c. Degree []
- d. Masters []
- e. MPHIL []
- f. Doctorate []

(Please tick only the highest qualification)

5. Years of working with the university:

- a. 1-10 years []
- b. 11-20 years []
- c. 21-30 years []
- d. 30 years and above []

**SECTION B: Training needs of employees at Akenten Appiah-Menka University
of Skills Training and Entrepreneurial Development, Asante Mampong Campus**

Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Leadership development and interpersonal skills					
Communication skills and customer service					
Management skills training and managing change					
Customer service					
Problem solving					

SECTION C: Perception of employees on relevance of training and job satisfaction at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus

Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Job satisfaction increases the employees commitment to employee performance in the university					
Job satisfaction boost the morale of the employees in the university					
Training increases job knowledge of employees in the university					
Training enhances the skills of employees on the job					
Training improves the quality of work of employees and leads to increased productivity in the university					

SECTION D: Effect of training on retention of employees Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus

Variable	Very great extent	Great extent	Moderate extent	Little extent
Training has helped me improved my skills on the work				
Training has enabled gained new knowledge on the job				
Training has helped me improved my job performance management decisions				
Training has enabled me to deliver quality services				
Training increases employee confidence when performing related task.				

SECTION E: Employee retention practices at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Asante Mampong Campus

Variable	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Are you satisfied with salary and allowances regime in the university				
Is your continuous stay in the university depend on employee promotion				
Is your continuous stay in the university depend on compensation packages				
Are you satisfied with the level of employee engagement in the university				
Are satisfied with communication modes utilize by the university management				